

Provisional Licence Application - Strategic Business Plan - Financial Statement Forecasts

Content

Balance Sheet

The balance sheet must present the club's forecast financial position at each forecasting interval, showing projected assets, liabilities and equity in a clear and consistent manner. The balance sheet must balance for each forecasting interval, with total assets equal to the sum of total liabilities and equity. Clubs must ensure that all balances are internally consistent with the profit and loss statement and the statement of cash flow. Balance sheet forecasts must be presented at six-monthly intervals, prepared as at month-end, aligning with 30 June and 31 December.

Profit and Loss Statement

The profit and loss statement must present the club's forecast financial performance over the forecasting period at each interval, showing expected income and expenditure. Revenue should be recognised consistently when earned, taking into account timing and contractual arrangements. Expenses should be recognised when incurred, including wages, operating costs, depreciation of tangible assets, and amortisation of intangible assets such as player registrations. Profit and loss forecasts should be presented quarterly, with each forecast prepared as at the end of the relevant month.

Statement of Cash Flows (Direct or Indirect)

Clubs may prepare operating cash flows using either the direct method (showing cash receipts and payments) or the indirect method (adjusting profit or loss for changes in working capital and non-cash items) but they must apply the chosen method consistently across the forecast period. The statement of cash flows must be able to reconcile to the cash reported on the forecast balance sheet for each period. Cash flow forecasts should be presented quarterly, with each forecast prepared as at the end of the relevant month.

Accounting Standards for Financial Forecasts

Clubs must prepare financial forecasts using recognised accounting principles. Information submitted must be accurate, reliable and consistent with the standards applied in the club's statutory financial reporting.

Forecasts must be prepared in accordance with the accounting standards required under UK law for incorporated companies, such as UK GAAP (FRS 102) or IFRS, applying the same recognition and measurement principles as in the club's statutory accounts. Clubs should maintain a consistent accounting framework across both statutory accounts and forecasts, unless otherwise agreed with the IFR.

Forecasts must be prepared in line with the following good-practice accounting principles:

Going concern: Forecasts must be prepared on the basis that the club will continue to operate for the foreseeable future.

Accrual accounting: Revenues and costs must be recognised when they are earned or incurred, not when cash is received or paid.

Fair presentation: Figures must reflect the club's financial position and performance faithfully, without deliberate overstatement or understatement.

Consistency: Presentation and accounting treatments must be applied consistently across all forecast periods.

No inappropriate offsetting: Clubs must not offset assets and liabilities, or income and expenditure, unless permitted under the accounting standards applied.

BALANCE SHEET

Clubs should complete all relevant line items and specify any club-specific items under "Other". Where a line item is not applicable, clubs should enter '0'.

	26/27 Season		27/28 Season		Assumptions
	Finalised Month-end prior to submission	30/06/2027	31/12/2027	30/06/2028	
	Actual	Forecast	Forecast	Forecast	
ASSETS					
Non-current assets					
Intangible Fixed Assets (Players)					
Goodwill and Other Intangible Fixed Assets					
Tangible Fixed Assets					
Investments					
Other (if applicable, please specify)					
Total Non-Current Assets					
Current assets					
Stock					
Trade Debtors					
Amounts Due in Relation to Transfer Fees					
Amounts Due From Group Companies					
Prepayments and Accrued Income					
Cash at Bank & In Hand					
Other (if applicable, please specify)					
Total Current Assets					
Total Assets					
LIABILITIES					
Creditors: amounts falling due <1 year					
Trade Creditors					
Amounts Payable in Relation to Transfer Fees					
Amounts Due To Group Companies					
Taxes and Social Security					
Accruals and Deferred Income					
Bank Loans					
Bank Overdrafts					
Loan Notes					
Shareholder/Director Loans					
Hire Purchase					
Provision for liabilities					
Other (if applicable, please specify)					
Total Current Liabilities					
Net Current Assets / (Liabilities)					
Creditors: amounts falling due >1 year					
Amounts Due To Group Companies					
Amounts Payable in Relation to Transfer Fees					
Bank Loans					
Bank Overdrafts					
Loan Notes					
Shareholder/Director Loans					
Other loans					
Hire Purchase					
Other (if applicable, please specify)					
Total Non-Current Liabilities					
Total Liabilities					
Net assets / (liabilities)					
EQUITY					
Capital & reserves					
Share Capital					
Share Premium					
Preference Shares					
Retained Earnings					
Other reserves (please specify)					
Total Equity					

Assumptions Guidance

Clubs are required to submit the assumptions that underpin the financial projections. The IFR does not intend to prescribe a fixed or exhaustive set of assumptions. Each club is responsible for identifying and defining the assumptions that best reflect its circumstances, business model, and strategic intentions. Assumptions should be realistic, evidence-based, and supported by historical trends and strategic plans. Assumptions should be explained in sufficient detail and presented as transparently as possible. The IFR expects clubs to take a prudent approach and avoid overly optimistic assumptions. Below is non-exhaustive guidance setting out factors that clubs should consider as a minimum when developing their forecasting assumptions.

Assumption	Key Factors to Consider
Revenue/Income	<ul style="list-style-type: none"> Matchday revenue, including gate receipts and hospitality and how these are expected to change over the forecast period. Broadcasting and media income, including expected league position and progress in cup competitions. Clubs should specify the league in which they expect to compete in over the forecasted period. Commercial income, including sponsorship, advertising and merchandising. Any other material income streams, such as one-off income, grants, third-party contributions and any assumptions about their nature, timing, and likelihood.
Operating Costs	<ul style="list-style-type: none"> Wages and staff costs, including expected changes, contractual obligations and performance-related payments. Matchday and wider club operations, such as stadium costs, administration, insurance, and other operational expenditure. Academy and youth development costs. Other significant operating costs that may materially affect the forecast.
Player Trading	<ul style="list-style-type: none"> The IFR recognises that player-trading may be included in forecasts, while also noting the volatility of the transfer market. Where clubs rely on player trading as a material factor in achieving sustainability, assumptions should be clearly justified. Whether player trading income or expenditure is included in forecasts, the expected timing of transactions and relevant transfer-window constraints. The basis for anticipated player valuations, including performance and contract duration. The club's historical track record in player trading, while acknowledging that past performance does not guarantee future outcomes.
Balance Sheet	<ul style="list-style-type: none"> Fixed assets and infrastructure, including depreciation rates, capital-expenditure plans and the timing of major projects. Intangible assets, including player registrations and amortisation assumptions. Working capital expectations, including receivables, payables, timing of cash flows and projected cash balances.
Funding	<ul style="list-style-type: none"> The amount and timing of owner funding, shareholder loans, equity injections or other financial support. Debt financing, including interest rates and repayment schedules.
Contingent Liabilities	<ul style="list-style-type: none"> Any material contingent liabilities that have been forecasted to crystallise during the forecast period, including legal claims, sell-on clauses, performance-related add-ons, or other significant contractual commitments