



Clapton CFC Finance Report July & August 2026

Management accounts and member transparency report

Prepared by Finance Committee |
September 2026

Commentary and summary

This finance report covers July and August 2026. Future reports will usually be prepared monthly, but this first report covers the first two months of the financial year.

The report is being shared as part of the Club's commitment to financial transparency, and to help members and committees understand the Club's financial position throughout the year. The aim of the commentary is to highlight the main movements, areas performing ahead or behind budget, and any points for committees and members to be aware of.

Overall position

Total income to the end of August was £51.0k, compared with a budget of £36.2k, meaning income is £14.8k ahead of budget. Income is also £12.9k higher than the same point last year.

Direct activity expenditure was £28.0k, compared with a budget of £26.2k, meaning direct activity expenditure is £1.7k above budget. This is mainly due to higher merchandise costs, which are linked to the significantly higher level of merchandise sales.

Central, shared and support costs were £11.7k, compared with a budget of £14.6k, meaning these costs are currently £2.9k below budget.

Overall expenditure was therefore £39.7k, compared with a budget of £40.9k, meaning expenditure is £1.2k below budget overall.

The Club generated an operating surplus before loan interest of £11.3k, compared with a budgeted operating deficit of £4.7k. After loan interest, the Club has generated a surplus of £8.6k, compared with a budgeted deficit of £7.4k at this stage of the year. This is a positive variance of approximately £16.0k.

This is a strong start to the year, driven mainly by merchandise sales, Men's First Team matchday income, cup income and membership income. However, it is still early in the year, and some of the current favourable position may reduce as the year continues, particularly where income has been boosted by one-off or early-season factors.

Income

Income is grouped below into the main areas of activity, to make the position easier to follow.

Matchday and cup income

Matchday and cup income has started the year strongly overall.

Men's First Team matchday donations were £14.0k, compared with a budget of £11.0k and £7.0k at the same point last year. This reflects strong opening attendances, additional cup activity, and income linked to the pre-season trip to UC Ceares.

Cup income was £2.2k against a budget of nil, relating primarily to the Men's First Team FA Cup fixtures. This is positive, but cup income is not budgeted because it is difficult to predict reliably.

Women's First Team matchday donations were £1.5k, compared with a budget of £1.8k and £2.0k at the same point last year. This is slightly below budget at this stage, but should be considered in the context of fixture timing and the early point in the season.

Merchandise income

Merchandise sales were very strong in the first two months, with income of £21.5k, compared with a budget of £12.9k and £17.8k at the same point last year.

This was driven by a combination of online sales, matchday sales, additional cup games, strong early attendances, and sales linked to the UC Ceares pre-season trip. The away shirt appears to have performed particularly well, including sales to supporters in Spain.

Merchandise stock costs were also higher than budget, but this is expected where sales are higher. Gross margin on merchandise sales was 53.7%, slightly ahead of the budgeted margin of 50.0%.

After other direct costs, including online store and postage costs, merchandise generated a direct contribution of £7.0k, compared with a phased budget contribution of £2.5k.

This is a very positive start. However, the current level of overperformance should be treated with some caution. Some early income relates to specific events, including the UC Ceares trip, early-season demand and cup fixtures, and may not continue at the same level throughout the year. The full-year merchandise target also remains ambitious, so continued online sales, matchday sales, stock availability and supporter demand will all be important.

Membership income

Membership income was £7.2k, compared with a budget of £4.9k and £4.7k at the same point last year.

A significant proportion of members renew early in the financial year as part of the annual renewal cycle. The budget phasing did not fully reflect this concentration of renewals, so the current positive variance is likely to be partly a timing difference rather than additional full-year income. Membership income may therefore be lower against budget in some later months as the year progresses

Fundraised and grant income

Non-matchday donations were broadly in line with budget overall, with income of £4.5k compared with a budget of £4.6k. This is lower than the same point last year, when non-matchday donations were £5.7k.

Within this, there are some differences between areas. Women's Teams donations and Youth Training income are ahead of phased budget, while Other Donations are currently below the ambitious full-year target. Other Donations were £0.5k against a phased budget of £1.3k, so this remains an area to actively develop during the year.

Grant income was £0.1k, compared with a budget of £0.9k. This relates to the Women's Coaching Pathway grant and is linked to the timing of grant-funded expenditure.

Other income

Other income was small and below the same point last year, but there are no major points to flag at this stage.

Direct contribution by activity

The direct contribution view shows income and expenditure directly allocated to different core activities of the Club. It is not a full-cost view and does not include all shared or central costs, such as match day committee, football operations committee or finance committee costs.

This section is where direct costs are considered alongside the income they relate to. This is important because in some areas, income and costs may both be above budget, but the net contribution can still be positive.

Merchandise generated a direct contribution of £7.0k, compared with a phased budget of £2.5k. This is the strongest positive movement in the period, reflecting strong sales even after higher stock, postage and online store costs.

Men's First and Development Team activity generated a direct contribution of £10.3k, compared with a phased budget of £4.4k. This reflects strong matchday income, cup activity alongside direct expenditure of £5.8k, which remains below the phased expenditure budget of £6.6k.

Women's Teams had a direct deficit of £1.0k, compared with a phased budget deficit of £2.0k, so this is currently better than budget.

Youth Training generated a positive contribution of £0.6k, compared with a phased budget deficit of £1.5k. This is mainly due to income being ahead of budget and expenditure being below budget at this stage.

Open Access had a direct deficit of £0.4k, compared with a phased budget deficit of £0.5k, so is slightly better than budget.

The Over 35 Men's Team had a small direct deficit of £0.2k, compared with a broadly break-even phased budget. This is not a major concern at this stage but should continue to be monitored.

Direct activity expenditure overall was £28.0k, compared with a budget of £26.2k. The £1.7k adverse variance is mainly explained by merchandise expenditure being around £4.1k above phased budget, associated with merchandise sales being £8.5k above budget. This is partly offset by lower-than-budget expenditure across a number of the Club's football and participation activities.

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

Central, shared and support costs

Some costs sit outside the direct contribution view because they support the Club as a whole, or relate to wider support and programme activity. These include GOC, Finance, Comms, Matchday Committee, Membership, Welfare, EDI, Football Operations, insurance, registration, and other shared costs.

Central, shared and support costs were £11.7k, compared with a budget of £14.6k, meaning they are currently £2.9k below budget.

This is positive, but should be treated carefully. Some underspends may relate to timing of spend or invoices not yet received, rather than permanent savings.

Women's Coaching Pathway expenditure is currently below budget, in line with the lower grant income recognised to date. This appears to be linked to timing of grant-funded activity.

At this stage, there are no major central or shared cost issues to flag, but committees should continue to review their own budget lines and raise any expected pressures early.

Cash and reserves

Cash held at the end of August was £59.8k. After ring-fenced restricted funds of £8.8k, cash available was £51k.

This compares with the Club's minimum reserve benchmark of £37.5k, giving positive headroom of £13.5k at the end of August.

This is a strong position, but it should not be read as a fixed amount available to spend immediately. Cash can move during the year due to stock purchases, timing of receipts, loan repayments, and other working capital movements.

Areas to monitor and looking ahead

The first two months show a positive start to the year, with income significantly ahead of budget, expenditure below budget overall, and cash above the minimum reserves benchmark.

The main areas to monitor are:

- whether strong merchandise performance continues after the early-season and UC Ceares-related sales;
- the profile of membership income across the remainder of the year, given that renewals are concentrated early in the year; whether
- Other Donations can be grown towards the ambitious full-year target; the timing of grant income and related grant-funded expenditure;
- whether current central/shared underspends are genuine savings or timing differences;
- individual activity-level costs that may be front-loaded compared with the monthly budget profile;
- cash movements during the year, particularly stock, working capital and loan repayments.

Committees are encouraged to review their relevant budget lines and raise any questions, corrections or expected pressures with Finance early. The aim is to support committees to manage activity within the agreed budget, while making sure the Club's overall position remains sustainable.

Clapton CFC Finance Report: Profit & Loss and Reserves

August 2026

Profit & Loss

	Year to Date			Full Year
	Actuals	Budget	Variance	Budget
Income	51,013	36,175	14,838	214,949
Direct Activity Expenditure	(27,976)	(26,240)	(1,736)	(155,630)
Central, shared and support costs	(11,702)	(14,614)	2,912	(37,821)
Operating Profit	11,334	(4,679)	16,013	21,498
Loan Interest	(2,716)	(2,716)	(0)	(16,215)
Profit/ (Loss) before tax	8,618	(7,395)	16,013	5,283
Corporation Tax Payable	0	0	0	(3,500)
Profit/ (Loss) after Tax	8,618	(7,395)	16,013	1,783

Reserves

Cash Held	59,760
less Ring- fenced restricted Funds	-8,766
Cash Available	50,994
Minimum Reserve Benchmark	37,500
Positive/(negative) Variance	13,494

The Club aims to maintain an operating reserve/cash available 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: Income

Aug-26

Income

W1T Match Day Donations
M1T Match Day Donations
Cup Income
Merchandise Sales
Programme Donations
Non Match Day Donations
Membership Fees
Grants
Other

TOTAL INCOME

Year to Date		
Actuals	Budget	Variance
1,485	1,800	(315)
13,955	11,000	2,955
2,156	0	2,156
21,459	12,917	8,542
0	0	0
4,507	4,602	(95)
7,249	4,850	2,399
110	880	(770)
92	126	(34)
51,013	36,175	14,838

Prior Year to Date	
PY	Variance
2,006	(521)
7,018	6,937
0	2,156
17,777	3,682
223	(223)
5,681	(1,174)
4,724	2,526
0	110
657	(565)
38,085	12,928

Full Year
Budget
7,800
45,000
0
80,118
0
49,355
21,300
10,620
756
214,949

Non Match Day Donations Split

Men's Over 35s
Open Access
Other Donations
Women's Teams
Travel
Charitable Donations (collected)
Youth Training

Total Non Match Day Donations

Year to Date		
Actuals	Budget	Variance
1,550	1,600	-51
589	603	-14
495	1,250	-755
560	0	560
0	0	0
0	0	0
1,314	1,150	164
4,507	4,603	(96)

Full Year
Budget
9,600
9,420
7,500
2,835
0
0
20,000
49,355

Clapton CFC Finance Report: Expenditure

Aug-26

	Year to Date			Full Year
	Actuals	Budget	Variance	Budget
Direct Activity Expenditure				
Merch Committee	14,459	10,390	4,069	55,911
Men's First Team	4,551	5,578	(1,027)	23,167
Men's Development Team	1,266	1,060	206	5,550
Women's Teams	3,036	3,794	(758)	27,465
Youth Training	1,938	2,677	(739)	18,977
Open Access	968	1,069	(101)	14,960
Over 35's	1,757	1,672	85	9,600
Total	27,976	26,240	1,736	155,630
Central, shared and support costs				
Communications Committee	1,186	1,496	(310)	3,404
Community & Outreach Committee	50	168	(118)	1,000
Donations Made	0	0	0	0
EDI Committee	0	84	(84)	500
Finance Committee	595	580	15	2,380
General Organising Committee	3,968	4,428	(460)	5,303
Football Operations Committee	4,003	4,774	(771)	8,332
International Committee	0	18	(18)	100
Match Day Committee	1,345	1,400	(55)	6,972
Membership Committee	446	660	(214)	1,960
Welfare Committee	0	126	(126)	750
Women's Coaching Pathway	110	880	(770)	7,120
	11,702	14,614	(2,912)	37,821
TOTAL EXPENDITURE	39,678	40,854	-1,176	193,451

Clapton CFC Finance Report: Contribution by Core Activity

Aug-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	2,045	1,800	245	10,635
Expenditure	(3,036)	(3,794)	758	(27,465)
Contribution	(991)	(1,994)	1,003	(16,830)
Men's First & Development Team				
Income	16,111	11,000	5,111	45,000
Expenditure	(5,818)	(6,638)	820	(28,717)
Contribution	10,293	4,362	5,931	16,283
Open Access				
Income	589	603	(14)	9,420
Expenditure	(968)	(1,069)	101	(14,960)
Contribution	(379)	(466)	87	(5,540)
Youth Training				
Income	1,314	1,150	164	20,000
Expenditure	(1,938)	(2,677)	739	(18,977)
Contribution	(625)	(1,527)	902	1,023
Merchandise				
Income	21,459	12,917	8,542	80,118
Expenditure	(14,459)	(10,390)	(4,069)	(55,911)
Contribution	7,000	2,527	4,473	24,207
Over 35 Men's Team				
Income	1,550	1,600	(50)	9,600
Expenditure	(1,757)	(1,672)	(85)	(9,600)
Contribution	(208)	(72)	(135)	0

Clapton CFC Management Accounts: Balance Sheet
Aug-26

	August 2026	June 2026	Movement
Fixed Assets			
Tangible Assets	591,048	591,048	0
	591,048	591,048	0
Current Assets			
Stocks	15,394	14,298	1,096
Debtors	2,156	890	1,266
Other Debtors & Prepayments	9,626	11,947	(2,321)
Cash at bank and in hand	59,760	53,444	6,316
	86,936	80,579	6,357
Creditors due within one year			
Trade Creditors	(1,391)	(729)	(662)
Other Creditors	(13,351)	(13,432)	81
Taxation & Social Security	(5,280)	(5,369)	89
Loan	(11,637)	(11,637)	0
	(31,659)	(31,167)	(492)
NET CURRENT ASSETS	55,277	49,412	5,865
TOTAL ASSETS LESS CURRENT LIABILITIES	646,325	640,460	5,865
Creditors due after one year			
Bank Loans	(247,839)	(250,592)	2,753
Other Creditors	(4,026)	(4,026)	0
	(251,865)	(254,618)	2,753
NET ASSETS	394,460	385,842	8,618
Capital & Reserves			
Members Shares	1,330	1,330	0
Fixed Asset Revaluation Reserve	138,640	138,640	0
Revenue Account	254,490	245,872	8,618
TOTAL FUNDS	394,460	385,842	8,618

Actuals vs Budget

Clapton Community Football Club For the 2 months ended 31 August 2026

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Trading Income				
Cup Income	2,156.00	-	2,156.00 ↑	-
Donations (Non-Match Day)	4,506.74	4,602.00	(95.26) ↓	49,355.00
Interest Income	49.98	126.00	(76.02) ↓	756.00
Matchday donations - M1T	13,954.88	11,000.00	2,954.88 ↑	45,000.00
Matchday donations - W1T	1,484.93	1,800.00	(315.07) ↓	7,800.00
Membership fees	7,249.33	4,850.00	2,399.33 ↑	21,300.00
Merchandise	21,459.10	12,917.00	8,542.10 ↑	80,118.00
Other Revenue	41.62	-	41.62 ↑	-
Restricted Grants	110.00	880.00	(770.00) ↓	10,620.00
Total Trading Income	51,012.58	36,175.00	14,837.58	214,949.00
Cost of Sales				
Merch Committee - Equipment Costs	-	42.00	(42.00) ↓	250.00
Merch Committee - Merchandise Costs	9,927.83	6,459.00	3,468.83 ↑	40,062.00
Merch Committee - Online store Costs	2,219.99	2,259.00	(39.01) ↓	5,150.00
Merch Committee - Postage Costs	2,310.90	1,630.00	680.90 ↑	10,449.00
Total Cost of Sales	14,458.72	10,390.00	4,068.72	55,911.00
Gross Profit	36,553.86	25,785.00	10,768.86	159,038.00
Operating Expenses				
Communications Committee - other subscriptions	994.85	999.00	(4.15) ↓	1,549.00
Communications Committee - Programme Costs	-	455.00	(455.00) ↓	1,495.00
Communications Committee - Publicity Costs	190.74	42.00	148.74 ↑	252.00
Communications Committee - Website Costs	-	-	- —	108.00
Community Outreach	50.00	168.00	(118.00) ↓	1,000.00
Equality, Diversity & Inclusion Committee Spend	-	84.00	(84.00) ↓	500.00
Finance Committee - Audit & Accountancy fees	70.30	70.00	0.30 ↑	1,070.00
Finance Committee - Bank Fees	15.40	34.00	(18.60) ↓	204.00
Finance Committee - Corporation Tax	-	-	- —	3,500.00
Finance Committee - Interest Paid	2,716.23	2,716.00	0.23 ↑	16,215.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Finance Committee -Other Administrative Costs	509.15	476.00	33.15 ↑	1,106.00
Football Operations Committee - Competition Registration	560.00	725.00	(165.00) ↓	725.00
Football Operations Committee - FA and League Subscriptions	2,922.10	3,069.00	(146.90) ↓	3,069.00
Football Operations Committee - Matchday Fines	330.00	-	330.00 ↑	-
Football Operations Committee - Misc expenditure	-	58.00	(58.00) ↓	448.00
Football Operations Committee - Player Registration	-	620.00	(620.00) ↓	620.00
Football Operations Committee - Players Disciplinary Fines	143.00	242.00	(99.00) ↓	2,420.00
Football Operations Committee - Travel Costs	47.85	60.00	(12.15) ↓	350.00
Football Operations Committee - Training Costs	-	-	- —	700.00
GOC - Insurance	3,967.76	4,308.00	(340.24) ↓	4,308.00
GOC - Other Administration Costs	-	120.00	(120.00) ↓	995.00
International Committee - Visitors Hospitality	-	18.00	(18.00) ↓	100.00
Matchday Committee - First Aid	-	50.00	(50.00) ↓	300.00
Matchday Committee - Sundry Costs	102.83	50.00	52.83 ↑	100.00
Matchday Committee -Security Costs	912.00	760.00	152.00 ↑	2,812.00
Matchday Committee - Hospitality Costs	-	240.00	(240.00) ↓	2,650.00
Matchday Committee - Turnstile Operator Costs	330.00	300.00	30.00 ↑	1,110.00
MDT - equipment costs	-	210.00	(210.00) ↓	300.00
MDT - kit costs	287.96	210.00	77.96 ↑	300.00
MDT - Kit laundry	119.00	240.00	(121.00) ↓	1,350.00
MDT - match officials costs	50.00	50.00	- —	950.00
MDT - Pitch hire	708.00	50.00	658.00 ↑	1,450.00
MDT - sundry expenses	101.40	300.00	(198.60) ↓	1,200.00
Membership Committee - Membership Badges	367.50	550.00	(182.50) ↓	1,300.00
Membership Committee - Online Subscriptions	78.70	80.00	(1.30) ↓	480.00
Membership Committee - Other Admin Costs	-	30.00	(30.00) ↓	180.00
Men's First Team Committee - Match Official Costs	1,718.29	1,400.00	318.29 ↑	4,800.00
Men's First Team Committee - Coaching Staff	-	92.00	(92.00) ↓	552.00
Men's First Team Committee - equipment costs	380.00	625.00	(245.00) ↓	1,700.00
Men's First Team Committee - Food for Players	372.92	-	372.92 ↑	-
Men's First Team Committee - Ground Hire	194.02	-	194.02 ↑	-
Men's First Team Committee - Kit Costs	546.26	900.00	(353.74) ↓	900.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Men's First Team Committee - Kit Laundry	-	200.00	(200.00) ↓	900.00
Men's First Team Committee - Physio Costs	140.00	615.00	(475.00) ↓	2,805.00
Men's First Team Committee - Players Travel	-	180.00	(180.00) ↓	1,260.00
Men's First Team Committee - Sundry Costs	-	466.00	(466.00) ↓	2,250.00
Men's First Team Committee - Training Pitch Hire	1,200.00	1,100.00	100.00 ↑	8,000.00
Open Access - Coaching staff	-	20.00	(20.00) ↓	120.00
Open Access - Equipment costs	-	-	- —	300.00
Open Access - Kit Purchase	123.92	-	123.92 ↑	300.00
Open Access - Match Official Costs	-	50.00	(50.00) ↓	700.00
Open Access - Pitch Hire	-	90.00	(90.00) ↓	1,170.00
Open Access - registration fees	564.00	650.00	(86.00) ↓	2,620.00
Open Access - Sundry costs	-	20.00	(20.00) ↓	120.00
Open Access - Training Pitch Hire	280.16	239.00	41.16 ↑	9,630.00
Over 35s - equipment costs	69.88	84.00	(14.12) ↓	500.00
Over 35s - Match officials	70.00	210.00	(140.00) ↓	1,155.00
Over 35s - Pitch hire	1,617.50	1,272.00	345.50 ↑	7,355.00
Over 35s- Player Disciplinary Fines	-	24.00	(24.00) ↓	145.00
Over 35s - Hospitality Costs	-	82.00	(82.00) ↓	445.00
Welfare Committee	-	126.00	(126.00) ↓	750.00
Women's Coaching Pathway - coaches' expenses	110.00	580.00	(470.00) ↓	5,220.00
Women's Coaching Pathway - coaches' kit	-	300.00	(300.00) ↓	300.00
Women's Coaching Pathway - training courses	-	-	- —	1,600.00
Women's Teams Committee - Food for Players	-	25.00	(25.00) ↓	250.00
Women's Teams Committee - Coaching Staff	900.00	840.00	60.00 ↑	6,360.00
Women's Teams Committee - Equipment Costs	282.62	110.00	172.62 ↑	695.00
Women's Teams Committee - Ground Hire	175.50	-	175.50 ↑	1,890.00
Women's Teams Committee - Kit Costs	-	650.00	(650.00) ↓	750.00
Women's Teams Committee - Match Official Costs	515.00	680.00	(165.00) ↓	3,940.00
Women's Teams Committee - Physio Costs	-	250.00	(250.00) ↓	1,635.00
Women's Teams Committee - Sundry Costs	10.77	87.00	(76.23) ↓	321.00
Women's Teams Committee - Training Pitch Hire	1,152.00	1,152.00	- —	11,624.00
Youth Training - awards and certificates	-	325.00	(325.00) ↓	325.00

	ACTUALS (YEAR TO DATE)	BUDGET (YEAR TO DATE)	VARIANCE	FULL YEAR BUDGET
Youth Training - coaching & training	623.10	560.00	63.10 ↑	4,760.00
Youth Training - Equipment & first aid	25.82	750.00	(724.18) ↓	2,580.00
Youth Training - kit costs	909.42	250.00	659.42 ↑	950.00
Youth Training - pitch hire	320.00	792.00	(472.00) ↓	9,585.00
Youth Training - promotional material	-	-	- —	80.00
Youth Training - sundries	60.00	-	60.00 ↑	697.00
Total Operating Expenses	27,935.95	33,180.00	(5,244.05)	157,255.00
Net Profit	8,617.91	(7,395.00)	16,012.91	1,783.00