Clapton CFC Finance Report
Year ended 30 June 2026

Management accounts and member transparency report

Prepared by Finance Committee |
August 2026

Commentary and summary

This finance report covers the financial year ended 30 June 2026. It is being shared as part of the Club's commitment to financial transparency and will also form the basis of regular finance reporting to members and committees going forward.

As this is the year-end report, the commentary is fuller than future monthly reports are likely to be. Going forward, monthly reports will be more concise and focused on the specific month, key movements, and any issues or risks to flag.

Overall position

The Club ended the year in a strong financial position, with a surplus after tax of £35.6k before capital contribution, compared with a budgeted surplus of £8.0k. This is £27.6k ahead of budget.

In addition, the accounts include an £86.1k capital contribution from the Old Spotted Dog Ground Trust, relating to the new toilet block at the Old Spotted Dog Ground. This brings the reported net surplus for the year to £121.7k.

The capital contribution is a one-off, non-cash accounting item and should be read separately from the Club's underlying operating performance.

Overall, this was a successful year financially for the Club. The underlying result was ahead of budget, supported by strong matchday income, continued merchandise contribution, membership income, non-matchday donations, cup income and careful management of expenditure.

Income and expenditure

Total income for the year was £232.8k, which is £7.6k below budget. Although income was below budget overall, this was more than offset by expenditure being significantly below budget.

Total expenditure was £175.3k, which is £33.1k below budget. This means the Club generated an operating surplus of £57.5k, compared with a budgeted operating surplus of £32.0k.

The strongest income areas were Men's First Team matchday donations, non-matchday donations, membership income, cup income and merchandise.

Merchandise sales were below the original budget, but the budget was ambitious and assumed a higher level of sales than was ultimately achieved. Despite this, merchandise still made a very strong positive contribution of £34.6k. This remains a major part of the Club's financial model and continues to help support wider activity across the Club.

The Club also made charitable donations of £2.7k during the year, largely reflecting funds raised through matchdays and supporter activity and then passed on to relevant causes.

Loan interest was £16.5k, which remains a significant cost to the Club, although it was £4.0k lower than budget.

Matchday income and attendance

Matchday income was an important part of the Club's financial performance in 25/26.

Men's matchday attendances were particularly strong, with total attendance of 17,354 across 30 games, compared with 11,712 across 26 games in 24/25. Average attendance increased from 450 in 24/25 to 578 in 25/26.

This reflects a very successful season on the pitch, including the play-off campaign, as well as continued strong engagement around matchdays.

Women's matchday attendance was 2,227 across 14 games, with an average attendance of 159. This was broadly in line with the 24/25 average attendance of 164, although there were fewer home games than in the previous year.

Average matchday donation levels remained broadly consistent. Men's average donation was £3.80, compared with £3.77 in 24/25. Women's average donation was £3.71, compared with £3.67 in 24/25.

Cup income also contributed positively during the year, including income generated through the Women's Team cup run.

This shows strong continued engagement around matchdays, while also highlighting the importance of protecting and developing matchday donations in future years.

Contribution by core activity

The contribution view shows the direct income and expenditure allocated to different core activities of the Club.

Men's First and Development Team activity generated a direct contribution of £30.6k, which was £17.9k ahead of budget. This was mainly due to strong matchday donations, increased attendances and the success of the season overall.

Merchandise generated a direct contribution of £34.6k. Although this was £5.9k below budget, the original sales budget was ambitious, and merchandise still delivered a very strong contribution to the Club.

Youth Training generated a positive contribution of £1.6k, compared with a broadly break-even budget. This reflects strong donation income, although expenditure was also above budget.

The Over 35 Men's Team generated a positive contribution of £1.6k, compared with a budgeted contribution of £2.0k.

Women's Teams had a direct deficit of £8.0k, compared with a budgeted deficit of £18.2k. This is a £10.2k improvement against budget, reflecting a combination of additional income, player donations, cup income and cost savings. This was achieved while continuing to invest in the women's football pathway, including the FTFA team.

Open Access had a direct deficit of £2.6k, compared with a budgeted deficit of £5.5k, meaning it also performed better than budget.

This reflects the Club's cooperative model. Not every activity is expected to break even on its own. Some areas generate a surplus which helps sustain wider community, participation and development activity across the Club.

This is not a full-cost view. It does not include central or shared costs such as GOC, Matchday Committee, insurance, affiliation and registration costs, finance/admin costs, loan interest, depreciation or other overheads. These costs are reported elsewhere in the finance report.

Capital contribution from OSDGT

The accounts include an £86.1k capital contribution from the Old Spotted Dog Ground Trust relating to the new toilet block. This reflects the value of the new facility recognised in the Club's fixed assets. The project was funded by the Trust and the Premier League Stadium Fund, rather than through cash paid by the Club.

This is important because the capital contribution increases the reported surplus and fixed asset value, but it does not mean that the Club received £86.1k of cash. It is therefore shown separately from the Club's underlying operating result.

Balance sheet, reserves and cash

Net assets increased from £263.8k at June 2025 to £385.5k at June 2026. The main reason for this increase is the reported net surplus for the year, including the capital contribution relating to the toilet block.

Fixed assets increased from £516.1k to £591.0k, mainly due to the recognition of the new toilet block, partly offset by depreciation.

Cash at bank was £53.4k at year end, broadly in line with £54.6k at the previous year end. This means that although the accounts show a strong surplus, this has not translated into a large increase in cash.

The main reasons are that the reported surplus includes the non-cash capital contribution, loan repayments continue to reduce cash, and some year-end balances are held in stock, debtors and prepayments rather than cash.

Stock increased from £1.0k to £14.3k, reflecting merchandise stock held at year end.

Other debtors and prepayments were £11.5k. This includes costs relating to the July 2026 Spain trip, which had been paid by the Club before year end and were due to be reimbursed by players and coaches after year end.

Loans continued to reduce during the year, with total loan balances falling from £278.8k to £262.2k.

The Club has also included a reserves benchmark in this report, based on maintaining cash available equivalent to at least three months of core operating expenditure. At 30 June 2026, cash available after ring-fenced funds was £44.6k, compared with a minimum reserve benchmark of £37.5k. This gives a positive year-end position of £7.1k against the benchmark.

This is a positive position and shows that the surplus generated in 25/26 has strengthened the Club's resilience. However, this should not be read as a fixed amount available to spend immediately. Cash can fluctuate during the year, some funds are ring-fenced, and the Club still needs to manage loan repayments, working capital and future commitments carefully.

Looking ahead

The Club finished 25/26 in a strong position, but there are still areas to monitor carefully. Matchday income and merchandise remain important income streams, but both can vary from year to year. Loan repayments and interest also continue to place pressure on cash.

The stronger underlying result does, however, create an opportunity to think carefully about where the Club may need to invest after a period of limited headroom. This could include areas where additional spend would support sustainability, participation, access, operations or volunteer capacity. Any decisions about future investment should be made carefully through the budget-setting and committee planning process, and balanced against the need to maintain reserves, manage cash carefully and avoid over-committing future income.

The 26/27 budget is therefore being approached cautiously, with a focus on maintaining strong matchday and membership income, protecting merchandise contribution, growing regular donations and fundraising, and identifying realistic grant opportunities.

Clapton CFC Finance Report: Profit & Loss and Reserves
30/06/2026

Profit & Loss	**Year to Date**			**Full Year**
	Actuals	**Budget**	**Variance**	**Budget**
Income	232,809	240,401	(7,592)	240,401
Expenditure	(175,328)	(208,442)	33,114	(208,442)
Operating Profit	**57,481**	**31,959**	**25,522**	**31,959**
Loan Interest	(16,459)	(20,436)	3,977	(20,436)
Surplus before tax and capital contribution	**41,022**	**11,523**	**29,499**	**11,523**
Corporation Tax Payable	(5,375)	(3,500)	(1,875)	(3,500)
Profit/ (Loss) after Tax	**35,647**	**8,023**	**27,624**	**8,023**
Capital Contribution (From OSDGT)	86,062			
Net Surplus	**121,709**			

Reserves	
Cash Held	53,444
less Ring- fenced Funds	-8,876
Cash Available	**44,568**
Minimum Reserve Benchmark	**37,500**
Positive/(negative) Variance	7,068

equivalent to at least:

-Three months of core operating expenditure, based on the approved annual budget.

This reserve level represents a minimum resilience benchmark for the Club's current scale of activity.

Clapton CFC Finance Report: Contribution by Core Activity

Jun-26

The contribution view is intended to show the direct income and expenditure allocated to different core activities of the Club, and how these activities financially support one another.

This is not a full-cost view. It does not include all central, shared or committee-level costs, such as General Organising Committee costs, Matchday Committee costs, insurance, affiliation and registration costs, finance/admin costs, loan interest, depreciation, or other overheads. These costs are reported elsewhere in the management accounts.

Some activities are expected to generate a direct surplus, helping to sustain wider community, participation and development programmes across the Club.

	Year to Date			Full Year
	Actuals	**Budget**	**Variance**	**Budget**
Women's Teams				
Income	17,411	9,338	8,073	9,338
Expenditure	(25,442)	(27,542)	2,100	(27,542)
Contribution	**(8,032)**	**(18,205)**	**10,173**	**(18,205)**
Men's First & Development Team				
Income	58,975	41,400	17,575	41,400
Expenditure	(28,357)	(28,643)	286	(28,643)
Contribution	**30,619**	**12,757**	**17,862**	**12,757**
Open Access				
Income	7,237	9,420	(2,183)	9,420
Expenditure	(9,799)	(14,960)	5,161	(14,960)
Contribution	**(2,563)**	**(5,540)**	**2,977**	**(5,540)**
Youth Training				
Income (Including £1K Grant income)	22,549	15,149	7,400	15,149
Expenditure	(19,954)	(14,960)	(4,994)	(14,960)
Contribution	**2,595**	**189**	**2,406**	**189**
Merchandise				
Income	80,836	111,581	(30,745)	111,581
Expenditure	(46,258)	(71,112)	24,854	(71,112)
Contribution	**34,578**	**40,469**	**(5,891)**	**40,469**
Over 35 Men's Team				
Income	8,910	10,735	(1,825)	10,735
Expenditure	(7,294)	(8,686)	1,392	(8,686)
Contribution	**1,616**	**2,049**	**(433)**	**2,049**

Clapton CFC Finance Report: Income

Jun-26

	Year to Date			Prior Year to Date		Full Year
	Actuals	Budget	Variance	PY	Variance	Budget
Income						
W1T Match Day Donations	8,268	7,800	468	5,491	2,777	7,800
M1T Match Day Donations	58,200	41,400	16,800	50,435	7,765	41,400
Cup Income	6,575	0	6,575	3,763	2,812	0
Merchandise Sales	80,836	111,581	(30,745)	107,384	(26,548)	111,581
Programme Donations	1,219	0	1,219	0	1,219	
Non Match Day Donations	49,298	46,841	2,457	43,074	6,224	46,841
Membership Fees	21,581	18,000	3,581	18,475	3,106	18,000
Grants	5,149	14,000	(8,851)	9,626	(4,477)	14,000
Other	1,683	779	904	776	907	779
TOTAL INCOME	**232,809**	**240,401**	**-7,592**	**239,024**	**-6,215**	**240,401**

	Year to Date			Full Year
	Actuals	Budget	Variance	Budget
Non Match Day Donations Split				
Men's Over 35s	8,910	10,735	-1,825	10,735
Open Access	7,237	9,420	-2,183	9,420
Other Donations	2,971	10,000	-7,029	10,000
Women's Teams	3,343	1,538	1,805	1,538
Travel	3,028	0	3,028	0
Charitable Donations (collected)	2,260	0	2,260	0
Youth Training	21,549	15,149	6,400	15,149
Total Non Match Day Donations	**49,298**	**46,841**	**2,457**	**46,841**

Clapton CFC Finance Report: Expenditure

Jun-26

	Year to Date			Full Year
	Actuals	Budget	Variance	Budget
Expenditure				
Communications Committee	2,048	3,199	(1,151)	3,199
Community & Outreach Committee	192	2,195	(2,003)	2,695
Donations Made	2,652	500	2,152	0
EDI Committee	0	498	(498)	498
Finance Committee	2,130	1,874	256	1,874
General Organising Committee	4,639	6,032	(1,393)	6,032
Football Operations Committee	3,712	6,679	(2,967)	6,679
International Committee	0	100	(100)	100
Match Day Committee	5,710	6,332	(622)	6,332
Membership Committee	884	1,898	(1,014)	1,898
Merch Committee	46,258	71,112	(24,854)	71,112
Men's Development Team	3,213	4,927	(1,714)	4,927
Men's First Team	25,143	23,716	1,427	23,716
Open Access	9,799	14,960	(5,161)	14,960
Over 35's	7,294	8,686	(1,392)	8,686
Organised Supporters Travel	4,688	0	4,688	0
Welfare Committee	346	750	(404)	750
Women's Coaching Pathway	124	7,120	(6,996)	7,120
Women's Teams	25,442	27,542	(2,100)	27,542
Youth Training	19,954	14,960	4,994	14,960
Depreciation	11,099	5,362	5,737	5,362
TOTAL EXPENDITURE	**175,328**	**208,442**	**-33,114**	**208,442**

Clapton CFC Management Accounts: Balance Sheet

Jun-26

	June 2026	June 2025	Movement
Fixed Assets			
Tangible Assets	591,048	516,085	74,963
	591,048	**516,085**	**74,963**
Current Assets			
Stocks	14,298	1,000	13,298
Debtors	890	0	890
Other Debtors & Prepayments	11,489	0	11,489
Cash at bank and in hand	53,444	54,609	(1,165)
	80,121	**55,609**	**24,512**
Creditors due within one year			
Trade Creditors	(729)	(1,752)	1,023
Other Creditors	(13,432)	(13,526)	94
Taxation & Social Security	(5,285)	(5,732)	447
Loan	(11,637)	(14,876)	3,239
	(31,083)	**(35,886)**	**4,803**
NET CURRENT ASSETS	**49,039**	**19,723**	**29,316**
TOTAL ASSETS LESS CURRENT LIABILITIES	**640,087**	**535,808**	**104,279**
Creditors due after one year			
Bank Loans	(250,593)	(263,964)	13,371
Other Creditors	(4,026)	(8,051)	4,025
	(254,619)	**(272,015)**	**17,396**
NET ASSETS	**385,468**	**263,793**	**121,675**
Capital & Reserves			
Members Shares	1,443	1,443	0
Fixed Asset Revalution Reserve	138,640	138,640	0
Revenue Account	245,386	123,710	121,676
TOTAL FUNDS	**385,469**	**263,793**	**121,676**

Actuals vs Budget

Clapton Community Football Club
For the year ended 30 June 2026

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Trading Income				
Cup Income	6,575.00	-	6,575.00	-
Donations (Non-Match Day)	48,875.73	46,841.00	2,034.73	46,841.00
Interest Income	770.62	279.00	491.62	279.00
Matchday donations - M1T	58,200.21	41,400.00	16,800.21	41,400.00
Matchday donations - W1T	8,267.74	7,800.00	467.74	7,800.00
Membership fees	21,580.87	18,000.00	3,580.87	18,000.00
Merchandise	80,835.81	111,581.00	(30,745.19)	111,581.00
Other Revenue	1,334.73	500.00	834.73	500.00
Programme Sales	1,219.20	-	1,219.20	-
Restricted Grants	5,149.47	14,000.00	(8,850.53)	14,000.00
Total Trading Income	**232,809.38**	**240,401.00**	**(7,591.62)**	**240,401.00**
Cost of Sales				
Merch Committee - Equipment Costs	207.96	149.00	58.96	149.00
Merch Committee - Merchandise Costs	34,968.62	62,330.00	(27,361.38)	62,330.00
Merch Committee - Online store Costs	968.37	683.00	285.37	683.00
Merch Committee - Postage Costs	10,113.10	7,950.00	2,163.10	7,950.00
Total Cost of Sales	**46,258.05**	**71,112.00**	**(24,853.95)**	**71,112.00**
Gross Profit	**186,551.33**	**169,289.00**	**17,262.33**	**169,289.00**
Other Income				
Capital Contribution	86,062.35	-	86,062.35	-
Total Other Income	**86,062.35**	**-**	**86,062.35**	**-**
Operating Expenses				
GOC- Club-wide coaching costs	899.00	899.00	-	899.00
Communications Committee - other subscriptions	572.01	1,056.00	(483.99)	1,056.00
Communications Committee - Programme Costs	1,363.20	1,495.00	(131.80)	1,495.00
Communications Committee - Publicity Costs	-	252.00	(252.00)	252.00
Communications Committee - Website Costs	112.58	396.00	(283.42)	396.00
Community & Outreach Committee - Charitable Donations	2,652.33	-	2,652.33	-
Community Outreach	165.79	2,695.00	(2,529.21)	2,695.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Community Outreach - banners and publicity	26.31	-	26.31 ↑	-
Depreciation	11,099.29	5,362.00	5,737.29 ↑	5,362.00
Equality, Diversity & Inclusion Committee Spend	-	498.00	(498.00) ↓	498.00
Finance Committee - Audit & Accountancy fees	944.20	1,070.00	(125.80) ↓	1,070.00
Finance Committee - Bank Fees	151.67	204.00	(52.33) ↓	204.00
Finance Committee - Corporation Tax	5,374.89	3,500.00	1,874.89 ↑	3,500.00
Finance Committee - Interest Paid	16,459.49	20,436.00	(3,976.51) ↓	20,436.00
Finance Committee -Other Administrative Costs	1,033.84	600.00	433.84 ↑	600.00
Football Operations Committee - Competition Registration	55.00	585.00	(530.00) ↓	585.00
Football Operations Committee - FA and League Subscriptions	1,692.30	2,564.00	(871.70) ↓	2,564.00
Football Operations Committee - Matchday Fines	365.00	-	365.00 ↑	-
Football Operations Committee - Misc expenditure	109.99	700.00	(590.01) ↓	700.00
Football Operations Committee - Player Registration	109.00	500.00	(391.00) ↓	500.00
Football Operations Committee - Players Disciplinary Fines	1,381.00	2,330.00	(949.00) ↓	2,330.00
GOC - Insurance	3,524.76	4,138.00	(613.24) ↓	4,138.00
GOC - Other Administration Costs	214.76	995.00	(780.24) ↓	995.00
International Committee - Visitors Hospitality	-	100.00	(100.00) ↓	100.00
Matchday Committee - First Aid	-	180.00	(180.00) ↓	180.00
Matchday Committee - Sundry Costs	1,102.88	2,960.00	(1,857.12) ↓	2,960.00
Matchday Committee -Security Costs	4,607.50	3,192.00	1,415.50 ↑	3,192.00
MDT - equipment costs	48.11	200.00	(151.89) ↓	200.00
MDT - kit costs	45.74	55.00	(9.26) ↓	55.00
MDT - Kit laundry	991.00	1,204.00	(213.00) ↓	1,204.00
MDT - match officials costs	650.00	925.00	(275.00) ↓	925.00
MDT - Pitch hire	1,008.00	1,330.00	(322.00) ↓	1,330.00
MDT - sundry expenses	470.30	1,213.00	(742.70) ↓	1,213.00
Membership Committee - Membership Badges	367.50	1,262.00	(894.50) ↓	1,262.00
Membership Committee - Online Subscriptions	472.20	480.00	(7.80) ↓	480.00
Membership Committee - Other Admin Costs	44.33	156.00	(111.67) ↓	156.00
Men's First Team Committee - Match Official Costs	5,195.38	4,375.00	820.38 ↑	4,375.00
Men's First Team Committee - Coaching Staff	160.00	552.00	(392.00) ↓	552.00
Men's First Team Committee - equipment costs	957.69	1,750.00	(792.31) ↓	1,750.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Men's First Team Committee - Food for Players	726.25	-	726.25 ↑	-
Men's First Team Committee - Ground Hire	175.00	-	175.00 ↑	-
Men's First Team Committee - Kit Costs	2,238.72	1,105.00	1,133.72 ↑	1,105.00
Men's First Team Committee - Kit Laundry	1,160.00	1,000.00	160.00 ↑	1,000.00
Men's First Team Committee - Physio Costs	2,682.02	3,425.00	(742.98) ↓	3,425.00
Men's First Team Committee - Players Travel	1,724.70	1,262.00	462.70 ↑	1,262.00
Men's First Team Committee - Sundry Costs	2,123.65	2,247.00	(123.35) ↓	2,247.00
Men’s First Team Committee - Training Pitch Hire	8,000.00	8,000.00	- —	8,000.00
Open Access - Coaching staff	-	120.00	(120.00) ↓	120.00
Open Access - Equipment costs	-	300.00	(300.00) ↓	300.00
Open Access - Kit Purchase	200.00	300.00	(100.00) ↓	300.00
Open Access - Match Official Costs	375.00	700.00	(325.00) ↓	700.00
Open Access - Pitch Hire	2,600.40	-	2,600.40 ↑	-
Open Access - registration fees	3,260.00	2,620.00	640.00 ↑	2,620.00
Open Access - Sundry costs	-	120.00	(120.00) ↓	120.00
Open Access - Training Pitch Hire	3,363.95	10,800.00	(7,436.05) ↓	10,800.00
Organised supporters' travel costs	4,688.00	-	4,688.00 ↑	-
Over 35s - equipment costs	268.28	500.00	(231.72) ↓	500.00
Over 35s - Kit costs	71.57	-	71.57 ↑	-
Over 35s - Match officials	955.00	1,035.00	(80.00) ↓	1,035.00
Over 35s - Pitch hire	5,999.17	6,875.00	(875.83) ↓	6,875.00
Over 35s- Player Disciplinary Fines	-	276.00	(276.00) ↓	276.00
Welfare Committee	346.20	750.00	(403.80) ↓	750.00
Women's Coaching Pathway - coaches' expenses	-	5,220.00	(5,220.00) ↓	5,220.00
Women's Coaching Pathway - coaches' kit	48.87	300.00	(251.13) ↓	300.00
Women's Coaching Pathway - marketing	-	100.00	(100.00) ↓	100.00
Women's Coaching Pathway - training courses	75.00	1,500.00	(1,425.00) ↓	1,500.00
Women's Teams Committee - Food for Players	-	250.00	(250.00) ↓	250.00
Women's Teams Committee - Coaching Staff	5,935.84	6,500.00	(564.16) ↓	6,500.00
Women's Teams Committee - Equipment Costs	338.71	940.00	(601.29) ↓	940.00
Women's Teams Committee - Ground Hire	1,254.10	1,461.00	(206.90) ↓	1,461.00
Women's Teams Committee - Kit Costs	2,298.47	500.00	1,798.47 ↑	500.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Women's Teams Committee - Match Official Costs	2,722.68	2,315.00	407.68 ↑	2,315.00
Women's Teams Committee - Players Travel	-	520.00	(520.00) ↓	520.00
Women's Teams Committee - Sundry Costs	208.58	1,635.00	(1,426.42) ↓	1,635.00
Women's Teams Committee - Training Pitch Hire	12,684.00	13,421.00	(737.00) ↓	13,421.00
Youth Training - awards and certificates	474.45	325.00	149.45 ↑	325.00
Youth Training - coaching & training	1,968.95	1,785.00	183.95 ↑	1,785.00
Youth Training - Equipment & first aid	3,035.83	3,444.00	(408.17) ↓	3,444.00
Youth Training - kit costs	1,682.99	728.00	954.99 ↑	728.00
Youth Training - pitch hire	11,310.71	7,695.00	3,615.71 ↑	7,695.00
Youth Training - promotional material	-	84.00	(84.00) ↓	84.00
Youth Training - sundries	1,480.67	899.00	581.67 ↑	899.00
Total Operating Expenses	**150,904.80**	**161,266.00**	**(10,361.20)**	**161,266.00**
Net Profit	**121,708.88**	**8,023.00**	**113,685.88**	**8,023.00**