



UNIVERSITY OF
CAMBRIDGE

Sports Service

Finance @ Sport

Guidance for University
Sports Clubs

2021-2022

v2



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Introduction

This guide has been produced by the University of Cambridge Sports Service to support University Sports Clubs in the management of their finances.

Context

This guidance document is part of a series of handbooks that have been developed to support clubs, the others in the series are:

- Club Registration and Operation
- Data@Sport
- Events@Sport
- Safety@Sport
- Travel@Sport
- Welfare@Sport

Additional support materials and templates are also available on the University Sports Service Moodle site. It is important to note that all of these documents provide general guidance and signposting to clubs. Given that there are over 50 University Clubs playing sports involving very different playing programmes, performance levels, governance frameworks and risks it is impossible for us to cover all eventualities. It is therefore very important that Clubs consider their particular context carefully and refer to their National Governing Body (NGB), HMRC or independent financial advice for more specific guidance where appropriate.

Feedback

We have done our best to provide helpful guidance to Clubs in managing their finances. However, given the diverse range of clubs at University of Cambridge we recognise that we will not have covered all relevant themes or issues. We will be reviewing and adapting it annually to ensure it becomes a useful reference point for supporting students in Clubs. If you wish to provide specific feedback or comments regarding the document, please contact Registration@sport.cam.ac.uk.



Managing Money

Managing a Sports Club account properly is of paramount importance to effective functionality and long-term sustainability of the Club.

Committee Responsibilities

As a minimum standard each Club should have a Junior Treasurer and a Senior Treasurer. They are the persons responsible for managing all aspects of Club finances in line with an approved Club Constitution and finance regulations set by law. It is important to outline a clear and transparent remit for each finance role so there is accountability and clarity for all areas of finance. Dependant on the scale and scope of a Club, the majority of everyday tasks may lie with the Junior Treasurer, with the Senior Treasurer generally having oversight and auditing responsibilities. It is fundamental that Junior and Senior Treasurers communicate regularly and meet periodically during the financial year to ensure finances are in line with the set budget and to avoid complications when completing the end of year accounts. Sample role descriptions for Senior and Junior Treasurers can be found in [appendix 1](#)

Routine

Clubs should establish their own routines to keep track and monitor finances. This will enable a club to work within their set budget and avoid going into to deficit through mismanagement. Routines will vary depending on the legal status, size and scope of the club and should be reviewed year on year to ensure they remain appropriate.

Keep Finance in the Club

In some Club settings it may be common for members to use their personal bank accounts for Club activity. Whilst this can be easier for Clubs, this practice should be avoided wherever possible to remove the burden on individual members incurring Club debt and confusion when accounting for income and expenditure.

Where a member has incurred a cost for Club expenditure in line with the agreed budget, they should be reimbursed by the Club in a timely manner on provision of an appropriate detailed VAT receipt.

Bank Accounts

Each Club should have a bank account in the Club name. Depending on the size and scale, Clubs may have various accounts for different purposes (e.g. current, savings - fundraising, asset replacement etc.). Accounts should require dual authorisation, usually Junior and Senior Treasurer but this will vary on club committee composition and governance structure.



Sources of Income

Sports Clubs have limited ways in which they can generate income and should therefore consider exploring all potential avenues for funding.

Membership/Subscription fees

Sports Clubs rely heavily on the income generated from membership fees so it is vital to ensure these are set to cover the majority of the day to day running costs of the club. Any surplus from membership income can be used to further club development, equipment replacement funds or to build up reserves to cover unexpected events.

Sponsorship

Sponsorship can enable a club to improve student experience and accomplish development plans, however it is becoming increasingly challenging for Clubs to obtain. It is important to set out a clear purpose for any sponsorship packages that the Club develop for potential supporters. This is to ensure that potential sponsors clearly understand how the funding will help the club and what, if anything, they may receive from the Club (e.g. Reports, logo on playing shirt)

In addition, Clubs need to consider carefully any contractual terms and what it could be committing itself, or by extension, the University, to deliver. Clubs should also take into account ethical considerations related to potential sponsors and whether an association with a particular individual or organisation could present a reputational risk to the Club or University. For the avoidance of doubt, advice should always be sought from the Club Senior Treasurer and Sports Club Support Manager before entering into sponsorship agreements

Where a Club has a recurrent or long term sponsor, it is important to maintain the relationship and engaged positively to maintain sponsorship year on year.

Donations

The Sports Service enjoys a strong relationship with the University Development and Alumni Relations Office (CUDAR), and as such, fundraising plans are best discussed with the Sports Service, who can put your club in touch with CUDAR if appropriate. Fundraising should only be carried out if a club is certain that it has the authority to accept donations (including the terms of any such donations), and if the Senior Treasurer of the Club approves the arrangement. For the avoidance of doubt, advice should always be sought from the Sports Club Support Manager prior to engaging in any fundraising practice or accepting donations.

Governing Bodies

Sport England, County Sports Partnerships (CSP) and National Governing Bodies (NGBs) may have resources available for Clubs. These will vary dependant on the NGB and are likely to cover various club activities for example; coaching, outreach and disability sport. It is important to explore any funding streams thoroughly as they are likely to be contingent on providing evidence of expenditure and delivery of an activity.

Sports Service Club Grants

Sports Club who register with the Sports Service ([appendix 2](#)) are eligible to apply for annual and extraneous grants. Due to limitations on funding, grants are awarded on a needs-must basis meaning that Clubs should not be reliant on the same value of grant year on year.



Charitable Status

Some Sports Clubs may have or seek charitable status and may qualify as an exempt charity on the grounds of their association with the University, which is itself an exempt charity. Whilst charitable clubs may consider structuring themselves so as to meet the requirements for individual registration with the Charity Commission, it is the University's strong preference that charitable clubs arrange their affairs and constitutions in order to qualify as exempt charities.

Information about exempt charities is widely available but some helpful sources are:

Sch.3 Charities Act 2011: <http://www.legislation.gov.uk/ukpga/2011/25/contents/enacted>

Charity Commission Operational Guidance OG717-02:
<http://ogs.charitycommission.gov.uk/g717a002.aspx>

HEFCE: Review of Linked Charities, Sept. 2010/ref: Circular Letter 23/2010:
<http://www.hefce.ac.uk/pubs/year/2010/cl.232010/>

Office for Students: https://www.officeforstudents.org.uk/media/1449/ofs2018_23.pdf

Registration with the Sports Service does not guarantee that charitable clubs will benefit from exempt status. The University has however developed a set of criteria which it believes are persuasive indicators of exempt "linked" status and appropriate requirements of the University for Clubs that wish to benefit from the University's own exempt status. These criteria are under continuous review but currently include the following:

- a. The Club must be a charity (i.e. have exclusively charitable objects and not allow for the private distribution of assets);
- b. The Club's objects must fall within the broad educational objects of the University;
- c. There must be adequate student representation on the governing body of the Club;
- d. There must be a Senior Treasurer, being a member of the Regent House;
- e. The University must be kept adequately informed of the Club's activities and be able to participate in governance of the Club through representation at an appropriate level;
- f. The University must be entitled to approve amendments to the Club's constitution;
- g. The University must be entitled to grant permission for use of its name and to refuse or remove such permission.

Regardless of a club's intentions, it must ensure that its constitution complies with these criteria, and should notify the Sports Service of its intention to seek exempt charitable status. If members of the Club are in any doubt about the Club's status, they must take independent legal advice. The University is not able to confirm charitable status, exempt or otherwise.



Tax

VAT

For Valued Added Tax (VAT) purposes, Sports Clubs are considered as individual entities; they are not part of, or covered by, the University's VAT registration. Each club is thus treated as a separate business.

A club engaging in trade (including the sale of tickets for a match or performance) may have to register for VAT if the annual turnover is likely to exceed the prevailing threshold. If there is any doubt as to a possible VAT liability in respect of a Club, the Senior Treasurer should consult the Finance Division Tel: (3)39661. Further information may be obtained from the local HM Revenue & Customs. The matter of registration for VAT should be dealt with in timely fashion; HM Revenue & Customs impose financial penalties for late registration. For 2020, the VAT threshold is £85,000.

Corporation Tax

Unincorporated members' clubs may be exempt from paying corporation tax if profit only comes from the members themselves. Thus, a Sports Club which does not generate profit from income sources beyond the members of the Club may not need to pay corporation tax. An example of an internal membership profit would be the money generated from membership fees or selling club stash to members. An external non-membership profit could include income such as ticket sales, spectator fees, or selling stash to non-members.

Clubs that are liable to pay corporation tax must register with HMRC and follow all applicable rules; the University is not liable on the Club's behalf in this regard. Further information can be found here: <https://www.gov.uk/topic/business-tax/corporation-tax>.



Budgeting

Your club budget will allow you to forecast income and expenditure for the year ahead and should be set by the Junior and Senior Treasurer in collaboration with the Committee. This will enable a club to establish what they would like to do in the coming year and what is realistically achievable within the Club's funding envelop. All Club activity should be primarily considered in line with Constitutional aims and objectives and where applicable, the Club's development plan.

It is important to consider your Club's short and long term financial plans when considering your budget to ensure all areas are captured.

Short term budgets will include items for the year ahead such as, but not limited to:

- Membership fees
- Facility hire
- Coaching
- Transport
- Kit
- Equipment

Long term budgets items will consider development plans over a period of time (3-5 years) such as, but not limited to:

- Introducing a new section to the club (team, level, discipline)
- Capital equipment replacement
- Changes to sport regulations causing fundamental financial impact on the club operations

It is important to set a realistic budget in order to manage the expectation of your Club as well as avoiding financial hardship during the year. Once the budget is set it is then important to follow it and monitor expenditure throughout the year. The Sports Service budget template can be found in [Appendix 3](#) and is available to download from the [Sport Service Moodle course](#).

Setting Membership Fees

Membership fees are the main source of income for the majority of sports clubs so it is critical to set these appropriately. Your membership fees should cover the day to day activities that enable participation in your sport. When setting subscriptions fees for the next season, clubs should ensure they have considered and explored future changes to expenditure. It is important to be transparent as to what is included within a membership fee and what members may need to fund in order to participate. There are various models that are currently adopted in Clubs which range from a low initial joining fee with high extra member expenses to a high membership with no additional expenses. Determining which structure is right for your club can be challenging as high fees may discourage beginners, however low fees may not account for the true cost of the membership to the Club.

Facility Hire

Annual increases are common across all industries and therefore a facility operator will likely need to inflate hire fees to cover their increase in costs. In general, Price increases passed on to customers are generally calculated by using the retail price index, rate of inflation and



benchmarking with competitors. Ensure you agree with any third party your rates for the academic year ahead in advance. This will avoid a price hike mid-season that has not been accounted for within your budget.

In some cases, it may be necessary to have a service level agreement in place with a third party facility to outline terms and conditions more formally. In some instances, a formal tender process to decide upon a facility for a Club may be needed so as to ensure that all factors are considered when selecting a venue. Please contact the Sports Service should you have any enquires relating to a service level agreements or tender process.

Competition Fees

It is important to include competition fees for teams and/or individuals into your annual budget. These costs should be covered by income from membership fees. This will ensure that you factor in the associated costs of membership accurately and can be clear to members what the fee includes.

Coaching

When engaging with a coach, Clubs should ensure they budget for the training and matches they require the coach to attend. Consider your training timetable, preseason programme and competitive matches (league and cup) to effectively forecast the maximum number of hours you require their services. Club should have in place a service level agreement/contract with the coach to ensure a clearly defined payment terms/expenses policy to avoid any unexpected expenditure.

Transport

Transport is often the most significant expenditure for Clubs and can have a major impact on a Club's operating budget. Clubs should ensure they budget for transport by reviewing their league to determine their opposition locations so they are able to obtain quotes for transport. This will allow for a more accurate forecast in this area.

Team Wear

Clubs manage their kit in a variety of ways so it is important to agree this prior to a new investment. Examples of kit management models include:

- a. Members purchase and keep their own kit
- b. Clubs purchases and loans kit to members for a season fee (this model helps to recoup funds for future replacement of kit outside of income from membership fee and may aid to encourage new members to join without incurring additional expenses)
- c. Club purchases kit for members but kit remains a club asset

Many sports leagues have specific requirements for match kit (numbers/positions bibs/colours) so it important to ensure this is included in the budget and managed year on year.

Clubs should also consider any costs to them with regards to printing sponsor logos on Club training and match kit. Whilst this may form part of contract with a sponsor, consider the length of the contract and if it would conflict with any future sponsor and therefore requiring purchase of all new kit when not necessary.



The introduction of the Sport Service's partnership with PlayerLayer is intended to provide a consistent Cambridge Blue colour and limit design change year on year so that a Club does not have to replace match kit in full year on year, but simply add what is needed for the forthcoming season. For more information on the partnership, please visit our [website](#).

Equipment Maintenance and Replacement

Equipment requirements will vary widely depending on the sport, scope and activities undertaken. It is important when completing the club's equipment inventory that it is reviewed on regular basis to check replacement needs due to expansion, damage, safety compliance and general wear and tear. Where mandatory maintenance/servicing needs to be scheduled, Clubs must include this in their annual budget.

Where capital equipment has a replacement schedule due to life-span, clubs should ensure they plan for this within their long term budget to build reserves in order to fund the equipment when needed.

Depreciation of Assets/Replacement Fund

For clubs with significant fixed assets (e.g. equipment), is it important to identify a depreciation value as part of the budget as fixed assets lose value over time. This will allow the club to save over a planned period of time, in a ring fenced depreciation/saving fund, for when a replacement item is required.

Reserves

Clubs are advised to hold reserves, where possible, equivalent to 3-6 months of running costs. This will help to protect the club against any unforeseen circumstances. The amount held will vary depending on the size and scale of the club. Those clubs with facilities and employees may need to hold a greater sum in reserve.

Additional Charges

Always check with any supplier if there are additional charges to any goods or services being purchased. Examples of additional charges are:

- VAT
- Delivery/returns costs
- Minimum order quantities

Variations to a Budget

Whilst Sports Clubs can endeavour to plan for all eventualities, on occasion unexpected costs may arise. It is important to keep on track by reviewing your income and expenditure against your budget throughout the financial year and adjusting your activities to account for any variations.

College Sport

Clubs who provide a programme for college sport should ensure they plan a separate budget using the same principals as outlined for Club level sport.



Whilst College sport should not be used as a profit generating exercise, it should also not run at a deficit and impact on Club finances.

Record Keeping

It is important for all financial transactions (income and expenditure) to be recorded in a timely and efficient manner in the correct accounting period. This does not need to be a complicated process, a spreadsheet such as the one shown below would be suitable for most clubs:

	A	B	C	D	E	F	G	H
1	Reference	Date	Invoice Number	Company/individual	Cheque Number/Bank Transfer	Description	Outgoing	Incoming
2	19/20/001	10/10/2019	DG 1234567	Sport Service	Bank Transfer	Hire of sports hall - Michaelmas Term	1200	
3	19/20/002	05/11/2019		P. Radcliffe	Bank Transfer	BUCS Individuals Entry Fee		25
4	19/20/003	03/12/2019	987654	NGB	Cheque - 101010101	Affiliation Fees	100	
5	19/20/004	18/01/2020	U. Bolt 3/12/19	Usain Bolt - Coach	Bank Transfer	Travel Expenses	9.58	
6	19/20/005	02/02/2020		Barclays Bank		Interest on Reserves		0.55

For each transaction, you should record:

- Reference – this unique identifier should be used in the file-name for electronic documents or written on any invoice for easy cross-reference
- Date
- Invoice number (where applicable)
- Company/Individual you are paying/who you have received payment from
- Cheque number (for payments by the club)
- Details of the transaction, e.g. coaching fees, membership, interest

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

Expenses

Expense claims should be processed in a timely manner and supported by relevant detailed receipts. If reimbursing with cash, obtain a petty cash book to issue a receipt which should be signed by the recipient to confirm they have received the monies.

Common Errors

Clubs in receipt of a Sports Service grant should ensure this is accounted for in its entirety rather than the net amount. A common error in Club accounts show the grant monies received as the balance subsequent to deduction of BUCS entry fees or hire charges, which then leads to non-recording/underestimating both the grant income and club expenditure.

Monthly Accounting

By keeping clear transaction records through the year it will be straightforward for clubs to keep on track as well as providing clear information from which the Club End of Year Accounts can be prepared. A sample can be found in [Appendix 4](#) and on [Moodle](#).



Annual Accounts

At the end of club's financial year, you must prepare annual accounts. For the majority of Clubs, this task will be completed by the Junior Treasurer(s) and audited by the Senior Treasurer. The accounts will then be submitted to the Sports Service via the Club's Registration Form within 3 months of the end of year unless an alternative arrangement has been previously agreed. A template for Club accounts can be found in [Appendix 5](#)

Where a Club is incorporated or has a complex operation, this process will need to be managed by an appropriate body and follow regulated accounting procedures.

Auditing

Once the Club accounts are complete, in most circumstances, the Club's Senior Treasurer will complete an audit of the accounts. The Junior Treasurer should make available to the appointed auditor (usually the Senior Treasurer) all books, invoices and other records, including minutes of meetings.

If the Club has had accounts professionally prepared and audited, these may be provided in place of the suggested format.

Record books or photocopies of bank statements are not sufficient as valid accounts.



Appendix 1 – Template Role Descriptions

Senior Treasurer

The role of the Senior Treasurer varies from club to club but, for the majority of clubs, a number of common themes remain central to the role.

1. Finance

- Set up an annual budget with the Junior Committee and monitor expenditure against the budget during the academic year.
- Prepare the Clubs Annual Financial Statements and, where appropriate, ensuring that they are externally audited.
- To act as a signatory for the Club bank account and sign off the end-of year accounts.
- Sign any grant requests that the Club makes to the University or external bodies.
- Review and sign off any sponsorship agreements on behalf of the Club.
- Oversight of the Club saving and investment funds.
- Provide advice to the Junior Treasurer on account management and other financial matters.
- To support the Junior Committee in chasing debtors.

2. Governance

- To ensure that the Club conducts its business in a manner that is consistent with the provisions of the Club Constitution, including the running of the Annual General Meeting (AGM) and elections to Committee positions.
- The principal contact between the University and the Club.
- Sign off the Sports Club Registration documentation each academic year.
- Attend Sports Service briefing sessions for Senior Treasurers and represent the Club at consultation events related to sport at Cambridge.
- Support the Club in complying with key legislation, such as the General Data Protection Regulation (GDPR).

3. Club Conduct

- Ensure that welfare provision/guidance is in place.
- Act as an independent assessor in the case of misconduct within the Club setting.

Depending on the size and nature of the Club, the Senior Treasurer may also be responsible for the following areas:-

4. Welfare

- To provide signposting to students in relation to student welfare matters.
- To support the club in dealing with any major accidents or incidents in conjunction with the Sports Service and National Governing Body (NGB).



5. Coaches/Staff

- Prepare and manage contracts with self-employed external coaches and other service providers.

6. Alumni

- Act as the principal contact for Club alumni.
- Support the Junior Committee with fundraising campaigns.
- Liaise with Cambridge University Development and Alumni Relations (CUDAR) with regards to donations to the Club, including Gift Aid Funding.

7. Varsity

- Support the Junior Committee in organising the Varsity Match. This may involve taking on a VIP management, alumni relations role or ceremonial duties.

Additional Senior Committee Members

In some circumstances, the Club may need to appoint to other senior level voluntary roles to support the operation of the Club. This may occur when the responsibilities of the Club are significant. Other roles and responsibilities that may fall under the remit of the Senior Treasurer, Senior Committee or Advisory Committee might include:

- Property management
- Health and Safety management and legal compliance
- Human Resource management (directly employed staff)
 - Recruitment, contracts and terms and conditions
 - Line management responsibility
 - Occupational Health/Welfare management
- Alumni Engagement, Fundraising and Sponsorship
- Event management
- Safeguarding and Child Protection
- Student Welfare

Sports Service Support

The Sports Service is available to provide support and guidance to Senior Treasurers in a range of areas. If necessary, the Sports Service may put the Club in contact with other University Divisions to provide specialist guidance, e.g. Estates, Human Resources, Planning.



Junior Treasurer

- Manage the Club finances and support the efficient running of the Club.
- Set up an annual budget with the Committee and monitor expenditure against the budget during the academic year.
- Keep detail records of Club income and expenditure and review regularly against the budget.
- Regularly communicate and meet with the Senior Treasurer.
- Oversee membership fee payments/expenses/reimbursements.
- To act as a signatory for the Club bank account (in addition to xxxx).
- Ensure all cash and cheques are promptly deposited in the bank.
- Ensure the Club Committee are kept up to date with the Club finances throughout the year.
- Liaise with the relevant Committee members with annual grant application.
- Prepare the Clubs Annual Financial Statements and, where appropriate, ensuring that they are externally audited.
- Report regularly to at Committee meetings and present Annual Accounts at the Club AGM.
- Arrange handover for incoming Junior Treasurer.



Appendix 2 – Recognised Sports Clubs

The following table lists the currently recognised Sports Clubs that Register with the Sports Service.

Amateur Boxing	Hare & Hounds	Revolver & Pistol
Association Football	Hockey	Riding
Athletic	Ice Hockey – Men	Rifle Association
Badminton	Ice Hockey – Women	Rugby Fives
Basketball – Men	Judo	Rugby League
Basketball – Women	Karate	Rugby Union Football
Boat	Korfball	Ski and Snowboard
Bowmen	Lacrosse – Men	Small Bore
Canoe	Lacrosse – Women	Squash Rackets
Cricket	Lawn Tennis	Swimming and Water Polo
Cruising	Modern Pentathlon	Table Tennis
Cycling	Netball	Trampoline
Eton Fives	Orienteering	Triathlon
Fencing	Polo	Volleyball
Gliding	Powerlifting	Yacht
Golf	Rackets	
Gymnastics	Real Tennis	



Appendix 5 - Annual Accounts Template

Download a copy from the [Sports Service Moodle Course](#).

CU [YOUR SPORT] CLUB				
Accounts 2020-21				
INCOME & EXPENDITURE ACCOUNT FOR YEAR END:				00/01/1900
Income		Actual Previous Year	Current Year to date	
		Year to	From	To
		00/01/1900	00/01/1900	00/01/1900
1.1	Grants	£0.00		£0.00
1.2	Subscriptions	£0.00		£0.00
1.3	Event Income	£0.00		£0.00
1.4	Interest on account	£0.00		£0.00
1.5	Donations	£0.00		£0.00
1.6	Sponsorship	£0.00		£0.00
1.7	Other: please specify	£0.00		£0.00
	£0.00		£0.00
	£0.00		£0.00
Total Income		£0.00		£0.00
Expenditure				
2.1	Facility/Room bookings	£0.00		£0.00
2.2	NGB Affiliation	£0.00		£0.00
2.3	Equipment	£0.00		£0.00
2.4	Competition Entry Fees	£0.00		£0.00
2.5	Officials Costs	£0.00		£0.00
2.6	Travel	£0.00		£0.00
2.7	Coaching Fees	£0.00		£0.00
2.8	Depreciation of equipment	£0.00		£0.00
2.9	Other: please specify	£0.00		£0.00
	£0.00		£0.00
	£0.00		£0.00
Total Expenditure		£0.00		£0.00
Excess/Loss of Income over Expenditure		£0.00		£0.00



Excess/Loss of Income over Expenditure		£0.00	£0.00
BALANCE SHEET FOR YEAR AS AT 00/01/1900			
		Actual Previous Year	Current Year to date
Deposit Account		£0.00	£0.00
Current Account		£0.00	£0.00
Petty Cash (including uncashed cheques)		£0.00	£0.00
Debtors (including pre-payments)		£0.00	£0.00
Creditors (including accruals and unrepresented)		£0.00	£0.00
Non-cash Assets (less Depreciation)		£0.00	£0.00
Total Assets		£0.00	£0.00
Assets/Equipment: It is estimated that the replacement value of the assets above is £			
Total Number Annual Club/Society Membership:	0	Who paid a subscription of	£0 £0.00
Total Number of Life Club/Society Membership:	0	Who paid a subscription of	£0 £0.00
Signed:		Junior Treasurer	
Signed:		Senior Treasurer	