



**BARBADOS  
TENNIS**  
ASSOCIATION INC

**ANNUAL GENERAL MEETING**

**WEDNESDAY, SEPTEMBER 20, 2017  
AT 6:00 P.M.**

Conference Room, Barbados Olympic Centre  
Garfield Sobers Sports Complex  
Wilkey, St. Michael

# Barbados Tennis Association Inc.

## 2016-2017 Council

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Dr. Raymond Forde	President
Sandra Osborne	Vice President
Patricia Murray	Vice President
Helen Roper	Treasurer
Marie-Jeanne Symmonds	Secretary
Brian Cadogan	Council Member
Bernard Frost	Council Member
Harry MacKenzie	Council Member
Lloyd Stephen Slocombe	Council Member

The following Council Members will retire at the 2016 Annual General Meeting and are eligible for re-election:

Sandra Osborne	Vice President
Helen Roper	Treasurer
Bernard Frost	Council Member
Harry MacKenzie	Council Member

## NOTICE OF MEETING

NOTICE is hereby given that the Annual General Meeting of Barbados Tennis Association Inc will be held at the office of the Barbados Olympic Association Inc, Olympic Centre, Garfield Sobers Sports Complex, Wildey, St Michael, on **WEDNESDAY, SEPTEMBER 20, 2017, AT 6.00 PM** to transact the following business:

1. Call to Order.
2. Confirmation of Minutes of the Annual General Meeting held on September 13, 2016.
3. Matters Arising.
4. President's Address and Report of Council for year ended December 31, 2016.
5. Financial Report for year ended December 31, 2016.
6. Re-appointment of the incumbent Auditor.
7. Election of Officers:
  - a. Vice President
  - b. Treasurer
  - c. Assistant Secretary
  - d. Three Council Members.
8. Any other business

By Order of Council  
Marie-Jeanne Symmonds  
Secretary

August 24, 2017

### NOTE:

- (1) **Members:** Each Club or School Member shall be represented at the Meeting by an Authorised Representative. The President, a Vice President, the Treasurer, Secretary or Assistant Secretary of the Association shall not be named as an Authorised Representative of a Club or School. Written authorization signed by an officer of the Club or School shall be submitted to the Secretary naming the individual authorised to represent it at the Meeting. The authorisation must be submitted before the Authorised Representative enters the Meeting and may be submitted to [tennisbarbados@caribsurf.com](mailto:tennisbarbados@caribsurf.com). In the absence of written authorisation, the individual will not be permitted to attend, speak or vote on behalf of the Club or School. Junior Members are entitled to attend the Meeting but are not eligible to vote.
- (2) **Item 5:** Audited Financial Statements for the year ended December 31, 2016 are attached and are available at [www.tennisbarbados.org](http://www.tennisbarbados.org).
- (3) **Item 7:** No nominations for posts to be filled at the Meeting were received by July 31, 2017 as required under by-law 9.7. As such, the Chairman of the Meeting will invoke by-law 9.10 and will invite nominations at the Meeting, notwithstanding that the Secretary has not received the biographical profile of candidates. Candidates nominated at the Meeting will be required to consent to their nomination in writing or on the floor of the Meeting. All nominated candidates must be members in good financial standing with a right to vote and must be proposed and seconded by members who are in good financial standing with a right to vote.

**MINUTES OF THE ANNUAL GENERAL MEETING OF BARBADOS TENNIS ASSOCIATION INC  
HELD AT THE BARBADOS OLYMPIC CENTRE, GARFIELD SOBERS SPORTS COMPLEX, WILDEY,  
ST. MICHAEL, ON TUESDAY, SEPTEMBER 13, 2016.**

Present were:

Dr. Raymond Forde	Ms. Gabriela Lopez
Mr. Alan Alleyne	Mr. Harry MacKenzie
Mr. Damien Applewhaite	Mr. Tyrone Mapp
Mr. Ronald Armstrong	Mrs. Pamela Mapp Bryan
Ms. Karey Batson	Mr. Oneil Marshall
Mr. Ryan Batson	Mrs. Karen McGuire
Mrs. Eleanor Brown	Mr. Roger Millar
Mr. Brian Cadogan	Mr. Warren Mottley
Mr. Alvin Chambers	Mrs. Shawn Mottley
Ms. Marina Corbin	Mr. Colin Murray
Mr. Archie Cuke	Mrs. Patricia Murray
Mr. Peter Date	Mr. Ian Odle
Mr. Duncan Evanson	Ms. Sandra Osborne
Mrs. Alexandra Evelyn	Ms. Cherold "Rosie" Roach
Mr. Ryan Forde	Ms. Helen Roper
Mr. Bernard Frost	Mrs. Tracia Seifert-Licorish
Mr. Kwame Grffith	Mr. Lloyd Slocombe
Dr. Sylvia Hackett	Mrs. Suzette Slocombe
Ms. Gayle Headley	Mr. Craig Smith
Mr. Peter Hewitt	Mr. Jared Spencer
Ms. Dejan Holder	Mrs. Marie-Jeanne Symmonds
Mr. Junior King	Mrs. Margot Thomson
Ms. Tanya Layne	Mr. Andrew Thornton
Ms. Richele LeSaldo	Mr. Owen Williams
Mr. Kodi Lewis	Mrs. Sophie Worme

*Members represented by proxy:*

Mr. Julian Armfield (represented by Dr. Raymond Forde)  
Prof. Andrew Burgess (represented by Dr. Raymond Forde)  
Mr. Peter Clarke (represented by Dr. Raymond Forde)  
Mr Richard Edghill (represented by Dr. Raymond Forde)  
Mr. Audley Espeut (represented by Ms. Gabriela Lopez)  
Mrs. Caroline Lopez (represented by Ms. Gabriela Lopez)  
Ms. Melena Lopez (represented by Ms. Gabriela Lopez)  
Mr. Sydney Lopez (represented by Ms. Gabriela Lopez)  
Mr. Jack Ramsey (represented by Dr. Raymond Forde)  
Mrs Jane Steinbok (represented by Dr. Raymond Forde)

*Clubs:*

Barbados Yacht Club (represented by Mrs. Karen McGuire)  
Ocean View Tennis Club (represented by Ms. Gabriela Lopez)  
Paragon Tennis Club (represented by Mr. Craig Smith)  
Tennis Centre Club (represented by Mr. Roger Millar)  
St. James Racquet Club (represented by Ms. Gabriela Lopez)  
Windward Cricket Club (represented by Mr. Michael Hutchinson)  
The University of the West Indies (represented by Mr. Damien Applewhaite).

The President, Dr. Raymond Forde, presided.

## **1 CALL TO ORDER**

A quorum having been established, the President called the meeting to order at 6:05 pm.

Apologies of absence were received from Mr. Peter Symmonds, Mrs. Jean Date, Mr. Jerry Date, and Mrs. Elaine Isherwood.

A moment of silence was requested for the passing of Mr. Colin Forde and Mr. Lennox Mirjah.

## **2 CONFIRMATION OF THE MINUTES**

The Minutes of the Annual General Meeting (AGM) held on November 25, 2015 were confirmed on a proposal by Mr. Tyrone Mapp and seconded by Mrs. Patricia Murray.

## **3 MATTERS ARISING**

Mr. Owen Williams asked what was the decision of Council regarding his previous request for twice yearly meetings with the general membership. Dr. Forde stated that Council had determined that it was not feasible to hold two general meetings per annum. Mr. Williams then suggested that small groups of the Association's members should meet with Council on a regular basis and that the Association should have greater involvement of members on committees. It was agreed that this was a good idea and members were encouraged to join various committees of Council and to make a contribution.

Dr. Forde expressed concern that in the past members had made suggestions at the AGM that needed follow through. He asked members to come forward to assist with the implementation of the many ideas that they were suggesting which were in addition to the current activities being undertaken by the Council.

Mr. Tyrone Mapp asked for an update on the expansion of the National Tennis Centre (NTC). Mrs. Marie-Jeanne Symmonds confirmed that a commitment had been received from the Maria Holder Memorial Trust to build 4 additional courts at the NTC to supplement the 4 courts already there. The commitment was subject to the renewal of the current NTC lease as well as confirmation of a waiver of VAT on construction. Dr. Forde confirmed that the Association and other sporting organizations in the Gymnasium Complex were lobbying the Ministry of Housing to get a nominal rent charged on lease renewals.

## **4 PRESIDENT'S ADDRESS AND REPORT OF COUNCIL**

The President's Address and the Report of Council for the year ended December 31, 2015 were presented by the President and Mrs. Eleanor Brown, Secretary, respectively. Copies are attached and form part of these Minutes. Following these presentations, various queries were addressed as necessary.

## **5 FINANCIAL REPORT**

Ms. Helen Roper, Treasurer, presented the audited financial statements for the year ended December 31, 2015. She referred members to the Statement of Income and Expenditure and advised that the Association had made a surplus for the year of \$5,463 compared to the deficit of \$3,132 in 2014. She gave the following explanations for significant changes in the 2015 Income Statement compared to 2014:

- i) Although 2015 total tournament Income was higher, expenses had increased considerably due to the hosting of the three Group I Davis Cup ties against the Dominican Republic, Ecuador and Uruguay. Funds received from the ITF for these three ties were lower than the cost of hosting the three Group II winning ties during 2014, but the Arts and Sports Promotion Fund, the BOA and NSC had assisted towards the shortfalls incurred for both Davis Cup and the ITF junior tournament, resulting in an incurred net loss for tournaments and team events of \$9,059 compared to a surplus in 2014 of \$4,020.
- ii) Total grants received from the NSC, BOA and ITF for administration, representation and travel were marginally higher compared to 2014.
- iii) Funds from donations and fund-raising events had increased in 2015. Another successful annual fund-raising dinner was held at Divi Southwinds and proceeds of \$6,710 from the Tennis-a-thon held late in the year went towards NTC repairs. Benevolent donors had kindly contributed more than \$20,000 in support of the Association during the year.
- iv) Court rental fees had increased compared to 2014 due to improved controls on collections.
- v) Wages and NIS had decreased as one of the coaches at NTC had been on maternity leave for three months.
- vi) The cost of utilities had decreased in 2015 due to the reduction in electricity costs and the inclusion of the one off Solid Waste tax included in the 2014 comparative.

Ms. Roper then gave the following explanations for significant changes in the 2015 Balance Sheet items compared to 2014:

- i) 2015 Cash at Bank had increased slightly due to the fundraiser held near year end.
- ii) Trade receivables had reduced in 2015 and all had been collected in 2016.
- iii) Prepayments again were primarily represented by ITF annual membership fees paid in advance.
- iv) The building at the NTC continued to be depreciated at 2% per annum – the lease would be up for renewal next year and terms were currently being renegotiated.
- v) All outstanding Trade Payables would be paid in 2016.
- vi) Deferred Income was in respect of sponsorship funds received in advance.
- vii) Funds held were broken down by category– the Court Repair Fund had been increased to cover major works required on court repairs and lights, and funds held for Elite and Emerging Athletes had been reduced, having been passed on to the players.

Ms. Roper concluded by thanking Mr Martin Frost for again acting as Honorary Auditor and asking if members had any questions regarding the Financial Statements.

Mr. Williams noted that donations had decreased from \$20k to \$6k and asked that Council look to exploit all opportunities to obtain donations. Mr. Applewhaite was pleased to see that there was an increase in court rental fees.

## **6 REAPPOINTMENT OF INCUMBENT AUDITOR**

Ms. Helen Roper stated that Mr. Martin Frost had agreed to remain as Auditor for another year but would like the Association to find a replacement. She confirmed that Council was making inquiries to find a suitable replacement.

On a motion proposed and seconded, Mr. Martin Frost was duly reappointed Honorary Auditor for the ensuing year.

## 7 ELECTION OF OFFICERS FOR 2016-2018

Dr. Raymond Forde declared vacant the offices of President (Dr. Raymond Forde), Vice President (Mrs. Patricia Murray), Secretary (Mrs. Eleanor Brown), and two Councilors (Mr. Lloyd Stephen Slocombe and Mr. Andrew Thornton). He appointed Ms. Sandra Osborne as the Presiding Officer.

### *President:*

Ms. Osborne noted that Dr. Raymond Forde had been nominated for the office of President by Mr. Richard Edghill and seconded by Mr. Jack Ramsey. There being no other nominations, Ms. Osborne declared Dr. Raymond Forde duly re-elected as President for a term of two years.

### *Vice President:*

It was noted that there were two nominations for the office of Vice President. Mrs. Patricia Murray was proposed by Ms. Sandra Osborne and seconded by Mr. Kevin Lewis. Mr. Andrew Thornton was proposed by Mrs. Caroline Lopez and seconded by Mr. Sydney Lopez. A secret ballot was held and Mrs. Murray received 46 votes while Mr. Thornton received 19 votes, with 1 spoilt ballot.

Ms. Osborne declared Mrs. Patricia Murray duly re-elected as Vice President for a term of two years.

### *Secretary:*

There were two nominations for the office of Secretary. Ms. Gabriela Lopez was nominated for the office of Secretary by Mr. Andrew Thornton and seconded by Mrs. Caroline Lopez. Mrs. Sophie Worme was nominated by Ms. Sandra Osborne and seconded by Mrs. Patricia Murray. A secret ballot was held and Mrs. Worme received 38 votes while Ms. Lopez received 26, with 2 spoilt ballots.

Ms. Osborne declared Mrs. Sophie Worme duly elected as Secretary for a term of two years.

### *Councilors:*

Five persons were nominated for the two vacant positions of Councilor:

Nominee	Proposer	Seconder
Mr. Brian Cadogan	Mr. Colin Murray	Ms. Helen Roper
Ms. Gayle Headley	Mr. Andrew Thornton	Mrs. Caroline Lopez
Ms. Gabriela Lopez	Mr. Andrew Thornton	Mrs. Caroline Lopez
Mr. Lloyd Stephen Slocombe	Ms. Sandra Osborne	Mrs. Suzette Slocombe
Mr. Andrew Thornton	Mrs. Caroline Lopez	Mr. Sydney Lopez

Mr. Brian Cadogan and Mr. Lloyd Stephen Slocombe received 36 votes each, while Ms. Lopez received 26, Ms. Headley 18 and Mr. Thornton 13 respectively.

Ms. Osborne declared Mr. Brian Cadogan and Mr. Lloyd Stephen Slocombe duly elected as Councilors for a term of two years.

Dr. Forde thanked Ms. Osborne and, after congratulating the successful candidates, thanked Mrs. Eleanor Brown, the outgoing Secretary, as a friend and colleague, for her many years of service on Council. He noted that she had agreed to continue to assist with fundraising. He also thanked Mr. Thornton for serving on Council and suggested that Mr. Thornton, Ms. Lopez and Ms. Headley could get involved by assisting on various committees.

## 8. RESOLUTION TO AMEND BY-LAW NO. 1

The President invited Ms. Osborne to summarize the main changes being proposed to By-law No: 1. Referring to the explanatory memorandum and the full text of the resolution, she highlighted the following key changes being recommended by Council for confirmation by Members:

- i) By-law 4.1(e) contained the procedure for member clubs and member schools to be represented at meetings of members.
- ii) New procedures had been introduced under By-laws 9 to facilitate the smoother conduct of elections by calling for nominations in advance of the Annual General Meeting. The Secretary would be required to circulate nominations and candidate bios with the notice of the meeting so that members would have prior notice of candidates running for office and their areas of competence.
- iii) By-law 16.9 had been deleted and as such notices of meetings of members would no longer be required to be published in newspapers and would be sent by email.

On a motion made and seconded, the following resolution was duly adopted:

*BE IT RESOLVED that the following amendments to By-law No: 1 made by the Directors on July 13, 2016, be and are hereby confirmed without amendment:*

- (1) *Inserting the following at the end of by-law 4.1(e):*

*An affiliated member shall be represented at meetings of members by an authorised representative. The affiliated member shall not name the President, a Vice President, the Treasurer, Secretary or Assistant Secretary of the Company as its authorised representative. Written authorization signed by an officer of the affiliated member shall be submitted to the Secretary naming the individual authorised to represent the affiliated member at the meeting. Such authorisation shall be submitted before the authorised representative enters the meeting. In the absence of such written authorisation, such individual shall not be permitted to attend, speak or vote on behalf of the affiliated member.*

- (2) *Inserting the following new by-laws numbered 9.7 to 9.11 immediately after the existing by-law 9.6 and consequentially re-numbering the existing by-laws 9.7 to 9.13 as by-laws 9.12 to 9.18 respectively:*

*9.7 A candidate for election as a director shall be proposed by a member who has a right to vote and seconded by another member also having a right to vote. The written nomination of the candidate, together with the candidate's written consent to serve if elected and a short biographical profile, must be submitted to the Secretary at the registered office of the Company no later than the 15th day of August in respect of the election at the Annual General Meeting to be held in 2016 and no later than the 31<sup>st</sup> day of July in any subsequent election year. The candidate, the proposer and the seconder must be members in good financial standing at the date of the nomination and election of the candidate.*

*9.8 The names and profiles of all candidates nominated for election, together with the names of their respective proposers and seconders which have been received by the Secretary in accordance with this by-law, must be circulated with the notice convening the Annual General Meeting to be held later that year.*



9.9 *Where in respect of:*

- (a) *the office of President, Vice President, Treasurer, Secretary or Assistant Secretary, the Secretary has received only one nomination or*
- (b) *any other director,*

*the Secretary has received an insufficient number of nominations by the deadline referred to in by-law 9.7 then the candidate nominated shall be declared duly elected at the Meeting of Members.*

9.10 *Where in respect of the election for any post:*

- (a) *the Secretary has received no nomination or an insufficient number of nominations by the deadline referred to in by-law 9.7, or*
- (b) *a member duly nominated is unable or unwilling for any reason to stand for election at the date of the Annual General Meeting such that there are no nominations or an insufficient number of nominations for that office,*

*then nominations for such office may be received and acted upon at such meeting, notwithstanding that the Secretary has not received the biographical profile of the relevant candidates but provided that each such candidate consents to his nomination in writing or on the floor of the meeting. The nominated candidates must be members in good financial standing with a right to vote and must be proposed and seconded by members who are in good financial standing with a right to vote.*

9.11 *Elections shall be conducted by secret ballot. If two or more candidates obtain an equal number of votes, a further secret ballot shall be taken in respect of those candidates until a definitive result has been obtained.*

- (3) *Deleting by-law 16.9 to remove the requirement to publish a notice of all general meetings in the press at least 14 days before the date of all such meetings.*

**9. ANY OTHER BUSINESS**

9.1 Involvement of Clubs

Mr. Williams suggested that local clubs should be better utilized in an effort to promote the development of Junior Tennis across the island and the clubs would then feed the NTC with players. It was felt that this may not be practical on a large scale but the clubs should be encouraged to do what they could. The Secretary was asked to write to the clubs on behalf of Council to ask for greater focus on junior development. It was noted that Paragon had expressed interest in re-starting their Allan Ishmael tournament. Representatives of several Clubs present, namely, Ocean View, Windward, Barbados Yacht Club, Paragon and the Tennis Centre, explained the programs they ran to assist with junior development.

9.2 National Training Squads

There was a great deal of interest in having national training squads. Dr. Forde asked Mr. Applewhaite to comment on how he thought this could be achieved. Mr. Applewhaite stated that presently there was national training for Senior and Junior teams with the appointed captains pre-events. He stated that there was also scope to introduce training squads for potential team players. He suggested such training

could take place once or twice per month at the NTC. Dr. Forde explained that there would be a cost to such a program but stated that it would be good for this to happen across the board.

Mrs. Shawn Mottley suggested that there be better communication when players were being considered for teams. She recommended that trials be expanded to include more players. Mr Warren Mottley recommended that a local tournament should be held immediately prior to the local ITF event which would provide more opportunity for play and also provide critical information on which to base decisions such as wild card selection etc. Council agreed to look into this suggestion but noted that it would be important to schedule such an event at a time when the majority of juniors would be available.

Mr Roger Millar asked for an explanation on the criteria for selection of coaches/captains. Ms. Osborne explained that in selecting coaches/captains Council considered their level of certification, the players they train and whether Council would be comfortable with them based on their track record (including submitting of reports and player feedback). Ms. Richele LeSaldo proposed that team captains should be nominated well in advance of team selection to give them the opportunity to work with potential players. Members were in agreement with this proposal.

### 9.3 Coaches Advisory Committee

On a question from Mrs Shawn Mottley, Ms Osborne explained the team selection process, noting that selection was not based solely on ranking but on the selection criteria posted on the website. She confirmed that the players were continually watched and that the Coaches Advisory Committee (CAC) (which comprised 7 coaches) was responsible for making a recommendation to Council. Dr. Forde confirmed that Council was the final decision maker and that Council had the authority to ask CAC to justify or reconsider its decision or to overrule CAC. He noted that Council had only ever overruled CAC twice in 15 years. A robust discussion was held on selection. Ms. Gabriela Lopez stated that the CAC was rarely visible during tournaments held at Ocean View and hence their familiarity with players was limited. Mr. Applewhaite agreed that there was room for improvement in this area.

### 9.4 Inter-School Competitions

Mrs. Karen McGuire suggested that the primary inter-school competition should be re-started. Dr. Forde stated that the National Sports Council's focus was on secondary schools, but there was a primary school program in the past which had been discontinued. Mrs McGuire suggested that National Sports Council's resources be shifted from secondary to primary schools. Dr. Forde felt that this was something Council could not demand but the matter would be discussed with the National Sports Council.

Noting that the red dot competition was key to identifying talent in primary schools, Mr. Applewhaite indicated that the Association held 3 Tennis 10's tournaments a year at the NTC. He added that he was interested in making one of the current red dot competitions into an inter-school event for the primary schools. He noted further that coaches were going into the some primary schools to develop players.

Mrs. Margot Thomson reminded members that the Association ran a schools' initiative which involved busing students to the NTC from 3 neighboring primary schools during the day as part of the children's sports curriculum. She added that there was a feeder system where one scholarship per school was given so that the most promising player could go into the NTC after school program.

Mr. Junior King suggested that since most secondary schools had tennis courts, more secondary school children should be encouraged to play by taking the programs into these schools.

## 9.5 AGM Reports

Mr. Williams requested that the Minutes of the previous AGM be circulated prior to the meeting. Ms Osborne endorsed this proposal, noting that all information required to be considered at the AGM should be circulated in advance.

## 9.6 Junior Development Volunteers

Concern was expressed about the need to encourage participation and increase the number of young players in Tennis. Mr. Frost asked those persons present who were interested in assisting with ideas to provide their contact information so that a think tank session could be held.

Dr. Forde thanked members for attending and participating in the meeting.

There being no further business, the meeting was terminated at 8.56 pm.

Confirmed this September 20, 2017.

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President

PRESIDENT'S ADDRESS  
YEAR ENDED DECEMBER 31, 2015

Dear Friends,

At the recently concluded Annual General Meeting in Zagreb, Croatia, the International Tennis Federation (ITF) launched its new strategy – ITF 2024. Its vision is to inspire the world through Tennis. Its mission is to develop, grow and promote Tennis around the world. Its values are good governance, integrity and trust, inclusiveness, innovation, ambition and collaboration. Its priorities are growing and leading the game by inspiring more people to play, follow and watch Tennis and by upholding the Sport's values and its integrity.

These goals will be achieved through eight strategic priorities:-

1. **Integrity:** The ITF will lead the Sport by upholding the highest level of integrity, governance and transparency. The reputation of our Sport depends on strong, fair, open and regulated leadership and the protection of clean athletes, officials and administrators.
2. **Investment:** Strengthening the ITF's and its member nations' revenue streams will generate investment needed to develop and grow Tennis opportunities at all levels and in all aspects of the game.
3. **Development:** The ITF will increase its investment and expertise into its development programmes to ensure an effective and substantial impact on the growth of Tennis where it is most needed.
4. **Davis Cup and Fed Cup Improvement:** The ITF will create more revenue for investment in Tennis and inspire more people to play, follow and watch our Sport.
5. **Opportunity:** Tennis is a sport that can be enjoyed by anyone regardless of age, gender, status or ability. The ITF will continue to provide opportunities to play at all levels of the game whether through professional circuits or non-professional circuits – including disabled sport, junior programmes and grassroots initiatives.
6. **Partnerships:** The ITF will increase cooperation and collaboration with all partners including the ATP, WTA, Grand Slams, IOC, Players and allied Tennis partners to maximize growth opportunities for Tennis.
7. **Elevate Our Sport within the Olympics:** Tennis is an important Olympic sport. The goal is to further improve the position and importance of Tennis by 2024.
8. **Communication:** The ITF will further engage with, listen to and understand its national and regional associations and work with, and for, them.

The Barbados Tennis Association (BTA) and Barbados' Tennis continue to inspire other developing nations in the Central American and Caribbean Tennis Confederation (COTECC). Having worked along with the ITF over the years, having endorsed the STI/PTI programmes, Tennis Play and Stay campaign, etc, having increased the numbers of local coaches and having guided players along the ITF players' pathway, Barbados now finds itself in the Davis Cup America's Zone Group 1 competition for the second successive year. A stable and hardworking Executive with members having diverse talents has contributed to the Association's success.

The next two years will be extremely exciting for the Association with the intended expansion of the National Tennis Centre.

The success of the sporting bodies in small developing nations is cyclic. Due to the current success of our No. 1 Professional player, Darian King, and the periodic success of some of our junior players – especially the current crop of under 14 boys and girls players, Tennis has been kept in the national spot light.

Whether Barbados remains in Group 1 of the America's Davis Cup Zone, it is important to sustain the interest of the Sport, increase the numbers of persons playing the game at all levels and continue to provide the opportunity for our talented juniors to gain scholarships to overseas colleges and universities.

I trust that the newly elected or re-elected members of Council this evening are fully committed to all of these before mentioned ideas and will further the development of the Sport in the Island.

REPORT OF COUNCIL  
YEAR ENDED DECEMBER 31, 2015

1. MEMBERSHIP

The total membership at December 31, 2015 was slightly lower than 2014 decreasing from 290 to 283.

	2015	2014
Juniors -	107	103
Seniors -	173	175
Honorary -	6	6
Clubs -	7	6
Total	283	290

There was no change to subscriptions during the year.

2 COUNCIL

There were six regular meetings held during the year at the Barbados Olympic Association's headquarters. Mr. Bernard Frost was elected to by a vote of 9-1 to replace Mr. Ian King as Councilor in the second Council meeting held in January 2015. The 2 other candidates were Ms. Richele LeSaldo and Mr. Owen Williams.

The attendance of members during the year varied. However, a quorum was readily reached at each meeting.

3. COMMITTEES

As the AGM is held in the latter half of the year, sub-committees for the 2014/2015 years serve until the former is constituted and thereafter, new sub-committees for the 2015/2016 years serve until year-end. The Committees and their assigned chairpersons were:

**January to November 2015**

Arbitration -	Dr. Adrian Lorde
Davis Cup -	Ms. Sandra Osborne, Mrs. Patricia Murray
Davis Cup Marketing	Mrs. Marie-Jeanne Symonds
Junior Tennis -	Ms. Sandra Osborne, Mr Andrew Thornton
Finance-	Ms. Helen Roper
Fund Raising -	Mrs. Ellie Brown, Mrs. Caroline Lopez
Public Relations -	Mrs. Marie-Jeanne Symmonds
National Tennis Centre -	Mrs. Patricia Murray, Mr Lloyd Stephen Slocombe
Selection -	Coaches' Advisory Committee
Senior Tennis	Mr. Duncan Evanson (resigned during year)
Special Events	Mr Bernard Frost
Tennis Development -	Mr. Duncan Evanson
Tournament Committee -	Mr. Andrew Thornton

The Coaches Advisory Committee remained unchanged during the year:

Mr. Damien Applewhaite (Chair)	Mr. Christopher King
Mr. Michael Date	Ms. Richele LeSaldo
Mr. Duncan Evanson	Mr. Kevin Yarde

It was decided during the year that the CAC should be made up of 7 coaches with a revolving membership annually. In order to have continuity, each member would serve for 2 years with 3 to 4 persons coming up for re-election annually, similar to the BTA election process.

#### 4. JUNIOR TENNIS

##### Junior Tennis Initiative

The contract with Advantage Tennis Services (“ATS”) to run the Junior Tennis Initiative (“JTI”) Program at the National Tennis Centre was discontinued. This action was prompted because Mr. Duncan’s Evanson advised that he could no longer provide the number of hours to fulfill the contractual obligation. A small committee comprising Mrs. Patricia Murray, Mrs. Margot Thomson, Mr. Julian Baird and Mr. Duncan Evanson was formed to assist Mr. Baird in taking over the program with Assistant Coaches, Mr. Hasani Stewart and Ms. Kandia Shorey.

##### Tennis 10s

A Tennis 10s event, sponsored by Scotiabank, was scheduled for Independence Day, November 30 2015, but had to be postponed until January 21, 2016. There were approximately 50 young competitors.

##### Junior Tennis

Junior Tennis continued to thrive with the six regular tournaments held at the National Tennis Centre and four others at Ocean View Tennis Club. The number of participants continued to be encouraging with first time competitors seen at each tournament.

##### National Junior Teams

The following team was selected to attend the U12 ITF/GSDF COTECC team championships, held in Curacao in August 2015. The girls’ performed very well, finishing second and they qualified to participate in the COTTEC Masters in Mexico along with teams from Curacao and Aruba.

###### Girls:

Alesha Alleyne  
Hannah Chambers  
Mr. Julian Baird, Captain

###### Boys:

Stephen Slocombe  
Aren Spencer

A team was sent to compete at the U14 World Junior Tennis Championships held in the Dominican Republic. The team finished 11<sup>th</sup> overall.

Romani Mayers  
Kaipo Marshall

Jordan Every  
Mr. Damien Applewhaite, Captain

Junior Davis Cup (Under 16) was held in El Salvador in February 2015 and the Barbados team placed 11th:

Kyle Frost  
Aaron Hayden

Romani Mayers  
Mr. Duncan Evanson, Captain

Ms. Kiana Marshall was selected to represent Barbados in the Commonwealth Youth Games in Somoa and she was captained by Ms. Richele LeSaldo. Ms Marshall and her partner won the girls Doubles event.

## ITF Junior Circuit

The title sponsor of the ITF junior circuit junior world ranking tournament, Barbados Junior International, was Scotiabank, and we were again able to attract participants from over 25 different countries. Kiana Marshall and Cherise Slocombe won the Girls Under 18 Doubles and in the under 14s, Kaipo Marshall also won the Under 14 Boy's title, and Gabrielle Leslie won the Under 14 Girls consolation final.

The ITF/COTECC Summer Circuit was well patronized as usual by many players to gain the necessary ranking points. Some players participated in the fall tournaments held in the USA.

Our Junior Development Programme at Blackman Gollop, Luther Thorne and Grantley Prescott continue under the sponsorship of Sol in 2015. A small number of these children filtered into the JTI programme.

## 5. ADULT TENNIS

### Local Senior Tournaments

Republic Bank once again sponsored the Inter-Club tournament which kicked off in February 2015. The winner of the 2015 competition was Paragon Tennis Club and runner-up was Tennis Centre. The Nationals were once again held in September and were fairly well supported.

### Davis Cup

We hosted 3 Davis Cup ties in 2015 in the America's Zone Group 1. The results were as follows:

2014	Tie	Result
First Round: March 6-8	Barbados vs. Dominican Republic	2-3
First Round Play-off September 18- 20	Barbados vs. Ecuador	2-3
Second round Play-off October 30– November 1	Barbados vs. Uruguay	3-2

The team, which competed in all the ties comprised:

Mr. Darian King	Mr. Seanon Williams
Mr. Haydn Lewis	Mr. Russell Moseley
Mr. Kevin Yarde, Captain	

### Fed Cup

A Fed Cup team participated in the Dominican Republic between June 24 and 27, 2015. The team showed improvement over last year were they finished 11<sup>th</sup> and in 2015 the team placed 7<sup>th</sup>, a move in the right direction. The team comprised:

Ms. Melena Lopez	Ms. Cherise Slocombe
Ms. Kiana Marshall	Ms. Richele LeSaldo, Captain

### Huntsman World Senior Games

In the Huntsman World Senior Games held in Utah in October 2015, Dr. Raymond Forde and Mr Craig Smith represented Barbados. Mr Smith won the silver medal in the men's singles 50-59 and the team won gold in the doubles in the 50-59 age group.



## Pan American Games

The Pan American Games were held in August 2015 in Toronto with Darian King, Haydn Lewis, and Seanon Williams representing Barbados, Captained by Mr. Kevin Yarde.

## ATP Ranked Player

Of mention is our leading player, Mr. Darian King, who held 2015 year-end ATP ranking of 266 in Singles and 287 in Doubles.

## 6. COACHING COURSES

Mr. Damien Applewhaite was selected to attend the ITF World Wide Coaches Conference which took place in Antalya, Turkey in November 2015. Mr Applewhaite also conducted a Play Tennis Course in Jamaica in November 2015 which 25 coaches and local physical education teachers attended.

## 7. NATIONAL TENNIS CENTRE

In 2015 there was a large investment done to the fencing surrounding court #1 and the general area in preparation for the 2015 Davis Cup ties. The lights on court #4 were refurbished as well. Regular scheduled maintenance was also conducted at the Centre throughout the year.

## 8. FUND RAISING

The fundraiser held at the Divi Southwinds in February 2015 was the most successful fundraiser to date with over 220 persons attending, and a net profit of \$33,236 recorded. Once again, the auction played a pivotal role in reaching the goals set. The location proved to be cost effective, spacious and comfortable and will definitely be used for next year's event. The Hotel continues to support the Tennis Association with favourable rates for the per head charges in preparation of the food.

## 9. TENNIS DEVELOPMENT

Mr. John Geode from Suriname, the ITF Development Officer for the Caribbean, visited Barbados in December 2015 and met with a number of coaches and Council members as well as a number of junior players and participants in the JTI programme. His emphasis was on encouraging more participative tennis rather than single elimination tennis. He also encouraged the hosting of inter-regional tennis competitions throughout the Caribbean region as a whole.

## 10. AFFILIATIONS

National Sports Council ("NSC"): We received our annual subvention from the NSC, but no further funding during the year.

Barbados Olympic Association ("BOA"): The BTA received its regular grants from the BOA towards administration, ITF fees and representation at international and regional annual general meetings. Further grants were received for hosting domestic competitions. Mr Darian King received a grant for preparation for the Olympics in Rio in 2016. The Association was also represented at the Olympic Day in June.

International Tennis Federation ("ITF")/Central America and Caribbean Tennis Confederation ("COTECC"): Dr. Raymond Forde was elected to the post of Second Vice President of COTECC. Grants were received from the ITF in respect of Davis Cup, Junior Tennis Initiative, and for attendance at the Under 12 Development competition.

Sponsors and Supporters: Council again wishes to thank those companies which continued to sponsor both junior and senior tournaments throughout the year. To our membership who supported both major and minor fund raising events, assisted around the Tennis Centre in various ways, or just lent their support by means of sharing ideas to improve the efficient running of the Association, thanks as well! We could not have executed our duties without all the support that we receive year after year from you.

**BARBADOS TENNIS ASSOCIATION INC.**  
**Financial Statements**  
**December 31, 2016**

**BARBADOS TENNIS ASSOCIATION INC.**  
**Index to the Financial Statements**  
**December 31, 2016**

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**Martin D. Frost, ACA**

Featherbed Lane, St. John, Barbados

**AUDITOR'S REPORT  
TO THE MEMBERS OF BARBADOS TENNIS ASSOCIATION INC.**

I have audited the accompanying financial statements of Barbados Tennis Association Inc., which comprise the balance sheet as of December 31, 2016, and the general fund statement of income and expenditure, statement of changes in funds and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

***Council's responsibility for the financial statements***

Council is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

***Auditor's responsibility***

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

***Opinion***

In common with many non-profit organisations, the company reports income, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my verification of income was limited to comparison of recorded receipts with bank deposits.

In my opinion, except for the effect of such adjustments, if any, which I might have determined to be necessary had I been able to satisfy myself concerning the completeness of the income referred to in the preceding paragraph, the financial statements present fairly, in all material respects, the financial position of Barbados Tennis Association Inc. as of December 31, 2016, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities.





MARTIN FROST  
CHARTERED ACCOUNTANT  
June 6, 2017

**BARBADOS TENNIS ASSOCIATION INC.****Balance Sheet****As of December 31, 2016**

(amounts expressed in Barbados dollars)

	Notes	2016 \$	2015 \$
<b>Assets</b>			
Cash at bank		92,010	75,499
Term deposits	3	40,000	40,000
Trade receivables	4	1,885	4,499
Prepayments	5	30,551	14,654
Accrued interest on term deposits		630	222
		<u>165,076</u>	<u>134,874</u>
<b>Fixed assets</b>			
Building (net of depreciation)	6	<u>163,304</u>	<u>168,400</u>
		<u>163,304</u>	<u>168,400</u>
<b>Total assets</b>			
		<u>328,380</u>	<u>303,274</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade payables and accrued liabilities	7	19,143	25,579
Deferred Income	8	39,200	10,000
		<u>58,343</u>	<u>35,579</u>
<b>Total liabilities</b>			
		<u>58,343</u>	<u>35,579</u>
<b>Net assets</b>			
		<u>270,037</u>	<u>267,695</u>
<b>Represented by:</b>			
General fund		170,138	167,743
Junior Development fund	9	-	-
Elite & Emerging Athletes fund	10	11,408	17,558
Court Repair fund	11	88,491	82,394
		<u>270,037</u>	<u>267,695</u>

The notes on pages 6 to 9 form part of these financial statements.

**Approved by the Council on**PRESIDENT.....TREASURER.....

**BARBADOS TENNIS ASSOCIATION INC.****Statement of Changes in Funds****For the year ended December 31, 2016**

(amounts expressed in Barbados dollars)

	<b>General Fund</b>	<b>Junior Development Fund</b>	<b>Elite &amp; Emerging Athletes Fund</b>	<b>Court Repair Fund</b>	<b>Total</b>
	\$	\$	\$	\$	\$
Balance - December 31, 2014	168,990	8,828	21,178	74,484	273,480
Surplus for the year	5,463	-	-	-	5,463
Interest income	-	-	273	1,200	1,473
Grants received	-	-	69,500	-	69,500
Grants paid	-	(8,828)	(73,393)	-	(82,221)
Transfer to Court Repair fund	(6,710)	-	-	6,710	-
Balance - December 31, 2015	167,743	-	17,558	82,394	267,695
Surplus for the year	7,434	-	-	-	7,434
Interest income	-	-	-	1,058	1,058
Grants received	-	-	81,002	-	81,002
Grants paid	-	-	(87,152)	-	(87,152)
Transfer to Court Repair fund	(5,039)	-	-	5,039	-
Balance - December 31, 2016	170,138	-	11,408	88,491	270,037

The notes on pages 6 to 9 form part of these financial statements.

**BARBADOS TENNIS ASSOCIATION INC.****General Fund****Statement of Income and Expenditure****For the year ended December 31, 2016**

(amounts expressed in Barbados dollars)

	Notes	2016 \$	2015 \$
<b>Income</b>			
Tournaments	12	232,546	464,772
Grants			
National Sports Council		-	9,000
Barbados Olympic Association		62,375	45,925
International Tennis Federation		10,547	17,545
Profit from fund raising activities and donations			
Donations and other income		555	20,500
Annual fundraising dinner		19,787	33,387
Other fundraiser		25,039	6,710
Advertising banners		833	2,000
Tennis centre court rentals		18,324	10,473
Membership subscriptions		13,160	10,195
Summer Camps (net)		2,645	4,565
JTI/STI/High Performance & School programmes (net)		-	1,355
Interest on security deposit		60	122
		<u>385,871</u>	<u>626,549</u>
<b>Expenditure</b>			
Tournaments	12	225,518	473,831
Tennis centre			
Wages and NIS		36,405	35,133
Repairs and maintenance		47,405	45,316
Utilities		23,931	23,745
Administrative		19,536	21,336
Membership dues		10,566	10,601
JTI/STI/High Performance & School programmes (net)		4,390	-
Insurance		5,590	6,028
Depreciation		5,096	5,096
		<u>378,437</u>	<u>621,086</u>
<b>Surplus for the year</b>		<u>7,434</u>	<u>5,463</u>

The notes on pages 6 to 9 form part of these financial statements.



**BARBADOS TENNIS ASSOCIATION INC.****Statement of Cash Flows****For the year ended December 31, 2016**

(amounts expressed in Barbados dollars)

	2016	2015
	\$	\$
<b>Cash flows from operating activities</b>		
Surplus for the year	7,434	5,463
Depreciation	5,096	5,096
Operating income before working capital changes	12,530	10,559
Change in working capital	9,073	18,698
Cash generated from operating activities	21,603	29,257
Interest income on Non-General Funds	1,058	1,473
Decrease in cash held in Junior Development Fund	-	(8,828)
Decrease in cash held in Elite & Emerging Athletes Fund	(6,150)	(3,893)
Net cash from operating activities	16,511	18,009
Cash at bank and term deposits - beginning of year	115,499	97,490
Cash at bank and term deposits - end of year	132,010	115,499

The notes on pages 6 to 9 form part of these financial statements.

# BARBADOS TENNIS ASSOCIATION INC.

## Notes to Financial Statements

December 31, 2016

(amounts expressed in Barbados dollars)

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### 1. Incorporation and principal activity

The company is incorporated in Barbados as a non-profit company. The principal activity of the Association is the development and promotion of tennis in Barbados.

### 2. Significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented.

#### Basis of preparation

The financial statements are prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities under the historical cost convention.

#### Estimates

Preparation of financial statements in conformity with International Financial Reporting Standard for Small and Medium-sized Entities requires management to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

#### Revenue recognition

Income is recognised on an accrual basis except for membership subscriptions which are recorded on a cash basis.

#### Fixed assets

Fixed assets are stated at cost less accumulated depreciation. Depreciation is computed on the straight line method at rates considered adequate to write off the cost less residual value, over their useful lives at the following annual rates:

Building	-	2.0%
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### 3. Term deposits

These are deposited with Globe Finance Inc. and comprise as follows:

	Maturity date	Interest rate	2016 \$	2015 \$
Deposit #3	9-May-17	2.50%	40,000	40,000
			<u>40,000</u>	<u>40,000</u>

Deposit #3 is allocated as an asset of the Court Repair Fund (note 11).

## BARBADOS TENNIS ASSOCIATION INC.

### Notes to Financial Statements

December 31, 2016

(amounts expressed in Barbados dollars)

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#### 4. Trade receivables

These comprise as follows:

	2016	2015
	\$	\$
Tournament receipts & court rentals	-	941
BBC Sponsorship	-	1,167
Tournament sponsorship	1,800	1,800
Vending Plus	35	41
Tennis-A-Thon	-	450
Miscellaneous	50	100
	<u>1,885</u>	<u>4,499</u>

#### 5. Prepayments

These comprise as follows:

	2016	2015
	\$	\$
International Tennis Federation membership fees	10,532	10,466
Barbados Light and Power Co. Ltd - security deposit	1,813	1,752
2017 Davis Cup flights	4,483	-
Court repainting - deposit	11,262	-
Ministry of Housing - lease of land	25	-
Cooler Fete fundraiser	2,436	2,436
	<u>30,551</u>	<u>14,654</u>

#### 6. Fixed assets

The building is erected at the National Tennis Centre, Wildey, St. Michael, on a property leased from the Government of Barbados. The lease term of 25 years commenced on April 1, 1992 and the rent of \$100 per annum is subject to review on expiration of the first term and every 10 years thereafter.

With the expiry of the lease on March 31, 2017, new terms have been agreed with the Ministry of Housing, Land and Rural Development to lease the property for a further 25 years at a rent of \$2,000 per annum.

# BARBADOS TENNIS ASSOCIATION INC.

## Notes to Financial Statements

December 31, 2016

(amounts expressed in Barbados dollars)

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### 7. Trade payables and accrued liabilities

These comprise as follows:

	2016	2015
	\$	\$
Bleachers etc	-	7,500
Lighting & fencing repairs	15,000	15,000
Tournament expenses	908	591
Director of National Insurance	512	427
Barbados Light and Power Co. Ltd	1,643	1,711
FLOW	126	126
Barbados Water Authority	130	61
Ministry of Housing - lease of land	-	75
Miscellaneous	824	88
	<u>19,143</u>	<u>25,579</u>

### 8. Deferred Income

Funds received in 2016 in respect of sponsorship of junior programmes, a donation for the reburishment of the facilities and a prepaid deposit for use of the facilities in 2017 have been deferred.

### 9. Junior Development Fund

In accordance with the wishes of the late Mr. Peter Patterson, a separate fund was established for development of junior tennis.

During 2015, the remaining funds held were used to offset the expenses of junior teams traveling to overseas competitions.

### 10. Elite & Emerging Athletes Fund

A separate fund has been established to record grants received from donors and paid to elite & emerging athletes on a pass through basis.

### 11. Court Repair Fund

During 2010, a separate fund was established by Council to set aside a portion of net income raised at annual fund raising events to offset future repairs to the courts at the National Tennis Centre.

Term deposit #3 has been allocated as an asset of this fund (note 3).

**BARBADOS TENNIS ASSOCIATION INC.****Notes to Financial Statements****December 31, 2016**

(amounts expressed in Barbados dollars)

**12. Tournament Income and Expenses**

<b>2016</b>	<b>Davis Cup \$</b>	<b>Other Team Competitions \$</b>	<b>ITF Jnr Champs \$</b>	<b>Other Tournaments \$</b>	<b>Total 2016 \$</b>
<b>Income</b>					
ITF PILA/prize money	105,021	-	-	-	105,021
Sponsorship	-	1,200	9,944	20,690	31,834
Grants	-	49,300	15,000	-	64,300
Ticket Sales (net)	-	-	-	-	0
Entry fees	-	-	13,800	8,675	22,475
Other	-	<u>8,000</u>	-	<u>916</u>	<u>8,916</u>
	<b><u>105,021</u></b>	<b><u>58,500</u></b>	<b><u>38,744</u></b>	<b><u>30,281</u></b>	<b><u>232,546</u></b>
<b>Expenses</b>					
Official's fees, airfares & accommodation	-	-	28,534	2,358	30,892
Grounds	-	-	-	-	0
Players/Captains	63,050	4,000	-	-	67,050
Team airfares & accommodation	20,671	56,655	-	-	77,326
Administrative	12,547	-	9,536	-	22,083
Other	-	<u>17,950</u>	-	<u>10,217</u>	<u>28,167</u>
	<b><u>96,268</u></b>	<b><u>78,605</u></b>	<b><u>38,070</u></b>	<b><u>12,575</u></b>	<b><u>225,518</u></b>
Net Surplus/(Deficit) for the year	<b><u>8,753</u></b>	<b><u>(20,105)</u></b>	<b><u>674</u></b>	<b><u>17,706</u></b>	<b><u>7,028</u></b>
<b>2015</b>					
	<b>Davis Cup \$</b>	<b>Other Team Competitions \$</b>	<b>ITF Jnr Champs \$</b>	<b>Other Tournaments \$</b>	<b>Total 2015 \$</b>
<b>Income</b>					
ITF PILA/prize money	160,529	-	-	-	160,529
Sponsorship	3,000	400	12,948	17,690	34,038
Grants	154,528	15,000	16,972	-	186,500
Ticket Sales (net)	48,680	-	-	-	48,680
Entry fees	-	-	14,600	7,325	21,925
Other	<u>300</u>	<u>12,678</u>	<u>122</u>	-	<u>13,100</u>
	<b><u>367,037</u></b>	<b><u>28,078</u></b>	<b><u>44,642</u></b>	<b><u>25,015</u></b>	<b><u>464,772</u></b>
<b>Expenses</b>					
Official's fees, airfares & accommodation	142,115	-	26,063	2,350	170,528
Grounds	91,663	-	4,765	-	96,428
Players/Captains	70,300	3,500	-	-	73,800
Team airfares	-	48,479	-	-	48,479
Administrative	10,548	-	4,697	-	15,245
Other	<u>47,090</u>	<u>15,836</u>	<u>440</u>	<u>5,985</u>	<u>69,351</u>
	<b><u>361,716</u></b>	<b><u>67,815</u></b>	<b><u>35,965</u></b>	<b><u>8,335</u></b>	<b><u>473,831</u></b>
Net Surplus/(Deficit) for the year	<b><u>5,321</u></b>	<b><u>(39,737)</u></b>	<b><u>8,677</u></b>	<b><u>16,680</u></b>	<b><u>(9,059)</u></b>