



runningsports

Sport England supporting clubs and volunteers

the role of the treasurer



www.runningsports.org

what is runningsports?

The runningsports programme has been created, and is funded, by Sport England for the benefit of volunteers working in sport.

The runningsports programme provides products and services in a variety of formats to support the work undertaken by volunteers and sports development officers. From Role Outlines, Top Tips and Quick Guides through to workbooks, workshops, e-learning and qualifications, the range of resources supports three key themes of club and volunteer development:

- governance and administration
- finance and funding
- volunteers and volunteer management.

For further information about runningsports, visit

www.runningsports.org

or call 0800-363 373.



Throughout this Quick Guide, reference is made to 'clubs'. This term is used to include all sports organisations, such as leagues, county and area associations and other community groups that provide opportunities, whether in an organised setting, or a more informal environment.

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role of the treasurer

In smaller clubs and associations, the role of the treasurer and subsequent financial management tasks are often inherited by volunteers who do not specialise in financial administration.

Therefore, this Quick Guide aims to offer some basic guidance to those who need help in carrying out this important role within a club.

It is important that all clubs keep accurate financial records; the treasurer is the main person who takes on the responsibility for this. In essence, the treasurer is the day-to-day financial manager at the club, working closely with the committee, providing annual budgets and regular financial reports in order for the board to make informed decisions and monitor performance against the budget.

It is vital that all money matters relate closely to the full sports-development plan of the club.

The treasurer is ultimately responsible for ensuring that the finances of the club are organised and managed effectively through a specific and separate club bank account.

The treasurer manages all income, including:

- invoicing and collecting subscriptions and all money owed to the club
- ensuring that all cash and cheques are deposited promptly in the bank or building society, issuing receipts for all money received and recording this information.

The treasurer manages all expenditure, including:

- paying the bills and recording the information.

The treasurer manages legal requirements, including:

- handling the payroll and income tax for employees
- helping to prepare and submit any statutory documents that are required by law (eg Value Added Tax [VAT] returns, Pay As You Earn [PAYE] and National Insurance [NI] returns, tax returns, grant aid reports).

further roles

The treasurer:

- keeps up-to-date records of all the financial transactions
- reports regularly to the committee on the club's financial status
- identifies fund-raising opportunities (ie government grants, sponsorship)
- arranges for the statement of accounts to be audited
- prepares year-end statements of accounts to present to the auditor
- presents an end-of-year financial report to the annual general meeting (AGM)
- is responsible for financial planning, including producing an annual budget and monitoring it throughout the year.

Even if these duties are delegated to a professional, the treasurer is still ultimately responsible. It is up to the treasurer to make sure that any delegated work is carried out correctly.

The treasurer should have:

- adequate time to perform the role
- enthusiasm
- good organisational skills
- good communication skills
- honesty and integrity
- an ability to keep records
- an ability to handle money and cheques carefully
- an ability to make decisions
- a good eye for detail
- confidence with numbers.

You only need to know two things about money:

How to manage it and how to get more of it!

- Every club or association, no matter how small, should keep proper accounts and prepare regular statements.
- Clubs must be seen to be honest, or no one will have the confidence to contribute funds to them.
- It is wrong for people to steal, but it is also wrong to treat money so casually that people feel less conscience-stricken about stealing it, and less afraid of being discovered. Try to establish a system that prevents fraud, rather than one to discover or compensate for it.
- Do not overestimate your ability to remember details of financial transactions. Write everything down!
- The important thing about accounting, apart from being accurate, is to be consistent, so that meaningful comparisons can be made from month to month, and year to year. Always give receipts for money received and get receipts for money paid out.
- Keys to the safe or petty-cash box should be held only by specified people who need to sign and be responsible for them.
- Keep all incoming and outgoing money separate.
- Pay surplus cash into the bank promptly, using a paying-in book.
- Budgeting is one of the most important financial functions for any club, large or small. Do not be tempted to try to manage without a budget or you will head towards financial difficulties.

term of office

A term of office is sometimes governed by the Articles of Association, and clubs should check their existing rules before deciding on the length of appointment.

The treasurer's term of office can be governed in one of two ways. One way is to make it a once-in-a-lifetime appointment, for one year only. The alternative is to elect the most capable person and allow that person to remain in office for as long as he or she continues to be re-elected.

The Annual System	
Advantages	Disadvantages
<ul style="list-style-type: none"> It prevents an individual from becoming too powerful and influential. 	<ul style="list-style-type: none"> Each new treasurer takes time to acquire knowledge and experience.
<ul style="list-style-type: none"> It rewards long service. 	<ul style="list-style-type: none"> As the treasurer begins to establish the requirements of the position, he or she is replaced.
<ul style="list-style-type: none"> It saves one person from having to carry the responsibility continuously. 	<ul style="list-style-type: none"> It can encourage inconsistency and instability in the club when constantly faced with change.
<ul style="list-style-type: none"> The club gradually acquires a pool of skilled individuals. 	<ul style="list-style-type: none"> The treasurer may not gain any detailed knowledge of the work of the club, which might increase the power and influence of those who do remain in office for long periods (eg the chair, secretary or other staff).

Having a Longer-term Treasurer	
Advantages	Disadvantages
<ul style="list-style-type: none"> He or she becomes familiar with the workings of the club and can provide leadership with continuity and consistency. 	<ul style="list-style-type: none"> An individual can build up a wealth of knowledge, experience and authority, which may result in an club being 'controlled' by the person holding the money and not, therefore, listening to new ideas or ways of working.
<ul style="list-style-type: none"> He or she becomes skilled at managing the money, which may improve the financial position of the club and the decisions made. 	<ul style="list-style-type: none"> The club might become so dependent on the treasurer that it has difficulty finding a replacement when he or she retires.

Neither system is perfect. A compromise that allows key members of the committee to be elected for a maximum period (eg not more than four years) can preserve the best of both.

equipment needed

To be an efficient treasurer, you will need the following equipment:

- a personal computer or laptop with back-up facilities
- a calculator
- a cashbook to record money received (receipts) and money paid out (payments)
- a receipt book (in duplicate) to issue receipts for money received
- storage box files or files
- two ring binders for storing the completed documents (receipts and payments)
- a petty-cash box
- previous years' financial information
- files to store bank statements
- bank paying-in books
- cheque books.

There are numerous cheap computer packages on the market dedicated to basic accountancy and bookkeeping with usable templates. These may be worth investing in.

You can use the same cashbook to record both receipts and payments. If you do, make sure you keep the two sections separate. If the book is wide enough, use left-hand pages just for receipts, and right-hand pages just for payments.



taxation information

direct taxes – employment taxation

- PAYE – taxation on earnings, paid by the employee
- NI – contributions on earnings deducted from:
 - employee's salary
 - employer's contribution.

indirect taxes – VAT returns

VAT is a tax on income made on the purchase of goods and services – certain items are exempt (eg children's clothing). The current rate of VAT is 17.5% (until 4 January 2011, when it increases to 20%). Clubs can only charge VAT if they are registered with HM Revenue & Customs (HMRC) and if their annual turnover exceeds £55,000 per year. Suppliers who are registered for VAT themselves can only charge VAT on expenditure to the club.

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

grant aid

Clubs have access to various grants from a variety of bodies to help the development of their sport. It is the role of the treasurer to identify organisations that offer grant aid. Grants also come from charitable institutions (trusts) and, in some cases, central government and local government sources.

The type and level of grants can vary depending on the geographical location of the club. Specialist sports consultancies can be used as part of the bidding process to complete funding applications.

accessing grants

Your club will need:

- a club bank account
- partnership funding – identified in the annual budget and put in a savings account
- copies of the past three years of annual accounts
- an action plan.

fund-raising

Very few funding organisations give 100% grants towards projects. Clubs have to find the shortfall in a variety of ways (eg sponsorship or partnerships with local governments). A club may decide to form a fund-raising committee using club members, who support the treasurer, to access grants.

status of the club

Depending on the objectives of the club, the legal status of the club can be administered in a variety of different ways:

- limited liability companies (Ltd) – shares are issued in exchange for money, and the club is run by a board of directors
- companies limited by guarantee – similar to the above; however, an individual guarantees the club's solvency
- committee-run clubs
- charitable organisations.

Community Amateur Sports Clubs

Sports clubs play a valuable role in their communities. The Community Amateur Sports Clubs (CASC) scheme recognises this important role by distinguishing between clubs and businesses for rates and tax purposes, ensuring sports clubs can keep hold of as much money as possible.

Both property- and non-property-owning clubs can significantly benefit from the scheme. The key benefits of CASC registration include:

- 80% mandatory business rate relief. Local authorities can offer up to 100% relief to clubs at their discretion
- the ability to raise funds from individuals under Gift Aid. A registered CASC can reclaim up to £28 in tax for every £100 donated, though, at the moment, this does not apply to all types of donations, and this will reduce to £25 in 2011
- exemption from Corporation Tax on profits derived from trading activities if trading income is under £30,000 per year
- profits derived from property income are exempt from Corporation Tax for CASCs if gross property income is under £20,000 per year; this is of particular relevance following the abolition of the nil-rate band
- CASCs whose income does not exceed these thresholds will no longer be required to complete an annual Corporation Tax return.

Relief on business rates alone are estimated by the Chancellor of the Exchequer to be worth £2000 per year. While this only benefits facility-owning clubs, non-facility-owning clubs can still significantly benefit from Gift Aid and exemption from Corporation Tax.

Gift Aid

Gift Aid has been available for many years to encourage individuals to give to charities. Since 2002, it has also been available to individuals making cash donations to registered CASCs. It works by providing Income Tax relief to individuals on their gift or donation and allowing the recipient CASC to reclaim Income Tax on the gift from HMRC.

The amount of tax benefit depends on whether the individual pays Income Tax at the basic or higher rate. In both cases, the club will receive £28.20 for every £100 given, in the form of a tax rebate from HMRC. Furthermore, in the case of a higher-rate taxpayer, £23.10 will be refunded for every £100 he or she gives. This means, between the club and the individual, they could benefit from a total tax refund of over £50. Therefore, Gift Aid can benefit both your club and your members.

CASC clubs must:

- be open to the whole community
- be organised on an amateur basis
- have their main purpose as providing facilities for, and promoting participation in, an eligible sport (ie those recognised by Sport England)
- have financial managers who can pass a 'fit and proper persons' test (normally a condition that should not be difficult to satisfy).

To find out how your club can apply for the scheme, visit www.cascinfo.co.uk

charitable status

Sports clubs can, as an alternative to registering as a CASC, register as a charity. To qualify, the club must promote community participation in healthy recreation by providing facilities for playing particular sports. Following the implementation of the Charities Act 2006, the advancement of amateur sport will also become a charitable purpose, and clubs may find it easier to register.

The tax benefits for charity registration are more extensive than under the CASC scheme, but there are more regulations to comply with.

The benefits from charitable registration include those enjoyed by CASCs, (ie business rate relief, Gift Aid, Inheritance Tax relief on gifts and Corporation Tax exemption). In addition, the following benefits are available:

- special VAT treatment, in some circumstances
- gifts of quoted shares and land can be made by both individuals and companies with the benefit of Income and Corporation Tax relief, respectively
- the ability to raise funds from the public grant-making trusts and local government more easily than non-charitable bodies.

To qualify, a club must register with the Charity Commission. Guidance on the process and the rules for qualification can be found on the Charity Commission website at www.charity-commission.gov.uk

Be aware that charity law imposes certain financial reporting obligations: these vary with the size of the charity. Again, further details are available on the Charity Commission website.

Charities are exposed to restrictions on what they can do. These include:

- the charity must have exclusively charitable purposes so any club would have to stop its non-charitable activities (although they could be carried out by a separate non-charitable club)
- strict rules relating to trading. It is rare for a charity to escape tax on trading activities: for this reason and other charity-law reasons, a subsidiary trading company is often used for this purpose
- trustees are not allowed to receive financial benefits from the charity that they manage, unless specifically authorised to do so
- trustees must avoid any situation where charitable and personal interests conflict.

One potential advantage of charitable status over CASC status is in relation to VAT on the construction of buildings, as the construction of a building that a charity intends to use for a relevant charitable purpose does not attract a VAT charge. Most clubs cannot recover VAT on their expenditure in full; by avoiding it being charged in the first place, substantial amounts of VAT could be saved. In order to qualify, the building must be used for a relevant charitable purpose. This includes a building 'used as a village hall' or similarly in 'providing social or recreational facilities for a local community'. There is, therefore, a strong possibility that if the club registers as a charity, it can take advantage of this relief.

Clubs do not have to register under either the CASC scheme or as a charity, but if they do not then they should consider their Corporation Tax payment obligations on income from non-members carefully.

paying the bills

Bills should be paid promptly (within 30 days), including payment of out-of-pocket expenses to volunteers.

Normally, bills will be for items that have been budgeted for (eg expenditure that has already been approved or for routine items). If you, as the treasurer, get a bill for something unexpected, the committee should be informed and their guidance sought. However, it is a good idea for the committee to give the treasurer authority to make smaller financial decisions themselves (eg up to £50) and seek consultation from the committee on larger financial decisions.

All payments should relate to a written invoice or document (including claims for expenses from members of the committee) and be properly recorded. Always document the handing out of cheques.

Payments need to be recorded in cashbook columns, labelled with the account names (eg rent paid, maintenance, coaching staff). All payment columns should be totalled at the end

of each month. The total can then be compared to budgeted figures to see if expenditure items are within, ahead or behind budget. When balanced, the monthly closing figures can be carried forward as the opening balances for the next month.

writing cheques

- Write the payee's name in full, the date, and the total amount in words and figures.
- Fill in the cheque stub.
- Sign the cheque, making sure there are two authorised signatures.
- Put the club's postal address and the invoice/account number on the back of the cheque.
- Request a receipt for all payments.

accounting for the money

the cashbook

The accounts comprise of books or ledgers, either in paper format or using a computer program, which keep a record of all income and expenditure, usually covering a 12-month period (the financial year). The cashbook is a cash receipts and cash payments journal, which includes records of banknotes, credit card slips, cheques, money orders, receipts and cheque stubs.

A summary of these books should be prepared to show all the club's receipts and payments during the financial year.

cash balance

To determine the balance, total the receipts and deduct payments. Be aware that any interest, bank charges, VAT, direct credits or debits from other accounts, and un-presented or dishonoured (bounced) cheques will affect it.

In smaller clubs, the cashbook is usually a manual system based on a ruled ledger book available from most stationery shops. Keep the receipts and payments separate from each other (maybe record one in the front and one in the back of the book).

Here are a few basic items that should be recorded for every transaction:

- the date of entry
- reference number for that entry – this number should also be written on the invoice or expenses claim form for easy cross-referencing
- note the person you are paying (or from whom you have received the money)
- cheque number (for payments by you) or receipt number (for receipts issued by you)
- details of the transaction (what it was for – eg subs, social events, match fees)

- VAT element (necessary only if you are VAT registered).

Whenever cheques are paid into a bank or building society, the receipts section of the cashbook should be totalled (see example below) and a note made of the total amount put in the bank, with the date. These totals can easily be compared with the bank statements to make sure the two agree.

It is advisable, at the end of the 12-month period, to have the accounts audited (looked at and verified) by an independent person (the auditor), preferably someone with professional qualifications.

If the club is a limited company, it must have a registered auditor who produces a report under the requirements of the Companies Act 2006. Most clubs that are not limited companies elect honorary auditors to inspect and verify the accounts that the treasurer produces.

a typical receipts page from a cashbook

Date	Reference	Details	Receipt No	Cash/ Cheque	Bank	Subs	Social Events	Match Fees	Miscellaneous	Note
17/09/2010	301	M Smith	250	25		25				
18/09/2010	302	J James	251	50		50				
18/09/2010	303	A Blake	252	14.25			14.25			
21/09/2010	304	P Capsal	253	44			4	40		
21/09/2010	305	ABC Ltd		70					70	Advert Interest
24/09/2010	306	Interest		0	49.93				49.93	
28/09/2010	307	S Breaks	254	25						
30/09/2010	308	P Capsal	255	46.50			6.50	40		
Sep-10	Totals			274.75	49.93	75	24.75	80	119.93	
01/10/2010	Cash to bank			-274.75	275.75					
Sep-10	Total Receipts				324.68	100	24.75	80	119.93	

collecting the money

Always keep cash received separate from your own money. Keep a cash box solely for the club's money, and write receipts in duplicate as soon as you receive them. Hand one receipt to the person who pays you; the other one is your copy, which should be kept in the book.

Deposit all cash and cheques in the bank or building society as soon as possible after receiving them. Not only is this efficient administration, it also makes good financial sense.

Money in the bank account is likely to earn interest and prevent banking charges.

invoices

If you send out invoices to collect some of your money, you will need to keep a record showing that an invoice has been issued and later to confirm it has been settled. The people who owe you money, to whom invoices have been sent, are called debtors.

If you receive lots of invoices (ie bills), try to allow for these when the final accounts are prepared. Include the expenditure in the financial year to which it relates, irrespective of when the bill is actually paid. The people to whom you owe money are called creditors.

petty cash

Sometimes you need to use cash for small payments, where it is impractical or unreasonable to use a cheque. A small analysis book (the petty-cash book) is needed to record the cash received, the cash paid out and the balance in hand. This balance figure should be updated whenever any cash is received or paid out and checked against the actual cash in the cash box. If there is any discrepancy, it must be resolved immediately.

payroll

It is good practice to keep a payroll and pay employees, such as players, coaching staff, officials, administration, groundspeople and bar staff, by cheque or direct deposit to their bank account. It is at this stage that PAYE and NI are deducted from their salary and administered prior to payment to the statutory organisations (eg HMRC). The payroll summary is an important set of records that should be passed on to the auditor when the annual accounts are being audited. This should be kept with the payslips when paying salaries or wages.

Don't take short cuts, or expect to be able to remember exactly who has given you what. Write everything down immediately in a dedicated book or file.

financial planning

the budget

A budget is a forecast in monetary terms of the means by which the club plans to achieve its objectives. So, it is very important that it relates closely to the overall club-development plan. The budget is basically a tool for planning the efficient and effective application of financial resources on a day-to-day basis towards the long-term goals of the club.

When financial planning is done well, it helps future planning and decision-making, allowing you to decide whether to spend money, increase fees or rethink your activities.

The detailed preparation of the budget is usually left to the treasurer and one or two selected officers. However, it should always be discussed with the committee for modification and approval. In a small club, you should involve all members and keep them aware of what is happening. They are much more likely to agree to an increase in fees or charges if they understand the financial pressures the committee is facing. The budget is a forecast of the likely sources of income (eg ticket sales) and anticipated expenses for operations and capital development (eg new clubhouse, end-of-year tour, tournament entry fee).

preparing the budget

- List all possible sources of income and expenditure, making estimates for all budgeted items.
- It is wise not to overestimate income or underestimate expenditure. This will help the club to break even, which is far more advisable than running at a deficit.
- Make adjustments for inflation and likely increases in expenses and build in a contingency fund.
- Some items can be calculated, while some will simply be estimates.

An operating budget for a small club

Income	£
Subsidies	2000
Membership fees	1500
Donations	400
Fund-raising	2000
Sponsorship	1000
Total	6900
Expenses	£
Rent	3150
Equipment	600
Volunteers' expenses	350
Publicity and printing	200
Fund-raising expenses	200
Telephone	1000
Stamps and stationery	300
Insurance	600
Sundries	500
Total	6900
Projected surplus (deficit)	0

An operating budget for a large club

Income	£
Government grant (salary subsidy)	42,000
Membership/affiliations	100,000
Awards	2000
Bank interest	500
Bar takings	50,000
Donations	1500
Fund-raising	10,000
Gate takings	6000
Hire of pitches/facility	5000
Sponsorship	12,500
Total	229,500
Expenses	£
(salaries and costs)	
Centre manager	39,000
Clerical secretary	22,000
Development officer	29,000
Coaching coordinator	8000
Hourly paid assistance	1000
Casual bar staff	17,000
Postage and telephone	12,000
Stationery and postage	14,000
Travel (team coach etc)	3500
Insurance	6000
Repairs and maintenance	16,000
Trophies	1000
Photocopier	10,000
Word processor	6000
Publicity and promotions	10,000
Rental/lease of facilities	2500
Bar stock	7000
Tracksuits	2500
Coaching sessions	4000
Coaches' qualifications/seminars	2000
School tournaments	5000
National affiliations	1000
Miscellaneous	1500
Total	220,000
Projected surplus (deficit)	9500

statement of accounts

As the treasurer, you should regularly prepare an up-to-date statement of accounts showing the receipts and payments to date, the budget for the year and the balance left. Break down the totals to a few important headings (eg administration, rent, affiliation fees).

An account prepared solely on the basis of money received or actually spent is called a receipts and payments account. If invoices issued or received by you are also included, it is called an income and expenditure account. Here is an example of part of an account for a small club, prepared halfway through its financial year. It shows the original budget and a revised forecast.

Item	Annual Budget (£)	Payments to Date (£)	Present Balance (£)	Revised (£)
Hire of facilities	200	120	80	240
Referees' fees and expenses	250	125	125	250
Coaching fees	100	55	45	100
Affiliation and registration fees	25	25	0	25
Entry fees	30	25	5	25
Administrative expenses	50	30	20	60
Travelling expenses	250	140	110	280
Printing	65	50	15	75
Sundries	30	10	20	30
Total (payments)	1000	580	420	1085

financial year end

Most clubs publish a statement of income and expenditure, and a balance sheet as the principal financial reports for presentation to, and adoption by, its members at the AGM. These statements summarise and report the financial performance and position or net worth (balance sheet) of the club. The financial report, unlike a budget, accounts for every penny, based on the receipts and payments recorded and summarised by the treasurer in the cashbook throughout the year. In essence, this shows how much money the club has made or lost over the last financial year.

Before these accounts are presented to the members at the AGM, they must be audited. Audited accounts are the final statement of accounts, after they have been checked and verified by somebody with recognised accounting skills (eg a chartered accountant) as being a true and accurate record of the financial affairs of your club.

Try to find an accountant who is a member of your club, or who is prepared to give his or her services on a voluntary basis. Give the auditor plenty of time to complete the work, and try to get everything into a good order before passing on the books and papers.

income and expenditure

At the end of the financial year, you will need:

- a statement of income and expenditure for the financial year
- a balance sheet up to the last day of the financial year.

An income and expenditure account includes unpaid bills (creditors) and any money owed to you (debtors). In the example opposite, the surplus for the period is £40.

NB: The total figures for income (receipts plus debtors) and expenditure will be itemised under appropriate headings to give the detailed information you need.

Income	£
Cash receipts	245
Add debtors	90
Total	335

Expenditure	£
Payments made	240
Add creditors	55
Total	295

Any depreciation (eg office equipment) should be subtracted from the surplus before closing the income and expenditure account for the year, and the net surplus or deficit figure should be carried over to the balance sheet. Purchases of items being valued on the balance sheet as fixed assets (eg the purchase of a word processor) should not appear in the income and expenditure account.

balance sheets

If you have an income and expenditure statement, you will also need a balance sheet, which shows what the club is worth at a particular point in time. A balance sheet is usually prepared for the last day of the financial year and takes account of debtors and creditors.

Have a look at the sample balance sheet opposite. One column is the total net asset (fixed assets plus net current assets), which equals the capital account (sometimes called the general fund). In this example, the totals are both £700. We often talk about the two sides of the balance sheet, although they are usually written one above the other.

Remember that treasurers are volunteers, not accountants, and that they are making a vital contribution to your club.

	Net £	Capital £
Fixed assets (equipment, fixtures and fittings)		500
Current assets (stock, debtors, cash at bank and in hand, pre-payments)	350	
Less current liabilities (creditors, accruals, receipts in advance)	150	
Net current assets	200	200
Total net assets		700
Represented by: capital account balance brought forward from previous year		660
Plus: surplus (or deficit) for year (after deduction of depreciation)		40
Capital account		700

balancing the bank account

A bank statement is the bank's record of the club's finances. This record may not agree exactly with what is kept by you, as the treasurer, in the cashbook, because it can take a few days for credits and debits to appear in a bank account.

Bank statements should be obtained regularly (monthly is usually about right), and checked immediately against the books to reconcile the

two. This enables you to keep up to date and identify any mistakes or discrepancies.

It is essential to invest in professional help to sort problems out, rather than to lose control of the finances, which may have a detrimental effect on your club.

glossary of terms

AGM: Annual general meeting.

Articles of Association: The regulations governing the relationships between the shareholders and directors of the company. They are a requirement for the establishment of a company by law. Together with the memorandum of association they form the constitution of a company.

Assets: Physical resources owned and used by a club.

Auditing: A review of financial statements by an independent accountant to provide an opinion on the accuracy and validity of financial statements.

Balance sheet: A statement of the financial position, which reports the assets, liabilities and owners' equity (accumulated funds) of a club at the close of an accounting period.

Budget: An expression in financial terms of the means by which a club plans to achieve its objectives.

CASC: Community Amateur Sports Club. See www.cascinfo.co.uk for more information.

Cashbook: A journal in which all cash or cheque receipts and disbursements are recorded.

Cash payments journal: A book used to record the details of payments by cash or cheque.

Cash receipts journal: A book used to record the details of cash receipts.

Corporation Tax: British tax on the profits of a company or other incorporated body

Creditor: A third party who is owed money by the club.

Debtor: A third party who owes money to the club.

Depreciation: An accounting process designed to allocate the cost of using an asset over its useful life.

Liabilities: Obligations or debts payable to a third party.

National Insurance: These are contributions on earnings deducted from employee's salary and employer's contribution.

PAYE: Pay As You Earn – taxation on earnings.

Statement of income and expenditure: A statement of revenues (income) and expenses for a given period of time (also known as a profit and loss statement).

VAT: Value Added Tax – government tax made on goods and services but from which certain items are exempt (eg children's clothing). The current rate of VAT is 15% until 31 December 2009.

useful contacts

Sport and Recreation Alliance

Burwood House
14–16 Caxton Street
London SW1H 0QT
Tel: 020-7976 3900
Website: www.sportandrecreation.org.uk

Child Protection in Sport Unit

NSPCC National Training Centre
3 Gilmour Close
Beaumont Leys
Leicester LE4 1EZ
Tel: 0116-234 7278
Website: www.thecpsu.org.uk

county sports partnerships

For a complete list of county sports partnerships, check out the Sport England website at www.sportengland.org and search for 'county sports partnerships'.

English Federation of Disability Sport

SportPark
3 Oakwood Drive
Loughborough
Leicestershire
LE11 3QF
Tel: 01509-227 750
Website: www.efds.co.uk

National Association for Voluntary and Community Action (NAVCA)

The Tower
2 Furnival Square
Sheffield S1 4QL
Tel: 0114-278 6636
Website: www.navca.org.uk

National Council for Voluntary Youth Services

3rd Floor
Lancaster House
33 Islington High Street
London N1 9LH
Tel: 020-7278 1041
Website: www.ncvys.org.uk

national governing bodies of sport

For a complete list of national governing bodies, check out the Sport England website at www.sportengland.org and search for 'national governing bodies'.

SkillsActive

Castlewood House
77–91 New Oxford Street
London WC1A 1DG
Tel: 020-7632 2000
Website: www.skillsactive.com

Sport England

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1551
Website: www.sportengland.org

Sport Northern Ireland

House of Sport
2a Upper Malone Road
Belfast BT9 5LA
Tel: 028-9038 1222
Website: www.sportni.net

Sporting Equals

1301 Stratford Road
Hall Green
Birmingham B28 9HH
Tel: 0121-777 1375
Website: www.sportingequals.com

sports coach UK

Chelsea Close
Off Amberley Road
Armley
Leeds LS12 4HP
Tel: 0113-274 4802
Website: www.sportscoachuk.org

sportscotland

Doges
Templeton on the Green
62 Templeton Street
Glasgow G40 1DA
Tel: 0141-534 6500
Website: www.sportscotland.org.uk

Sport Wales

Sophia Gardens
Cardiff CF11 9SW
Tel: 0845-045 0904
Website: www.sportwales.org.uk

Sports Leaders UK

23–25 Linford Forum
Rockingham Drive
Linford Wood
Milton Keynes MK14 6LY
Tel: 01908-689 180
Website: www.sportsleaders.org

Volunteering England

Regents Wharf
8 All Saints Street
London N1 9RL
Tel: 0845-305 6979
Website: www.volunteering.org.uk

Women's Sport and Fitness Foundation

3rd Floor
Victoria House
Bloomsbury Square
London WC1B 4SE
Tel: 020-7273 1740
Website: www.wsff.org.uk

Youth Sport Trust

SportPark
3 Oakwood Drive
Loughborough
Leicestershire LE11 3QF
Tel: 01509-226 600
Website: www.youthsporttrust.org

more help from runningsports

This Quick Guide is one of a series that has been created to provide information about some of the key sports volunteer roles, and information and solutions on topics that have an impact on sports volunteers.

Log on to the **runningsports** website to find everything you need to help you with:

- **governance and administration**
- **finance and funding**
- **volunteers and volunteer management.**

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For further information on this or other titles in this series, contact **runningsports**:

- **telephone: 0800-363 373**
- **email: info@runningsports.org**
- **website: www.runningsports.org**



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