

ASA
VOLUNTEER
ENGAGEMENT

The Good Club Guide for a
Treasurer



Welcome

You have either been appointed, or are considering, a role as a Treasurer.

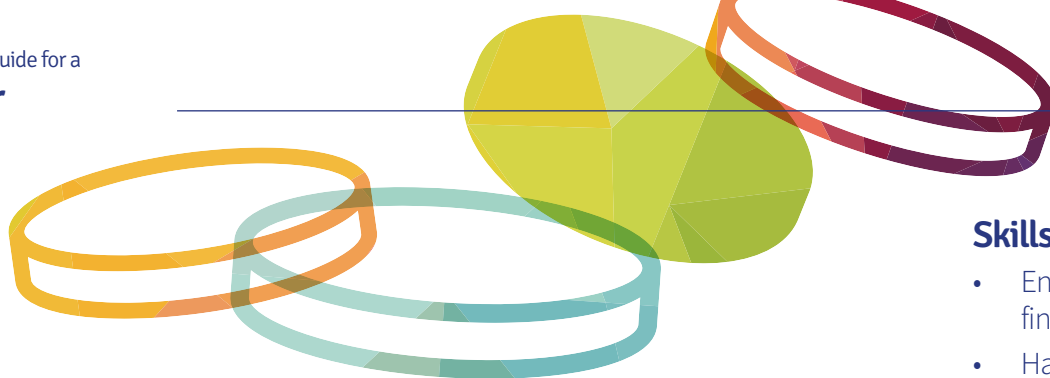
We wish you a fulfilling and enjoyable experience in your role. We greatly appreciate the time and commitment that you are giving to support the development of aquatics.

How this resource will help you

This resource is intended to assist you in your role by providing:

- A guide to your roles and responsibilities as a Club Treasurer.
- Templates and resources to save you time.
- Top tips and good practice advice from experienced volunteers.
- Useful links and information about additional learning opportunities.





Role of the Treasurer

The Treasurer of the club is responsible for producing and managing the club's accounts and finances and will be responsible for all income and expenditure for the club. Benefits of the role including being able to contribute to a well-managed and governed club and to have the potential to grow and develop the club's finances. The Treasurer should report to the Club Chairperson.

Duties of the Treasurer

- To be responsible for all club finances by ensuring adequate accounts and records exist.
- To plan the annual budget in agreement with the club committee and to monitor throughout the year.
- To prepare end-of-year accounts and present to the auditor, management committee and AGM.
- To ensure that all funds are used appropriately and banked promptly.
- To plan floats with members who would need to collect or pay out cash and make them aware of procedures.
- To maintain up-to-date records of all transactions and records of income and expenditure.
- To be responsible for maintaining records of any wages/salaries paid and for meeting the requirements of HMRC.

Skills and qualities required

- Enthusiastic with a good knowledge of the club and its financial position.
- Have a financial background and good knowledge of managing and producing accounts.
- Have a knowledge of using and producing accounting spreadsheets or other accounting systems.
- Be reliable and honest.
- Have a knowledge of various banking systems such as direct debit.

Level of commitment required

This will vary depending on the size of the club, but will include attendance at club meetings, and ongoing budget and financial responsibilities.

Term of office

This will vary according to club constitutions and club election processes. Some clubs have rules stipulating that a new Treasurer should be appointed each year, or impose a limit to the number of times a person can be re-elected to prevent one person remaining in the post for too long.



Tools for the role

The following are deemed to be essential items for a Treasurer to have in order to do their role:

- A computer/laptop with back-up facilities, access to emails and use of a financial software package or spreadsheet.
- Procedures and floats in place for those who would collect/spend cash.
- Filing system for recording and filing any information that is not stored electronically.
- Previous years' financial information.
- Club cheque books, paying in slips and credit card.

Legal status of the club

All clubs need to be constituted in order to create an entity with which other organisations can operate. They also need a written constitution to ensure all stakeholders can understand how duties are carried out and the rules that need to be followed.

The ASA has produced detailed guidance for clubs on becoming an unincorporated association, registering as a Community Amateur Sports Club (CASC) and also seeking charitable status. This detailed information is available on the governance section of the ASA website and further details follow at the end of this resource.

Taxation information

Direct taxes: employment taxation

PAYE (pay as you earn) taxation on earnings is deducted from:

- An employee's salary (e.g. a coach)
- Employer's national contributions

Indirect taxes: VAT

VAT is a tax on the purchase of goods and services – certain items are exempt. The current rate of VAT is 20%. Sports clubs can only charge VAT if they are registered with HM Revenue and Customs, and if their annual turnover exceeds £82,000 per annum. Suppliers who are registered for VAT themselves can only charge VAT on expenditure to the club.

If your club is registered for VAT and therefore collects VAT on its own income, there is a legal requirement to make regular returns to the tax office to account for monies received and paid out in relation to VAT.

Further details can be found by following the links listed at the end of this resource.

Grant aid

Many clubs have access to grants and funding to help the development side of the club. The Treasurer should seek to work with the club to ensure all monies and applications for grant aid are appropriately managed. Further information is available in the ASA Good Club Guide for a Fundraising Officer.

In order to apply for a funding grant your club will need to have a club bank account, and partnership funding to contribute towards the project. Any funding applications may also ask for copies of previous years' financial statements too.



Club finances

Cash Management/Records

All transactions should be recorded regularly on an electronic accounting system or spreadsheet.

For each transaction entered, you should record:

- Date of entry.
- Reference number for that entry – this number should also be written on any invoice or expense form for cross-referencing.
- Person you are paying/who you have received payment from.
- Cheque number (for payments by the club) or receipt number (for receipts issued).
- Details of the transaction, i.e. coaching fees, membership, interest.
- If doing PAYE all salary payments and payments to HMRC (some clubs do engage an external agency to run the PAYE).

At the end of each month, the figures recorded should be checked against bank statements. You should also summarise what the club owes (the club's creditors) and what money is owed to the club (the club's debtors).

Transactions can be recorded manually through a cash book, although this may take time and requires manual calculation. Electronic spreadsheets are generally quicker, more accurate to use and can be emailed through to other club members if required. Care needs to be taken in setting the calculations up on a spreadsheet to ensure accuracy.

At the end of the club's financial year, clubs should have accounts audited by an independent and professional person (an auditor). If the club is a limited company, it must have a registered auditor who produces a report under the requirements of the Companies Act.

Receipts

Details of receipts should always be recorded. These are often the same as those identified in the income side of the club's budget.

Receipts are entered in up to three places, depending on the amount of detail your club works upon. Receipts are entered in the amount column, under its income type, and in the banked column when banked. Often the banked figure will be an accumulation of all money received since the banking was last carried out. Listing individual amounts by banking date gives the opportunity for cross-checking to be carried out.

All receipts should be tallied at the end of each month. Monthly totals are accumulated to give a record of receipts for the year-to-date. Where quarterly reports are required, it may be more efficient to calculate cumulative figures month-by-month for each quarter, rather than by doing it for the entire year.

Preparing a club budget

A budget offers a club a means of planning, providing greater control over its activities and hence its future. It makes the club more accountable to its members and may even be viewed as a motivational tool, encouraging continued financial growth through results.

Ideally, the Treasurer will develop a financial plan (or budget) for the club. The Treasurer would, in consultation with the club committee, analyse the club's accounts to become aware of the ebb and flow of finances.





It would also be a good idea for the Treasurer to consult the club's Development Plan to identify any additional sources of income and determine major areas of expenditure associated with the coming year. From that, the Treasurer can draw up a budget outlining when money can be spent and when it should be held in reserve to cover future payments.

5 tips for preparing a budget

1. Identify all possible sources of income and expenditure.
2. Obtain estimates from all budgeted areas.
3. Make adjustments for inflation and any other likely increased costs.
4. For some items it will be possible to calculate the amount that has to be paid or charged.
5. Once all income and expenditure has been estimated, draw up a draft budget. Income should prove slightly higher than expenditure.

Financial reporting

Financial reporting is an essential activity in the management of any club. The Treasurer is responsible for the preparation and tabling of these reports. Financial reports help committee members to:

- Assess the current solvency (ability to pay creditors) and monetary value of the club (balance sheet).
- Examine its current activities (monthly and/or quarterly financial report).
- Measure the club's progressive performance against the annual budget (year-to-date profit and loss).
- Be assured that funds as reported are in accordance with bank holdings (bank reconciliation statement).

Annual reports

At the end of the club's financial year the Treasurer will need to prepare a set of accounts to be presented to the members at an Annual General Meeting (AGM). If the club is a limited company, it will be required to submit a set of audited accounts under the laws of Companies House. Simple annual accounts can be produced from your cash records. There will be two types of accounts necessary:

1. **A statement of income and expenditure** which gives the receipts and payments, together with the annual totals from the previous year, if available.
2. **A statement of assets and liabilities** which lists the value of the assets owned by the club and also the amount of liabilities owed by the club. This account also includes the previous year's figures.

Top tips for a Treasurer

1. Have processes in place for setting up floats and working with cash, such as from running a shop/selling badges.
2. Promptly bank all money received so the club gets maximum investment.
3. Always seek authority and authorised signatories prior to paying out money.
4. Always receive a receipt prior to issuing any cash.
5. Clearly distinguish between capital, revenue and expenditure.
6. Record receipts and payments clearly and accurately.
7. Make sure that the balance shown on the bank statements can be reconciled to the balance in the accounting system.
8. Report the past, present and future financial progress and position of the organisation to all committee meetings and the AGM.
9. Faithfully discharge your responsibilities to the club committee, its members, its sponsors and others with whom the club does business.

Moving on from your role

When you decide it's time to move on, it's important to think about how you will ensure all your knowledge and experience is passed on to the person taking over from you.

Here are some suggestions to help ensure a smooth transition, and to ensure the person taking over from you has the information and resources they need:

- Try to give as much notice as you can that you are moving on, in order to allow the club to recruit or elect another Treasurer.
- Where possible, try to build up or be part of a small team of Treasurers in your local area in order to share workloads, ensure others can take over when you move on and are able to offer training to new volunteers.
- Assist in developing an up-to-date role description and advert for the post based on your experience, and think of any people that may be interested.
- Think about the type of information you would like to receive if you were to volunteer for this position again, and the format you would like to receive it in, e.g. an e-mail, paper file, face-to-face handover meeting, shadowing at a competition, etc.
- Prepare an information pack for the new Treasurer to assist them in their role, including a list of any outstanding work/issues, a list of key contacts and any 'top tips' that may help.
- Hand over hard copies of any files or important correspondence and pass on any electronic information by saving it on a USB stick.
- Offer to mentor the new Treasurer for an agreed period of time.



Summary

We hope you have found this guide informative. We wish you a great experience in your role and thank you once again for all the time and commitment you are giving to the sport.

swim21

swim21 is the ASA's quality mark for the development of effective, ethical and sustainable clubs. The opportunity to gain swim21 accreditation is available to all ASA affiliated clubs, across any of the aquatic disciplines, regardless of size or activity delivered. swim21 is about creating the best possible aquatic experience for all and raising the quality of aquatic provision across all areas. The swim21 programme enhances club management, strengthens the structures and unites the club with shared goals to ensure the best environment is available for all swimmers.

To find out more about swim21 and the associated benefits, please visit www.swimming.org/asa/clubs-and-members/swim21-accreditation/.

Equality and diversity

Is your club as inclusive as it could be? Does your club truly reflect the local demographics? Aquatic sports can and should be made accessible to everyone, to the greatest extent possible. Opening your club to everyone will aid with sustainability, add new dimensions to the club's social element, and you may even find talent, in many different forms, where you least expect it.

Read more about the ASA's commitment to equality and diversity and find further support for clubs at this link: www.swimming.org/asa/about-us/equality/.



Further information

The ASA accepts no liability for any errors or omissions in this resource. Further, whilst it is hoped that volunteers will find this resource useful, no liability arising out of its use can be accepted by the ASA or the club.

This resource is not a contract of employment and the role you undertake as a volunteer will not create an employment relationship between you and the club or the ASA.

ASA Volunteering Hub

Did you know that the ASA has a dedicated hub for volunteers? To access this hub, go to www.swimming.org/volunteering or email us at volunteering@swimming.org.

Acknowledgements

The ASA Volunteer Engagement Team are grateful for the contributions of both staff and volunteers who supported the creation of this resource. The knowledge and experience of those involved is vital to ensuring these materials are as beneficial as possible.

Useful links

The ASA
www.swimming.org

The ASA's VAT and Taxation Guidance
www.swimming.org/asa/clubs-and-members/vat-and-taxation-guidance/

The ASA's Governance and Constitution Guidance
www.swimming.org/asa/clubs-and-members/constitution/

Community Amateur Sports Club (CASC) information
www.cascinfo.co.uk

For guidance on Charitable Incorporated Organisations
www.gov.uk/government/organisations/charity-commission

Citizens Advice Tax information
www.citizensadvice.org.uk/tax/

HM Revenue and Customs
www.gov.uk/government/organisations/hm-revenue-customs

Sport England
www.sportengland.org

The National Council for Voluntary Organisations
www.ncvo.org.uk

Sport and Recreation Alliance
www.sportandrecreation.org.uk

Sport England Club Matters
www.sportenglandclubmatters.com



The ASA

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