

Purpose

To ensure that UCC Club finances are handled responsibly and to facilitate the application of sound day to day financial management practices.

Scope

This policy pertains to any Club members or members of the Clubs Executive team who play a part in any area of Club finances such as budgeting, cash handling, Club lodgements and payments etc.

Definitions

DSPA refers to the Department of Sport and Physical Activity.

CEP refers to the Clubs Executive President.

CET refers to the Clubs Executive Treasurer.

CEFC refers to the Clubs Executive Finance Committee.

Policy Statement

UCC Clubs shall comply with UCC best practise in relation to financial management. It is vital that all Club members are acutely aware of the appropriate financial procedures to follow when carrying out the day to day activities of their Club. Proper financial controls must be put in place to ensure that there is appropriate financial governance and transparency within UCC Clubs.

Roles and Responsibilities

Club Treasurer

The Treasurer is an integral component of the overall management of the Club and has the following responsibilities:

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- Accountable to the Club committee and ultimately all members of the Club for all financial transactions.
- Responsible for the financial well-being of the Club which includes maximising revenue, controlling expenditure, safeguarding assets and reporting on the financial status of the Club.
- Preparation of an annual budget for the Club which is submitted to the CEP within the specified deadline.
- Monitoring actual expenditure versus budget throughout the year and analysing key variances.
- Ensuring that all Club members within the Club have received adequate training in relation to the financial management policy and all UCC Clubs financial policies and procedures.
- Working with the Club committee and other Club members to maximise income generation through obtaining sponsorship, fundraising etc.
- Protecting its Club members from inappropriate charges for the mishandling of funds by ensuring that the Club fully complies with the UCC Clubs Cash Handling policy.
- Ensuring that lodgements are reflected on the Clubs portal within 24 hours of deposit of the funds in the DSPA Office.
- Managing the day to day finances of the Club to ensure that there are adequate funds available to cover the running costs of the Club.
- Ensuring that spend is in line with budget and is aligned to the strategic goals of the Club.
- Ensuring that Club suppliers are paid on timely basis and that Club members are sufficiently reimbursed for expenses incurred within an appropriate timeline.
- Ensuring that applications for funding are submitted to the Clubs Executive Committee promptly. This is particularly important for the larger and more active clubs in order to maximise cash flow.
- Making key decisions with the Club Committee in relation to Club expenditure and ensuring that any additional spend outside of the specified budget is adequately financed. Where it appears that a deficit may arise, spending will need to be curtailed or additional income will need to be generated.

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- Reporting to the Club Committee on the financial status of the Club on a regular basis (ideally monthly). Ensuring that all members understand the information presented and are aware of their obligation to pay attention to the financial status of the Club.
- Act as the key point of contact in relation to any financial issues that arise. The Treasurer is responsible for following up with the CEP and the DSPA in order to resolve any problems that occur.
- Prepares a plan and budget for the renewal of equipment.
- Ensures that the Club's purchasing procedures comply with UCC Clubs Purchasing Policy at all times.
- Monitoring the Club income and expenditure account on the Clubs portal on a regular basis to ensure that it is an accurate reflection of the Club's activities.

Clubs Executive

- Ensuring that all Club Captains, Vice Captains, Treasurers, Secretaries and Club members comply with the UCC Clubs Financial Management policy and have received adequate training.
- Providing support to Club Treasurers in ensuring that adequate financial controls are in place. Ensuring that appropriate procedures are established to sustain the financial stability of each Club.
- The CEP is responsible for managing any financial issues which arise in UCC Clubs and liaising with Club Treasurers, the Clubs Executive and DSPA in order to resolve them e.g. Club overspends, funding issues etc.
- Making key strategic decisions in relation to Club activities and the future of UCC Clubs.
- The CEP plays a key role in the approval of Club expenditure and ensuring that Club expenditure is appropriate.
- Enforcing Club compliance in relation to the appropriate use of Club credit cards and the handling of cash on behalf of UCC Clubs in order to safeguard against fraud or theft.
- The CEP and CET (as members of the CEFC) play a vital role in relation to the review of Club budgets and ensuring the equitable distribution of Club funding.

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- Reinforcing the requirement to follow the UCC Clubs Purchasing policy in relation to all Club expenditure.
- Review and approval of Club requests for additional funding.

DSPA

- Ultimate responsibility for the safeguarding of cash held on behalf of Clubs.
- Must ensure that appropriate record keeping is maintained, and appropriate financial controls are in place for accurate records.
- Responsibility for ensuring that funds are used in line with approved budgets and controls are in place for approval of expenditure and banking transactions.
- Supporting UCC Clubs in the carrying out of their day to day activities by facilitating Club lodgements and processing payments on behalf of Clubs in a timely manner.
- Responsibility for the secure guardianship of UCC Clubs credit cards, card information and enforcing the requirement for their appropriate use.
- The SEA is responsible for monthly reporting on the financial status of Club accounts and reporting cash flow issues or deviations from budget to the Head of Sports, the CEP and CET.
- The Head of Sports and Deputy Head of Sports (as members of the CEFC) are responsible for the review of Club budgets and for ensuring the fair and unbiased distribution of the Clubs grant and additional funding allocations. As members of the BOI Sponsorship Committee, they also play a role in the allocation of Bank of Ireland funding.
- Performing a pivotal role in supporting the strategic goals of UCC Clubs and ensuring that there is a sound financial base to support Club activities into the future.

Procedure

Good financial management requires the ability to analyse and review financial information, effectively manage funds, make key financial decisions, implement sound financial practices and requires a thorough understanding of a Club's financial position and obligations.

Internal Controls

It is vital that internal controls are incorporated into UCC Clubs which enable the clear division of duties. There should be clarity in relation to who is to responsible and accountable for the key areas of financial management. In order to eliminate the possibility of one person being able to record and process a complete transaction, separation of responsibility for duties is fundamentally important. Segregation of duties significantly decreases the likelihood of errors, omissions, oversights, deliberate manipulation or abuse.

Financial Management Process

The 5 key areas of financial management within UCC Clubs are:

1. Financial Planning
2. Club Income Receipt and Lodgement
3. Club Expenditure
4. Reconciliation
5. Reporting

1. Financial Planning

- The Treasurer plays a key role in the area of financial planning particularly in relation to budgeting and financing. Annual income and expenditure budgets should be prepared by the Treasurer for review by the Club committee in May. While budgets may be viewed as a means of limiting expenditure, they are considerably more useful than this. In reality, a budget is an effective tool in planning the efficient and effective application of financial resources on a day to day basis to support the Club's goals into the future. The budget is a statement of the likely sources of income and anticipated spend to support operating

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activities. It is essential that input is encouraged from Club committee members in relation to the budgeting process.

- Actual spend versus budget should be reviewed on a regular basis (ideally monthly) and a variance analysis should be conducted with an explanation sought for key variances.

2. Club Income Receipt and Lodgement

- Club income can be derived from a variety of sources e.g. fundraising, sponsorship, membership etc. It is imperative that Clubs adhere to the Clubs Cash Handling policy in relation to the collection, storage, transport and deposit of cash in the DSPA Office. Segregation of duties with regard to the handling of cash is essential. For example, if a Club member is responsible for cash collection at a fundraising event and subsequently counts and deposits the funds in the DSPA Office, it is difficult to detect any discrepancies or wrongdoing. There is an increased risk of undetected errors if a person is responsible for checking their own work. The principle of segregation is crucial in relation to both Club income and expenditure. Club committees must ensure that all Club members handling cash on behalf of Clubs or dealing with Club funds have clear segregation of duties.
- The Treasurer must ensure that all lodgements are accounted for and correctly recorded on the Clubs portal. The Club committee must set an income target for the year as part of the budgeting process and monitor performance versus this target throughout the year. As the year progresses, Clubs must consider the Club's financial position and determine whether there is a need to increase income generation in order to finance the planned activities of the Club.

Any income in relation to UCC Clubs should be lodged to the Clubs Bank account. Under no circumstance should Clubs monies ever be deposited to a Club member's personal bank account or any other account that is external to the club account.

3. Club Expenditure

- It is vitally important that all Club members understand the correct procedure in relation to Club expenditure. Members must be fully aware that all expenditure must be appropriate and incurred wholly on behalf of the Club.
- Invoices/receipts must be retained by Club members which need to be uploading to the Clubs portal when submitting an expenditure request.
- Members must be mindful of the requirement to comply with the UCC Clubs Purchasing and Payments policies.
- The DSPA Office is responsible for the processing of payments on behalf of UCC Clubs. The following approval limits apply in relation to Club expenditure:

Responsibility	Approval Level	Transaction	Processed By
Head of Sports	€5,000 plus	Bank Transfer + Credit Card	SEA
Deputy Head of Sports	€2,000 - €4,999	Bank Transfer + Credit Card	SEA
Clubs Executive President (CEP)	€500 – €1,999	Bank Transfer + Credit Card	SEA
SEA	€0 - €499	Bank Transfer + Credit Card	SEA

- Payment by cheque should only occur on an exceptional basis and in that scenario, the same approval limits above apply.
- Before an expenditure request is marked as "Approved" on the Clubs portal, the following checks will apply:
 - The expenditure request details will be checked to ensure that they have been entered correctly on the portal.
 - The supporting receipts/invoices will be reviewed.
 - The expenditure will be reviewed to ensure that it is appropriate and in line with budget or in line with an additional allocation approved by the CEFC.
 - The balance on the Club account will be checked to ensure that funds are available to cover the expenditure.
 - In the event that the Club account is in deficit or will be in deficit as a result of the

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transaction being processed, the request will be on hold until such time as the approver has followed up with the relevant Club to request further information.

- Each approver i.e. Head of Sports, Deputy Head of Sports, CEP and SEA must nominate a deputy approver who is authorised to approve urgent expenditure requests in their absence.
- In the event that there is a difference of opinion between the approvers (SEA, CEP, Deputy Head of Sports and Head of Sports) in relation to an expenditure request, the decision will be referred to the Clubs Executive Finance Committee.
- The SEA will report to the Head of Sports, Deputy Head of Sports, CEP and CET on the Clubs financial status on a monthly basis.
- Credit card payments which have been appropriately approved on the Clubs portal can be processed by the Club committee member in the company of the SEA in the DSPA Office. Credit card payments over the phone are not permitted in the absence of the SEA. In the event that the SEA is not present, the transaction may not be processed by the Club member. It is not permitted for the Club credit card details to be given to a Club member to book transactions by phone out of hours or at the weekends.
- In the event that the SEA is absent or on leave, the Deputy Head of Sports is responsible for the processing of credit card transactions.

4. Reconciliation

- Club Treasurers are responsible for reconciling the amount of cash collected to receipts issued (where applicable). They must ensure that the Club lodgement form is an accurate reflection of the monies lodged to the DSPA Office.
- In the case of online payments, the Club Treasurer is responsible for keeping track of all payments received for specific trips etc and ensuring that all members have paid the required amount and it is reflected on the online account.
- The Club Treasurer must ensure that the Club portal account is a true reflection of the Club's financial activities and that the total of all cash received through fundraising, sponsorship monies, bank transfer and online is accurately recorded on the portal.

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- The SEA is responsible for reconciling bank and credit card statements to the Clubs portal accounts and for the correct identification of all Club income and expenditure including payments received via the online payments' facility.

5. Reporting

- The Club Treasurer has a responsibility to report to the Club committee on a regular basis (ideally monthly) in relation to the status of the Club finances. An update should be provided in relation to the amount of income received versus the income target for the year and the amount of expenditure incurred under each category versus budget. Forecasted spend for the remainder of the year should be discussed with Club members and the Treasurer should be made aware of any significant planned expenditure.
- In relation to Clubs which have Alumni bank accounts, the Club Treasurer for the Club is obligated to provide a monthly report to the CEP and Head of Sports and Deputy Head of Sports outlining what income and expenditure transactions are reflected on that account for the period. A copy of the bank statements must be provided.
- The CEP has an obligation to report to the Clubs Executive Committee in relation to any key financial issues affecting UCC Clubs and their future activities. Regular updates should be provided which include discussion around Club funding, budgeting, overspends etc.
- The CEP is responsible for acting as the key point of contact between the DSPA and UCC Clubs. The CEP should work closely with the DSPA to resolve any financial issues that arise.
- The Clubs Executive Committee has a responsibility to act on behalf of UCC Clubs in relation to requests for additional funding to provide input in relation to the activities of these Clubs and the validity of their claims.
- The SEA has an obligation to report to the Head of Sports, Deputy Head of Sports, CEP and CET on a monthly basis in relation to the status of the Club accounts. In particular, the SEA should highlight Clubs for which there are concerns that a deficit may arise.
- The Deputy Head of Sports must report to the Head on a quarterly basis in relation to the Club accounts financial status including details in relation to the Clubs bank accounts.

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- The Deputy Head of Sports is responsible for following up on any financial issues/concerns in relation to Club finances with the CEP and Club Treasurer. The Deputy Head of Sports must report to the Head of Sports on the outcome of these discussions.
- The Deputy Head of Sports is accountable to the Head of Sports in relation to Club Finances. An end of year financial report must be circulated by the Deputy Head of Sports to the Head of Sports, Head of Student Experience and the Academic Council for Student Experience.
- A year-end financial report will be produced by the Deputy Head of Sports in relation to the Bank of Ireland Clubs current account. This will give information such as the opening balance, what funds were received during the year, what bank transfers and credit card transactions were processed, what bank charges were incurred etc.
- The Deputy Head of Sports is accountable to the Bank of Ireland Sponsorship Committee in relation to sponsorship funding. An end of year financial report must be circulated to the committee outlining how much was allocated to each Club, what bonuses were awarded and what expenditure was incurred.

Related Documentation

Forms

Title	Link
Club Lodgement Form	Link in development
Club Budget Template	Template in development

Contacts

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Policy Review

This policy will be reviewed on an annual basis prior to the commencement of the new Executive by the Head and Deputy Head of Sports and the Clubs Executive in consultation with the Finance Office.

Version Control

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Policy Owner: [Department/Unit]	Finance Office, UCC
Policy Contact: [Name, Title, E-mail]	Gina Morrissey, Finance Analyst (g.morrissey@ucc.ie)
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