

Royal Temple Yacht Club Ltd

Annual General Meeting

Sunday 29 November 2026

11.30 a.m.

TO MEMBERS OF THE ROYAL TEMPLE YACHT CLUB LIMITED

In accordance with Rule 5 and Articles of Association 14.2. Notice is hereby given that the Annual General Meeting of the Royal Temple Yacht Club Limited will be held on Sunday 29th November 2026 at 11-30 a.m. Please be seated by 11-15 a.m.

AGENDA

1. Apologies for absence.

2. To approve the Minutes of the previous Annual General Meeting held on Sunday 22nd March 2024.

3. To consider matters arising.

4. To introduce the Officers, Committee members and Directors who are standing for election, as enumerated in Rule 3, to serve for the coming year.

5. To elect in accordance with Rule 5 the Officers to serve for the coming year.

6. To elect in accordance with Rule 5 a General Committee to serve for the coming year.

7. To elect in accordance with Rule 5 the Non-Executive Directors of the Club to serve for the coming year. (Articles of Association 14.3.3 refer)

8. To receive reports from the Commodore, Rear Commodore Cruisers, Rear Commodore Sail, Treasurer and Ramsgate Week.

9. To receive the Annual Report and Unaudited Financial Statements for the period 1st October 2025 to 30th September 2026 together with the report of the Treasurer and to approve the same.

10. To appoint Dudley Gore & Co as the Club's Accountants.

11. Annual Membership Subscription 2027/2028: To devolve responsibility to the General Committee the determination of the Annual Membership Subscription for 2027/2028

12. The Club's Future:

    An overview of the work that has been carried out in the last 9 months to try and determine the right direction for the future development of the club.
    Presented by Adrian Foster.

13. Any Other Business:

Royal Temple Yacht Club Ltd

Minutes of the Annual General Meeting held on the 22nd March 2026 @11.30am

The Commodore Karen Cox welcomed all members who attended the Annual General Meeting of the Royal Temple Yacht Club Ltd

1. **Apologies:** John Shears, Kevin & Jill Finn, David Groves, Stephen Matsubara, Anne Peers, Christopher Danican, Deborah Thomas, Angela Ketteringham, John Chater, William Williamson, Roy & Mary Fomison, Cliff & Jean Conron, Candida Owens.

2. To approve the Minutes of the previous Annual General Meeting held on the 2nd March 2025.

   To agree the Minutes of the Annual General Meeting held on Sunday 2nd March 2025.

   Proposed: Andrew Kettringham Seconded: Frank Martin. All agreed.

3. **To considers matters arising therefrom:** No matters arising.

4. **To introduce the Directors, Officers and Committee members standing for election.**

5. **To elect in accordance with Rule 5 the Officers of the Club as enumerated in Rule 1, to serve for the coming year.**

   The following Officers were unopposed:

   Commodore: Judy Pearson-Parish, Rear Commodore Cruisers: Mark Andrews, Rear Commodore Sail: Andy Ketteringham, Honorary Secretary: Terry Adams, Honorary Treasurer: Lisa Young, Honorary House Officer: James Alexander.

6. **To elect in accordance with Rule 5 the Non-Executive Directors of the Club to serve for the coming year (Articles of Association 14.3.3 refer).**

The following were unopposed: John Barrett, Mike Brand, Andy Beaumont-Hope.

7. **To elect in accordance with Rule 5, a General Committee to serve for the coming year.**

The following were unopposed: David Parish, James Bradney, John Shears, David Groves, Nigel Collingwood, Chris Cox, Adrian Foster.

8. **To receive reports from the Commodore, Rear Commodore Cruisers, Rear Commodore Sail, Honorary Treasurer, Honorary House Officer.**

Questions were invited: None received.

9. **To receive the Annual Report and Unaudited Financial Statements for the period 1st October 2024 to September 30th 2025, together with the report of the Honorary Treasurer and to approve the same.**

The Commodore requested that the meeting approve the accounts: Proposed: P Jackson, Seconded: G Walters. Proposal Carried

10. To appoint Dudley Gore & Co as the Club's accountants for the coming year.

The Commodore requested that the meeting approve the appointment of Dudley Gore & Co as the Club's accountants for the coming year. Proposed: Nigel Collingwood, Seconded: Mark Andrews. Proposal carried.

11. Annual membership subscription 2026-2027.

To devolve responsibility to the General Committee the determination of the Annual Membership Subscription for the year 2026-2027.

The Treasurer requested that the meeting devolve to the General Committee discretionary authority to review the membership subscription and if appropriate to raise it by an amount deemed necessary to secure the continued financial security of the Club.

Proposed: Don Gray Seconded: Mandy Gray. Proposal carried.

12. The Club's Future.

Mike Brand presented an overview of the position the Club was in financially and proposed that a Bond issue should be offered to members with a view to raising £100,000. He stated that without a cash injection the Club would struggle to get through the winter with the amount of outgoings we are experiencing. At the present moment we are struggling to keep our head above water financially and that we need to look carefully at a range of options open to us.

He also outlined a scheme to get more participation in the club from young people.

Following the presentation questions were raised from the floor and these were:

Gary Walters asked – what happens if we don't raise the £100,000

The answer was that we need to generate as much as possible as every £1000 will make a difference.

GW replied that we are one club and that everyone should try and do their bit to support it.

Frank Martin said that some difficult decisions need to be made and that the sale of assets can be made to make up any shortfall in the Bond issue.

Stephen Kingsman said that we need to determine exactly when the money will run out when the finance and that there is a need for a business plan. He also stated that there is a desperate need for more young people in the Club.

The answer was that all of these actions are being addressed.

Peter Thomas asked if the Club house will be put in an auction. It was confirmed that this would be done with a view to raise £1M if deemed necessary.

John Shears and Michael White stated that they would be willing to donate if this could be directed towards the creation of a proper functioning Academy.

Gary Walters asked what the costs were for professional social media support as this is key to getting more members.

The response was that this has been investigated and at the moment to expensive to consider. The Commodore elect stated that the aim is to get more General Committee members involved in taking on roles and get groups together to develop more club activity.

There being no further questions, the Commodore asked for any other business.

Eric Ball proposed a vote of thanks for the work that has been done and this was Seconded by Judith Jackson.

Peter Jackson proposed that the top floor flat could be rented out on Air b'n' b and the response was that the cost of renovation to put this into action was unaffordable at present.

There being no further business the meeting was closed.

Royal Temple Yacht Club AGM 29th November 2026

Commodore's Report

This is my first year as Commodore, it has been challenging, productive but ultimately a rewarding year. It was quite daunting taking over the helm at a time when the future of the club is so uncertain however with the wisdom and advice of past commodores and the help from Officers and the General Committee we seem to have navigated through this storm however the course ahead is not plain sailing and we have a lot more work to do.

At the AGM last year we announced the "5 year RTYC Turnaround Plan" for the club and we have been working very hard behind the scenes to put year one in place and I have to thank past commodore Mike Brand and the team for helping get this started, and I must also take this opportunity to thank Adrian Foster who has been invaluable in the role of collating together all the options available to us to take the club forward.

Since I started in this role we have recruited a group of seasonal staff to help run the bar, Jimmi joined us as Bosun, Nicki as Hotel Manager and Bernadette as General Manager, as a team they have all worked very hard in a professional and friendly manner to get the club back on its feet and to make it a welcoming place for our members to come and enjoy their club house.

We have had a full on year of both racing and cruising and many social events in the club, however running a club like ours involves a great many volunteers who give their time and effort to keep things moving smoothly forward. Without the willingness of our members to step up and fill the positions of officers, general committee and all the additional roles it takes to cover the clubs' activities throughout the year we would not be so successful…

Again I express my gratitude on behalf of the RTYC for everyone's efforts. A great deal of hard work goes into running these functions so please come along and support your club.

I'm looking forward to further success in 2027.

Judy Pearson-Parish

Commodore - Royal Temple Yacht Club.

Royal Temple Yacht Club AGM 29 November 2026

Rear Commodore Cruising Report

After the winter work schedule, Easter traditionally marks the start of the cruising season with a shakedown cruise to Dover. This year, despite a relatively late Easter, the trip was marred in that most of the 10 boats that had initially expressed interest in the trip changed their plans due to the approaching Storm Dave. In the end, only Avventura went to Dover, in almost perfect sailing conditions, as Dave remained well to the North of the UK, centred over Iceland. The trip proved to be nostalgic for the crew that did make it, as we paid a final visit to the old RCPYC clubhouse on the seafront, a week before the club moved to their new premises by the marina.

The early Spring Bank Holiday saw Avventura & Bamboo set off in fine weather to West Mersea, where we were joined by 4 other boats from the Little Ship Club, and were also joined for dinner by the newly appointed Commodore of WMYC. Sunday morning saw the traditional Company Shed seafood brunch which was delicious as ever, before Avventura went to Bradwell to meet up with Ross & Sally McAllister whose boat, Denali, is now based there, although they still hope to join a number of RTYC rallies.

9 RTYC boats attended the Calais Rally over the late May Bank Holiday trip to Calais, where they joined 11 boats from the Little Ship Club, Westerly Owners Association, Maldon Little Ships Club, RCPYC and Upnor Yacht Club. Beer for the Saturday 'Beer Call' was supplied (and rapidly drunk in the warm afternoon weather) by Mighty Oak brewery in Maldon. The Saturday evening dinner at the Cercle Amical Maritime was up to the usual high standard and the chef will have had a lot of practice for next year's event that will mark the 100th anniversary of the first Calais Rally in 1927.

A number of boats that had intended to join the June East Coast rally were forced to drop out by last minute technical and other factors. The two boats that did attend were very happy to be at sea for the hottest week for several years, although the nights aboard were quite oppressive. The cruise took in Harwich, Pin Mill and Ipswich on the Orwell, Waldringfield on the Deben and Titchmarsh in the Walton Backwaters.

Cruising had a break in July to allow four of the regular cruisers to participate in Ramsgate Week. The cruisers had a busy schedule in August with 2 boats sailing east to Eastbourne for the Airshow, while 9 boats sailed in the opposite direction for the fortnight Belgium/Holland cruise. As usual, the participants thoroughly enjoyed this cruise, although 2 boats (Bamboo & Sir Francis) had to curtail their cruise to return injured crew to A&E!

September & early October saw 3 'Pot Luck' cruises to Calais, the Orwell & Dover. These Pot Luck cruises were introduced last year where a decision is taken at the last minute as to where to go depending on weather, tides & wind direction, and another is currently being planned for the 3rd weekend in November to participate in the Cote d'Opale Herring festivals in either Boulogne or Calais, with the latter destination currently more likely if the forcasted fresh southwesterlies appear.

It has been particularly pleasing this year that four of the motoring fraternity joined a number of the cruises (five if you count Happy 2!), and we hope to encourage more in 2027.

The cruisers are always conscious of the need to support the Club & are very much aware that we are increasing the takings at the many yacht clubs we visit during the season, rather than the RTYC's takings. We are now actively encouraging the yacht clubs we visit to include Ramsgate & the RTYC in their own cruising plans. We have had some success in 2026, welcoming Hollowshore, Leigh on Sea, Upnor, PZV Eindhoven & Thames Estuary to the Club, with the latter two in particular liberally raising the bar takings during their visits.

Mark Andrews, Rear Commodore Cruising

ROYAL TEMPLE YACHT CLUB

2026 Sailing Season Review

Andrew Ketteringham | Rear Commodore Sail

From the Spring Series through to the November prizegiving, 2026 gave us a full season of club racing and a Ramsgate Week that brought together local boats and visiting crews from both sides of the Channel. The growing YTC fleet matched the IRC fleet in numbers at Ramsgate Week, while the shorter inshore courses and separate non-spinnaker class gave more crews a way to take part.

Club racing

The Spring Series opened with a strong turnout and unsettled conditions for crews and race officers to manage. By late June, the Wednesday Evening and Summer Series were at their halfway point, with preparations for Ramsgate Week well underway. Club racing continued after the regatta into the Autumn Series.

Competition	IRC winner	YTC winner
Spring Series	Buccaneer	Jura
Summer Series	Assassin	Jura
Wednesday Evening Series	Expedite	Jura
Autumn Series	Stiletto	Bad Boys
Club Championship	Buccaneer	Jura

Congratulations to all the winning crews. Gary Walters and the crew of Jura took the YTC Spring, Summer and Evening Series as well as the YTC Club Championship. Buccaneer took both the IRC Spring Series and the IRC Club Championship, while Bad Boys claimed the YTC Autumn Series.

Ramsgate Week

19–24 July 2026

We welcomed visiting crews from clubs up and down the east coast. Around 30 boats raced across IRC and YTC, including the inshore fleet, with a further six in the local handicap non-spinnaker class. Most IRC and YTC starts were run from the committee boat, while the inshore and non-spinnaker fleets used the club line off the harbour.

The Round the Goodwins opened the week with a fresh breeze and a lively sea. As the wind eased and the tide turned, the race changed considerably on the way back past Deal. David Evans's Hullabaloo XV, from Walton & Frinton, won IRC overall ahead of Aztec and RTYC's Xpedite. Gary Walters's Jura won YTC ahead of the French entry Carpe Diem.

Ramsgate Week continued

Lighter northerly winds set in for the midweek racing. Assassin and Fox out the Box each put together four straight wins. On Queen Elizabeth II Trophy day, Aztec took the IRC honours ahead of Flying Pig and Buccaneer, while Jura won YTC. On the inshore courses, Monarch won Class 6 overall and Dover's Karibia Breezes took the non-spinnaker class with four wins from five races.

The final day brought a delayed start and a patchy breeze, with racing shortened at Gull Stream. Assassin recovered to take line honours, but Simon Northrop and the crew of Lock Stock won the Ramsgate Gold Cup on corrected time. Assassin, sailed by Peter and Alex Jackson, took IRC overall by a single point from Aztec. Mike and Jo Brand's Fox out the Box won YTC overall by three points from Jura. The regatta report recorded no breakages or sail repairs during the week.

Thank you to Ivor Thomas Amusements Ltd for supporting the regatta, to the visiting crews who made the trip to Ramsgate, and to everyone who helped welcome them ashore. The harbour welcome, competitor pack, clubhouse hospitality and social programme all took work alongside the racing itself.

Race management and prizegiving

My thanks go to Steve King, Steph Martin, Jean Conran and Mick Speakman, who were recognised as the 2026 Race Control Team, and to the committee boat crews, safety crews, mark layers, results team, club staff and volunteers. Their work included adjusting courses to suit the conditions and coordinating racing around harbour traffic. During Ramsgate Week, the Sailing Instructions and separate VHF channels for fixed-line and committee-boat racing helped crews know where to listen.

The November prizegiving recognised both performance afloat and service to the club. Assassin received the Millennium Shield as the best RTYC IRC boat at Ramsgate Week. Woody Walters received the Crowdy Cup as our most up-and-coming junior, and Simon Northrop received the John Morris Trophy for the most meritorious performance of the year. Steve King received the Temple Mug for services to RTYC, and Karen Cox received the Boynton Bowl for services to sailing.

Thank you to every skipper and crew member who turned out to race and to everyone who gave their time to make the season possible. I look forward to seeing you back on the start line in 2027.

Andrew Ketteringham
Rear Commodore Sail
Royal Temple Yacht Club

Ramsgate Week 2026 AGM Report

Ramsgate Week 2026 was another successful week and once again we were able to make a profit. Our team would like to thank the following Club members in particular, who have supported this event for many years now. Paul Thomas from Ivor Thomas Amusements who was our main sponsor, Alex Jackson and the team of Turner Jackson Day, Garry Furneaux from Practical Car and Van Rental, James Bradney from Ramsgate Sailing School, Caroline Hodson and Anthony Nicholson from Kent Decking Supplies, Andre Agard from A&S Carpentry, and Simon Northrop from Northrop Sails.

After the event we sent out questionnaires to all skippers and crew and overall the feedback was strongly positive and it would appear that the current format is working. A few areas of concern were noted which included some difficulty with radio communication, and limited food offerings which will be worked on for next year but overall things were positive and our new WhatsApp communication was highly rated.

We have a new cup in our cabinet, the Ivor Thomas Memorial Cup, which has been donated by Paul Thomas in memory of his father and the Wednesday race in his name will become a feature of Ramsgate Week moving forward. Something that we need to do is look at Prize Giving as this year it took over an hour!

This is the flagship event for the Yacht Club having started 120 years ago. Sadly in recent years, in particular since Covid, we seem to have lost the connection with the European Clubs and this year only had one French boat enter, although we did have an entry from a Belgium boat but they had to withdraw due to injury. As the paperwork required to enter British waters becomes easier hopefully we can attract more competitors, this is definitely an area to focus on in the future.

After nine years running this event it's time to hand the tiller to someone with fresh ideas and I'm delighted to say that Judith Jackson has become Chair of Ramsgate Week after shadowing me this year. She will continue to be supported by our small committee of RCS Andy Ketteringham, Paul Woodward, Mike Brand, Chris Cox and Race Officer Steve King. We have set the dates for 2027, booked the bands and RO's and entries will open soon, so dates for your diaries are 25-30 July 2027.

Before I move on I would just like to say a huge thank you to everyone who has helped me over the years, far too many to mention. Our club members who have helped with the Race Hut, as well as our shoreside events, and our staff have always worn a huge welcoming smile even when the queues at the bar have been six deep. This event more than any other club event shows why we need our members, who between us have hundreds of years of experience in running these events, and upon whose wisdom we call on. Thank you all.

Karen

RTYC Treasurer's Report 2026

As you are all aware at the last AGM we were in a fairly bad state financially and were requesting Financial assistance from our membership, this was fairly forecoming and as you can see from the accounts we did raise a significant amount. This being said with the changes to the staffing and some volunteering from a number of members in assisting with the bar and also taking on the bosun who has made some significant repairs to the building at a fraction of the cost of getting in outside contractors, the bond monies received are currently unused and sitting in our account.

This being said we are yet to get ourselves completely out of the woods financially and I would urge all our members to continue assisting in any ways they are able whether that is by giving of time for events or attending the events put on by the Club for all our benefit.

We currently have a healthy balance in the accounts and the committee as I am sure you will hear during the rest of this meeting have some great ideas of how the club should move forward into the future.

Registered number: 10886538

ROYAL TEMPLE YACHT CLUB LIMITED
DIRECTORS' REPORT AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 SEPTEMBER 2026

Dudley Gore and Co
50 Queen Street
Ramsgate
CT11 9EE

Royal Temple Yacht Club Limited
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Royal Temple Yacht Club Limited
Company Information
For The Year Ended 30 September 2026

Directors	Mr T Adams Mr J Alexander Jnr Mr M Andrews Mr J Barrett Mr A Beaumont-Hope Mr M Brand Mrs K Cox Mr A Ketteringham Ms J Pearson
Company Number	10886538
Registered Office	6 Westcliff Mansions Ramsgate Kent CT11 9HY
Accountants	Dudley Gore and Co MAAT, AATQB 50 Queen Street Ramsgate CT11 9EE

Royal Temple Yacht Club Limited
Company No. 10886538
Directors' Report For The Year Ended 30 September 2026

The directors present their report and the financial statements for the year ended 30 September 2026.

Directors

The directors who held office during the year were as follows:

Mr T Adams

Mr J Alexander Jnr

Mr M Andrews

Mr J Barrett

Mr A Beaumont-Hope

Mr M Brand

Mrs K Cox

Mr A Ketteringham

Ms J Pearson

Statement of Directors' Responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing the financial statements the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small Company Rules

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

On behalf of the board

Mr T Adams

Director
Date

Mr J Barrett

Director

Royal Temple Yacht Club Limited
Accountant's Report
For The Year Ended 30 September 2026

Report of the Accountant to the directors of Royal Temple Yacht Club Limited

These financial statements have been prepared in accordance with our terms of engagement and in order to assist you to fulfil your duties under the Companies Acts that relate to preparing the financial statements of the company for the year ended 30 September 2026.

We have prepared these financial statements based on the accounting records, information and explanations provided by you. We do not express any opinion on the financial statements.

On the Balance Sheet you have acknowledged your duties under the prevailing Companies Acts to ensure that the company keeps adequate accounting records and prepares financial statements that give "a true and fair view".

You have determined that the company is exempt from the statutory requirement for an audit for this accounting year. Therefore, the financial statements are unaudited.

The financial statements are provided exclusively to the director for the limited purpose mentioned above, and may not be used or relied upon for any other purpose or by any other person, and we shall not be liable for any other usage or reliance.

Date

Dudley Gore and Co
MAAT, AATQB
50 Queen Street
Ramsgate
CT11 9EE

Royal Temple Yacht Club Limited
Income and Expenditure Account
For The Year Ended 30 September 2026

	2026	2025
	£	£
TURNOVER	422,606	369,430
Other income	483	936
Cost of raw materials and consumables	(131,725)	(133,509)
Staff costs	(153,972)	(145,244)
Depreciation and other amounts written off assets	(3,491)	(392)
Other charges	(111,746)	(105,487)
NET SURPLUS/(DEFICIT)	22,155	(14,266)

Royal Temple Yacht Club Limited
Balance Sheet
As At 30 September 2026

	2026	2025
	£	£
Fixed assets	196,558	197,758
Current assets	122,027	79,035
Prepayments and accrued income	1,931	2,838
Creditors: Amounts Falling Due Within One Year	(20,132)	(45,402)
NET CURRENT ASSETS	103,826	36,471
TOTAL ASSETS LESS CURRENT LIABILITIES	300,384	234,229
Creditors: Amounts Falling Due After More Than One Year	(75,000)	(28,000)
Accruals and deferred income	-	(3,000)
NET ASSETS	225,384	203,229
RESERVES	225,384	203,229

Notes

1. **General Information**

Royal Temple Yacht Club Limited is a private company, limited by guarantee, incorporated in England & Wales, registered number 10886538. The registered office is 6 Westcliff Mansions, Ramsgate, Kent, CT11 9HY.

2. **Average Number of Employees**

Average number of employees, including directors, during the year was: 16 (2025: 10)

3. **Company limited by guarantee**

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

Royal Temple Yacht Club Limited
Balance Sheet (continued)
As At 30 September 2026

For the year ending 30 September 2026 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the micro-entity provisions.

On behalf of the board

Mr T Adams

Director
Date

Mr J Barrett

Director

Royal Temple Yacht Club Limited
Detailed Income and Expenditure Account
For The Year Ended 30 September 2026

	2026		2025	
	£	£	£	£
TURNOVER				
Subscription income	57,884		70,773	
Bar income	144,448		151,199	
Donations and sponsorship	15,330		1,763	
Insignia sales	(3,478)		5,129	
Accomodation, functions and catering income	139,749		103,674	
Ramsgate week income	19,589		20,251	
Navigation school income	3,650		6,740	
Warrants	21		21	
Rental income	6,700		8,880	
Grants and subsidies received	1,000		1,000	
Other trading income	37,713		-	
		422,606		369,430
OTHER INCOME				
Interest receivable and similar income		483		936
		423,089		370,366
COST OF RAW MATERIALS AND CONSUMABLES				
Cost of sales:				
Ramsgate week costs	6,032		3,548	
Bar purchases	57,431		55,030	
Insignia purchases	788		4,319	
Accomodation, function and catering costs	62,688		70,612	
Navigation school expenses	13		-	
	126,952		133,509	
Distribution:				
Waste disposal	4,773		-	
		(131,725)		(133,509)
STAFF COSTS				
Wages and salaries	142,648		144,844	
Employers NI	8,510		-	
Employers pensions - defined benefits scheme	1,905		-	
Staff training	180		-	
Protective clothing	300		-	
Staff entertaining	325		400	
Staff expenses	104		-	
		(153,972)		(145,244)
DEPRECIATION AND OTHER AMOUNTS WRITTEN OFF ASSETS				
Depreciation of fixtures and fittings	3,491		3,892	
Surplus on disposal of tangible fixed assets	-		(3,500)	
		(3,491)		(392)
OTHER CHARGES				
Premises expenses:				
Rent	10,083		15,020	
Light and heat	23,485		19,708	

...CONTINUED

Water rates	4,366		-	
Repairs and maintenance	28,895		27,882	
	66,829		62,610	
General administration costs:				
Computer software, consumables and maintenance	9,253		-	
Insurance	15,220		14,312	
Printing, postage and stationery	1,694		1,375	
Advertising and marketing costs	807		669	
Telecommunications	5,948		6,982	
Accountancy fees	(148)		2,890	
Legal fees	469		3,220	
Subscriptions	2,676		4,238	
Bank charges	5,177		4,388	
Sundry expenses	4		964	
Sailing and racing	2,099		3,839	
	43,199		42,877	
Interest payable and similar charges:				
Bank interest payable	1,718		-	
		(111,746)		(105,487)
NET SURPLUS/(DEFICIT)		22,155		(14,266)