



2020 FINANCE ESSENTIALS FOR ADFAS TREASURERS AND COMMITTEES

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This guide is a summary giving the reader basic information about each topic. It does not cover all of the relevant material regarding the included topics, and is not a substitute for professional advice. The material in this document does not constitute legal, accounting or other professional advice. The opinions herein do not necessarily represent the view of the Association of Australian Decorative & Fine Arts Societies Inc.

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- Jane Smith (ADFAS Workshop Coordinator and MSC Liaison) for coordination and logistics support.

1. Introduction

Purpose of this Guide

Chairmen of all Societies were requested in early 2020 to provide a short list of topics they would like to see covered by workshops at the intended C2020-1 Conference 25-26 March, 2020. The responses received were distilled into several categories, one of which related to Financial Matters, and specifically: **“A Session which Covers:**

MYOB /Xero/Excel spreadsheets/Budgeting for financial stability especially during difficult times like the sustained drought and other Society hardships

Some Chairmen are keen to adopt the best fit program for their Societies. Those with large membership are keen to know which program to adopt.

They may already use Try Booking as a membership/ticketing/payments platform, and wonder if it marries well with e.g. QuickBooks or some other bookkeeping software?

New treasurers, who are volunteers without the accounting background, need coaching in how possible it is to use the Excel Spreadsheet produced by the National Treasurer, and not something of which to be fearful.

It is considered that a good step-by-step guide, which encourages new and potential treasurers, can show that being a treasurer is a "can-do" role. The assistance is there and just needing kindly, authoritative guidance. Nothing succeeds like success as we all know, and we can all do many things if we are treated as though we can."

This Guideline document covering the above and much more of relevance* was prepared on the assumption of presentation and discussion in a Workshop session with interactivity encouraged and a Q&A session. It is definitely not written for professional financial people like accountants, but rather at the basic nuts and bolts level directed to an audience who quite understandably need a certain amount of gentle hand holding and guidance.

* For example, the guide contains an overview of some of the main issues all ADFAS Committee members need to be aware of, such as being diligent about their Society's financial affairs, protecting its resources from abuse and ensuring it is accountable.

Challenges that Societies are Encountering (Feb. 2020)

Enquiries of several key stakeholders by the author in mid-February 2020 revealed that about a dozen (financially related) challenges commonly being encountered by Societies at that time, namely:

- a) *“The annual financial accounts for some Societies don't meet best practice and are not being professionally reviewed”.*
- b) *“Identifying anyone in the membership who has sufficient background and knowledge to take on the role of Treasurer”.*
- c) *“Maintaining and increasing Societies membership numbers”.*
- d) *“Identifying members (or non-members) who are willing to join the Committee and/or become an office bearer.*
- e) *“A significant proportion of societies are small and under resourced (this particularly applies to non-capital city societies), but they are keen and determined to give a product to the community of class and quality”.*
- f) *“Financial sustainability: A significant proportion of smaller societies are in slight deficit or have little if any reserves. However, they keep going with energy (even sausage sizzles and constant raffles) and have done so for years. Their best way out is to increase numbers so there is strong need for marketing drive in all three ADFAS Circuits and increasing ADFAS brand recognition everywhere”.*
- g) *“IT skills need to be increased. IT tools - maybe some cannot afford them (software and hardware). Maybe we should talk about some funding options for small NFPs; again, particularly in the regions”.*
- h) *“Book-keeping software should be utilised – long overdue. Some Societies may consider they can't afford it and a degree of training will be needed. That is why some time ago it was suggested that all the ADFAS Societies should be encouraged to use the same software so that*

they can easily report and be easily trained. The same goes for encouraging the use of net based communication: One Note or Google Docs etc”.

- i) *“On line security - yes but again dependent on scale.”*
- j) *“Audit process - very important but with the proviso that many accounting firms will not do this work for small NFP’s”.*
- k) *“Self-serve online ticketing systems - should be utilised to the maximum. Probably more applicable to larger societies”.*

Whilst these are all mission critical, this Guide aims to assist only with Items a), b), g), h), i), j) and k) above.

Covid-19 Disruption of C2020-1 Conference

The cancellation of the C2020-1 Conference due to the Covid-19 pandemic aborted the intended Workshop for Societies Treasurers and Chairmen. However, the impact of the pandemic has quickly become so overwhelming globally that the need now exists more than ever for uplifting knowledge and skills relating to finances, and on 24th March the author was asked to submit the intended Speaker’s Notes so that the material could be distributed to ADFAS Treasurers and Committees. The author nevertheless felt that the document needed significant updating to cover off some of the financially related implications of the Covid-19 pandemic.

Number One Key Consideration about a Society’s Finances

The Australian Charities and Not-for-profits Commission (ACNC) which is the national regulator of charities and NFP organisations, says up front:

A key responsibility for those governing a charity/NFP is to make sure that the charity/NFP has the resources it needs to carry out its work. The governing body (such as a board or committee of management) must ensure the charity/NFP has the finances or other resources to do its work, as well as ensure that these resources are protected from abuse and used appropriately.

A charity/NFP’s responsible persons must have a level of financial understanding that will enable them to make informed decisions about their charity/NFP’s finances. While many boards appoint treasurers and board members with financial expertise, every board member must be able to read and understand a charity/NFP’s financial information.

If you are a responsible person you can participate in training to improve your understanding of finances, as part of your role. You must be appropriately informed about the matters on which you may make a decision. You cannot make informed decisions about your charity/NFP’s finances without an understanding of the concepts that relate to them. At the very least, you should be able to determine whether your charity/NFP is solvent and what the impact of any decision you make will be on your charity/NFP’s financial health.

2. Key Financial Metrics, Treasurers’ Roles and Responsibilities, Tips etc

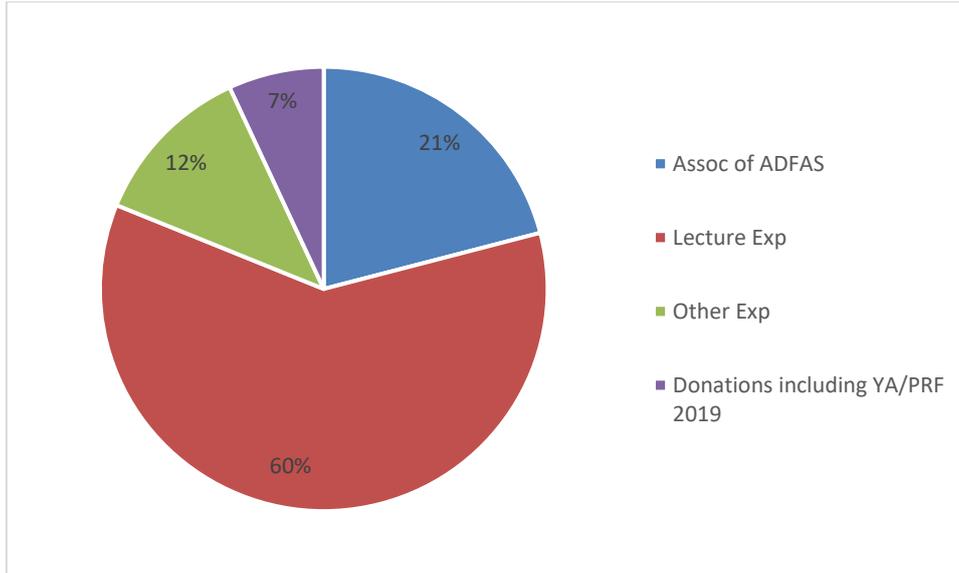
Baseline Financial Metrics

Refer **Table 1**, **Graph 1**, **Graph 2** and **Graph 3** below.

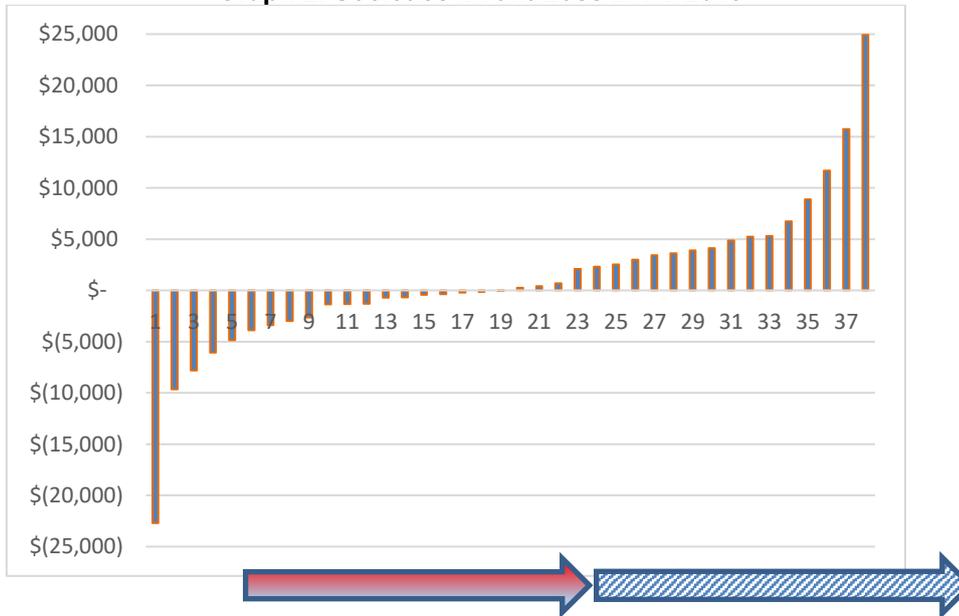
Table 1. Key Financial Metrics (FY 2019)

38 Societies	Income 2019 incl. YA	Expenditure Category				Total Expenditure FY 2019	Net Profit/Loss FY 2019
		Assoc of ADFAS	Lecture Exp	Other Exp	Donations incl. YA/PRF 2019		
Mean	\$ 40,575	\$ 8,262	\$ 23,771	\$ 4,709	\$ 3,140	\$ 39,546	\$ 1,029
Median	\$ 36,476	\$ 7,226	\$ 19,566	\$ 4,243	\$ 2,750	\$ 37,911	\$ 330
Mean %		21%	60%	12%	7%	100%	2.5%

Graph 1. Average Expenditure Breakdown for Societies FY 2019



Graph 2. Societies' Profit/Loss in FY 2019



Graph 3. Histogram of ADFAS Societies Assets & Liabilities (Equity) (2019)

Equity range:	# of Societies										
> \$130K	█										1
\$100-\$120K	█	█	█	█							4
\$80-100K	█	█	█	█							4
\$50-\$80K	█	█	█	█	█						5
\$30-\$40K	█	█	█								3
\$20-\$30K	█	█	█	█	█	█	█	█	█	█	11
\$10-\$20K	█	█	█	█	█	█					7
< \$10K	█	█	█								3
Total											38

Notes:

- Total Equity (38 Societies) = \$1.7M. Mean \$42,800. Mean \$260 per member, or ~1.5 years membership fee.
- Total Equity (Association) = \$743K or ~\$112 per member.

Committee and Treasurer's Respective Roles and Responsibilities

- An ADFAS Society's Office Bearers (or Executive) are a subset of the Management Committee usually comprising four persons, and they will be delegated to make many day-to-day decisions, and to guide the thinking on strategic and 'ad hoc' issues that come up. So, the treasurer has to be prepared to put in the commitment, time and the thinking for these roles.
- The treasurer of an ADFAS Management Committee must play several vital roles. His or her chief role is to keep the books up to date, and to report to the committee about the Society's finances whenever required according to the club's constitution.
 - Although the whole committee is collectively responsible for the finances, it is the treasurer's job to ensure that **everything** of a financial nature is accounted for.
 - **Key Fact: All of the committee members are accountable.**
 - Larger Societies should ideally have a Finance Sub-Committee.¹
 - **Tip:** It is not good practice for all tasks associated with the finance function to be performed by one person without adequate supervision from the Management Committee.
- Book-keeping is no different whether it is for a business or as a Society treasurer: Their first job is to record the flow of money into and out of the organisation. The labels use to summarise these flows – what is called the Chart of Accounts - may be different, but the concept is the same. The good news is that virtually all aspects of bookkeeping will be far simpler for an ADFAS Society than for commercial tax paying businesses that employ staff and are required to submit a BAS.
- A Society with well-managed accounts will be able to manage itself and grow with someone looking after its finances. In summary, a Society Treasurer is responsible for:
 - a. Receiving income and paying expenditure items
 - b. Banking, book keeping and record keeping
 - c. General financial oversight
 - d. Accounting for funding/fundraising and all forms of sales
 - e. Financial planning and budgeting
 - f. Financial reporting
 - g. Arranging the annual audit or 'Account Verification'.

Given these responsibilities, the Treasurer acts as an information and reference point for the Chair and other committee members: clarifying financial implications of proposals; confirming legal requirements; outlining the current financial status; and producing/retrieving relevant documentation/reports.

- The treasurer's duties across the fiscal year (FY) will include:
 - ✓ Ensuring that up-to-date records of the Society's income and expenditures are tracked and maintained (ideally using bookkeeping accountancy software – see Section 7)
 - ✓ Planning the Society's yearly budget (with input from the committee) and monitoring Actuals versus Budget throughout the year
 - ✓ Presenting annual reports on the Society's finances to key stakeholders, including oversighting bodies – State Govt /Federal Govt. (ACNC)²
 - ✓ Collecting Dues – The Society's Treasurer or Secretary should keep a list of people who have paid their dues, and have follow up procedures for late renewals.
 - ✓ Being the go-to person for any accounting/finance questions that come up from whatever source

¹ A Finance Sub-Committee usually reviews financial reports in greater detail and provides advice to the main Committee on the organisation's financial position. You could consider including one or two qualified people on this sub- committee who are not also Committee members in order to provide an extra level of competence and accountability.

² Societies registered with the ACNC as Charities are obliged to meet the ACNC's stringent reporting requirements.

- ✓ Arranging direct debit or EFT payments for your Society.
- Most of these duties require ready access to a laptop or computer, and the Internet.
 - Treasury and spreadsheets go hand-in-hand, so if the Society is not going to use a standard bookkeeping/accounting software package, the lower spec option is to use Microsoft Excel (or Numbers, as it's called on Apple Macs), or Google Sheets, a free alternative to Excel.
- How can the Treasurer work well with the Management Committee?
 - ✓ A Society treasurer is integral to the smooth running of the Society, so needs to work closely with the entire committee. The Committee should set clear boundaries of what the Treasurer role can and can't do, so that the Treasurer doesn't end up doing either (a) more than he/she can manage, or (b) a less than thorough job.
- UNLESS a Society's annual income reaches \$150,000 it is not required to register for GST with the ATO and comply with the requirements of lodging Business Activity Statements.
 - ✓ An NFP can make a surplus, providing it is used to further its NFP purposes - which may include contributing to its reserves (up to an appropriate level). Such contributions help to ensure the financial stability of the organisation.
 - ✓ Generating a surplus is considered good practice for NFPs.
 - ✓ A surplus is important for the financial viability of an NFP and can help account for expected and unexpected expenses in the future.
 - ✓ But there may also be times when an NFP incurs a deficit in one FY. A planned deficit, as part of financial management and overall operations of the NFP, may in fact be helpful for the organisation's survival or longer-term success.
- **Fact: An NFP can keep money in reserve**
 - ✓ It is good practice for an NFP to have a reasonable amount of funds in reserve to protect it in the event of unfavourable or unexpected circumstances (in other words, contingency or 'rainy day' funds), such as a sudden loss of funding or a disaster.
- **Fact: A charity/NFP can invest its funds**
 - ✓ Prudent investments can diversify an NFP's income stream and form part of good financial management practice.
 - ✓ It is common for NFPs to make investments.
 - ✓ When an NFP is planning to invest money, it needs to think about how the funds will ultimately further its (charitable) purposes.
 - ✓ It is good practice for NFPs to seek appropriate financial advice about investments.
 - ✓ An NFP should invest its funds as a part of a financial management plan that includes risk management policies and procedures.
 - ✓ An NFP can invest its funds by purchasing bonds, shares or term deposits. However, high risk investments are not appropriate for NFPs and Treasurers/Committees should be ultra-careful of being lured into high-return/high-risk ventures, or investments that are not reasonably liquid.
- **Why it is important to have reserves**
 - ✓ As well as supporting an NFP's financial stability and sustainability, reserves can play an important part in its management of risk.
 - ✓ Reserves help to maintain financial stability and allow an organisation to meet its commitments, continue to undertake work and deliver services, even when unexpected events or costs arise. There are a range of situations in the life of an NFP where reserves may be needed.
 - ✓ A healthy level of reserves is a sign of a well-governed and resilient NFP. For this reason, maintaining reserves can help an NFP:
 - provide assurance to members that it is financially stable, and
 - invoke public trust and confidence in its efficiency and capability.
 - ✓ On the other hand, accumulating a high level of reserves without a clear explanation or justification may adversely affect the public's perception of a NFP organisation. Unjustifiable stockpiling of reserves may also cause concern for the regulator that charitable assets are not being used for a charitable purpose. Charities should be focused on pursuing their purposes and using their funds to do so, rather than stockpiling reserves unnecessarily. Appropriate notes in a charity/NFP's audited financial statements should provide justification for high levels of reserves.
- Tips for Trouble-Free Treasuryship

- ✓ Set aside a certain amount of time on a regular basis to keep the accounts up to date rather than throw everything in a file and do it every quarter. The reasons are simple:
 - easier to pick up where you left off last time;
 - easier to produce financial reports and answers to the Committee or Office Holders;
 - helps to keep accurate track of the bank account(s) and the current balance(s);
 - less time required overall.
- ✓ The amount of time you will need to spend depends on a lot of factors, but the two obvious ones are:
 - how well you understand bookkeeping/accounting;
 - how many transactions you process (usually only a small number per week except at membership renewal time).
- ✓ If you use a suitable accounting program it will certainly speed things up. Even if you only have a few transactions a week it will still save time and stress – e.g. your monthly and end of year reports will be ready at the click of a button.
- ✓ Cash or accrual accounting? **Accrual** accounting is far preferable as it gives a more realistic picture of the Society's financial state than cash accounting.³
- ✓ A receipt must be produced before you allow any money to be paid out.
- ✓ Donations should be acknowledged with a thankyou letter to the donor on the Society's letterhead and which includes the amount and date of the donation, and whether it is intended for any specific purpose. Tip: If sending by email, the letter should be in PDF format to avoid the possibility of it being altered.
- ✓ Ensure a full bank reconciliation is completed on an (at least) a monthly basis for each bank account, Try Booking/PayPal account etc.
- ✓ Regularly ask yourself: If an auditor selected a sample of transactions at random, would it be clear that all the correct procedures had been followed in processing each of those transactions?
- ✓ Always make regular backups of the accounts. Keep them in a safe place. Ensure the committee knows where to find them in case anything should happen to you. It's good practice to provide a labelled copy to the Secretary on a USB flash drive or via email. For Cloud-based bookkeeping packages and TryBooking etc, make sure another Office Holder has access and know knows to use it. For more detailed advice, refer to Section: 11 Cyber Risk Identification and Mitigation.
- ✓ Petty Cash. Try to avoid handling much petty cash as this can leave room for error.
 - For Raffles and other situations where cash is going to need to be collected at an ADFAS event, adequate 'Float' money will be essential in order to give change, and a good practice is for the Treasurer to make a cash withdrawal a day or two ahead of the event from the Society's bank account, ensuring a suitable mix of notes and coins, and record this on a printed form: refer ATTACHMENT 3: Template for Raffle Cash Float and Takings. At the end of the event use the same form to record the total cash taken in notes and coins. The form makes it very easy then to calculate the nett takings for the Raffle etc. By following this system there is also an auditable record for the auditor.
 - Promptly bank any petty cash so that it is safe in the Society's bank account.
- ✓ Speak and listen to your committee and the Society's members. A successful treasurer understands the needs of their Society, and does not act as a Gatekeeper.
- ✓ Preparing a Successor: Make it easy for others to take over by having sound systems and keeping clear records. When a new treasurer is elected, the current treasurer needs to prepare that person by explaining the record-keeping process and letting the successor get a look at all of the information (i.e. Due Diligence).

Financial Reports and Procedural Tips

1. Every month or quarter for the Committee's guidance, the Treasurer will be responsible for presenting the up-to-date accounts, along with a commentary/interpretation (e.g. any significant differences of YTD actuals from the YTD budget).
2. Tip: Prepare a written version of the report well before the committee meeting. This report should include as a minimum these five items: the bank balance(s) at the

³ Income and expenditure accounts are best drawn up using the accrual basis. If you run up a \$500 bill in December but don't pay it until January, you record the bill as a \$500 expense for December when you accrued it.

beginning of the period, the income for the period, the expenses for the period, Actual vs Budget income and expenditure, and the bank balance(s) at the end of the period. Print out a copy for each committee member who will be in attendance plus a couple of extras, and hand out the copies before beginning your presentation.

3. Tip: During a NFP committee meeting there are a lot of items on the agenda upon which members will make motions to accept and vote on, but the Treasurer's report should NOT be one of them for the committee can only be sure of that by having the report audited. The primary reason for this caution is that non-profit boards are generally comprised of members of the community who don't have the expertise to scrutinise the financial documents on the spot for errors and inconsistencies. Hence the committee usually cannot fully substantiate the accuracy of financial reports, and in particular all the source documents will not normally be brought to a meeting. Instead, the Treasurer's report should be presented, questions about it are solicited, and the report should be recorded in the Minutes as having been tabled and discussed. A copy is filed by the Hon. Secretary, and a second copy placed on the auditor's file.
4. Key Question: *Do all of the committee understand the reports? If not, then some training is indicated.*
5. What the committee does need to vote to accept is the Audit or financial verification when it is presented to the committee.
6. The committee should also formally vote to approve the budget when it is presented by the Treasurer.
7. At end of financial year (EOFY) the Treasurer will be responsible for organising the Audit or financial verification (see Section 17), and then presenting the Audited results at your Society's annual general meeting. This need not be daunting as all the facts and figures you need are right there in your account books and the Audit Report. It is customary for the Treasurer to move a Motion "*That the Audited financial report as tabled be accepted*". This is then seconded and voted on for adoption.

3. Fiduciary Duties etc

- Fiduciary duties of Committees esp. Office Holders/Executive.
 - *Fiduciary duties require board/committee members to do all that is reasonably possible to advance the interests of the organisation and its members.*
 - *Fiduciary responsibility requires board/committee members to make good-faith decisions that put the best interests of the institution in alignment with its charitable or public mission. This must be kept independent from undue influence by any person or any other financial interests. These are known as the fiduciary duties of **care, loyalty, and obedience**.*
- Information collected from ADFAS members and guests must be appropriately stored and used in ways that comply with the relevant privacy laws, and the ultimate responsibility lies with the Society's Management Committee so those persons must be diligent.
- No matter how your Society's funds are raised, the Management Committee must ensure that the money, less reasonable expenses, is put towards pursuing the Society's (charitable) purpose.
- In some states and territories, special arrangements apply to Associations that undertake fundraising through gaming activities such as raffles. Make sure you clarify any special requirements associated with this kind of fundraising.
- The following 28 Societies were (as at 5 April 2020) registered with the ACNC as Charities/NFPs and are obliged to meet the ACNC's stringent reporting requirements:
 - Armidale, Bowral, Brisbane, Brisbane River, Byron Bay, Cairns, Camden, Canberra, Geelong, Gold Coast, Hobart, Kur-Ing-Gai, Launceston, Molonglo Plains, Mornington Peninsula, Mudgee, Murray River, Narrabri, Newcastle, Noosa, Pokolbin, Rockhampton, Scone, Shoalhaven, Sunshine Coast, Sydney, Tamworth Region, Yarra.
- Note: (as at 5 April 2020) These Societies need to register with the ACNC to comply with the Association of ADFAS requirements:

- Adelaide, Blue Mountains, Central Victoria, Dubbo & District, Fleurieu Peninsula, Melbourne, Orange & District, Perth, Riverina, Toowoomba
- The ACNC obligations are in addition to any other obligations that your Society has under other laws or to other Commonwealth, state/territory governments.
- Your Association/Society must store financial records and operational records for a period of time. For the ACNC, it must keep records for 7 years. Before you destroy records, check your Association's records policy and other legal obligations, for example, privacy requirements to make sure you are doing so appropriately.
** Find out more at www.acnc.gov.au/recordkeeping
- Role Description/legal duties - Constitution check list:
 - the wording of the rules in the Constitution with the roles and responsibilities of the Treasurer.

Sample Rules for a Society Constitution:

Treasurer

(1) The treasurer has the following duties:

- (a) ensuring that all money due to the Society is collected and received and that all payments authorised by the Society are made;
- (b) ensuring correct books and accounts are kept showing the financial affairs of the Society including full details of all receipts and expenditure connected with the activities of the Society;
- (c) ensuring that at least one (1) other committee member has access to the accounts and financial records of the Society;
- (d) submitting a budget, income and expenditure report, balance sheet and other reports if required, to meetings of the committee and the Society's annual general meeting;
- (e) making new investments or amending existing investments in accordance with the committee's current approved investment policy and as resolved by the committee;
- (f) ensuring that the Society complies with the relevant requirements of *{insert here the relevant State/Territory Act}* in respect of the accounting records of the Society;
- (g) ensuring the safe custody of the Society's securities, financial records, financial statements and financial reports be these in printed or electronic form;
- (h) ensuring the secure custody of all user IDs, logins and passwords applicable to the Society's securities, bank accounts and accounting records;
- (i) coordinating the preparation of the Society's financial statements and financial report before their submission to the Society's annual general meeting;
- (j) providing any assistance required by an auditor conducting an audit or review of the Society's financial statements or financial report under *{insert here the relevant State/Territory Act}*;
- (k) carrying out any other duty given to the treasurer under these rules or by the committee.

(2) Any vacancy in the office of treasurer must be filled within 28 days.

Protecting against fraud

Fraud occurs where someone, or a group of people, act in a way that is dishonest or against the law to benefit themselves. People can commit fraud in a variety of ways, including by:

- making false representations
- abusing their position
- failing to disclose information, and
- using other forms of deception.

Theft does happen in charities – it is uncommon, but simple steps can help prevent problems. Regrettably, cybercrime does not in any way keep clear of NFP organisations. So, ensure that your Society's processes for money-handling are safe and secure to protect against fraud and financial crime.

Compliance with the ACNC governance standards will assist your Society to reduce the risk of all forms of abuse, financial or otherwise.

Make sure any passwords to online banking, or the keys to a petty cash tin or safe are kept secure and that the Office Holders know who has access to them.

Have an ongoing practice of reviewing and strengthening financial controls.

Impacts of COVID-19 on Committee meetings and AGMs

Many Societies may (March 2020) be encountering issues holding their regular Committee meetings, or later on their scheduled Annual General Meeting, due to concerns about public gatherings. If your Association decides to cancel or postpone its AGM due to physical distancing requirements and an inability to hold them electronically, you should consider alternate ways to demonstrate accountability to members within the context of your current operational circumstances.

If you delay or postpone your AGM because you cannot conduct it safely, the ACNC will not take action against your Association unless there is evidence of wider non-compliance.

If at some point your Association believes it might need to postpone its AGM, the Secretary or Treasurer will need to contact your state or territory regulator for further guidance. One consequence is that this may result in a management committee's term being longer than is described in the Society's rules,

4. 'Elephant' Risks for Societies 2020+

- Elephant Risk #1: Fallout from (recent) natural disasters within Australia: fires, Drought, Floods. Economic downturn in regional areas and flow-on impacts.
- Elephant Risk #2: Fallout from Covid-19 virus being declared a pandemic by the WHO, and the consequential border control and social distancing measures in Australia. Coupled with the massive jump in unemployment from ~20th March, the disruptive consequences immediately became apparent on ADFAS core programs/business model with predicably severely adverse financial repercussions, such as:
 - Much lower income to the Association from ADFAS Travel in 2020;
 - Less interest income to the Association on its invested funds;
 - Technological options for lectures, meetings, etc have costs;
 - Pressure for Membership rebates or credits against 2021;
 - Significantly lower guest ticket sales.

Note that the previously set capitation fees will be payable by each Society from 1 July 2020.

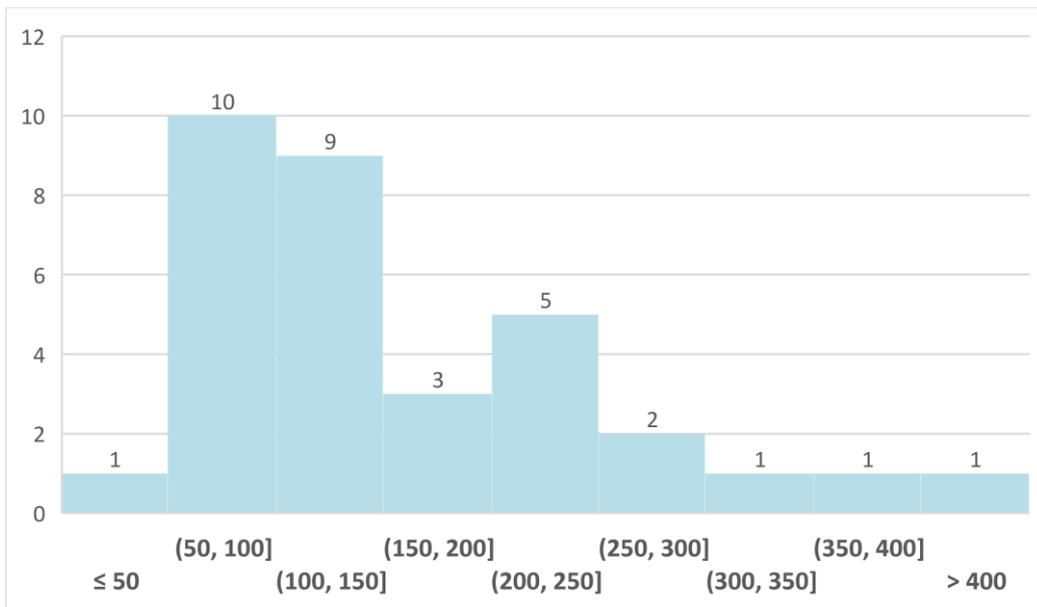
2020 Membership Refunds Policy

- a) Note that the National Treasurer's recommendation is to encourage societies to communicate with their members and to ask for their continued support and loyalty in 2020 - retain their 2020 membership.
- b) If a refund can't be avoided the NT's recommendation is 'pro-rata' but not >50%.
- c) A better option than a refund could be a credit towards 2021 membership.

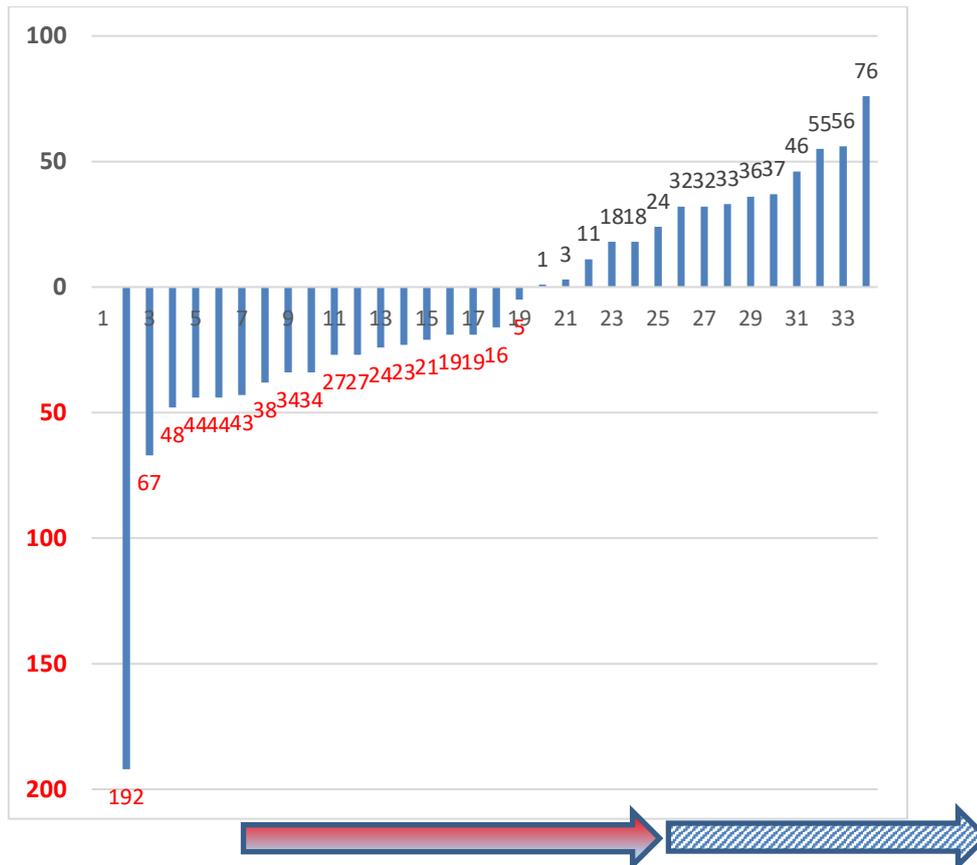
As the National Treasurer (FM) said (25 March 2020): *"A Strategic Plan and Marketing Plan will be vital for ADFAS to rebuild."*

- Risk #3: Operational deficit for some Societies, possibly leading to subsidy requests or concessions from the Association to ensure they keep solvent.
- Risk #4: Membership analysis/trends – danger signals (*refer two graphs below*)

Graph 4. Societies Membership Histogram (July 2019)



Graph 5. Change in Members per Society from 2013 to 2019



Notes:

1. Leftmost column (192 reduction) is caused by the splitting in 2016 of the Canberra Society into Canberra and Molonglo Plains.

Strategic Finding: Excluding split of the Canberra Society, there were 17 decreases and 17 increases over the 6 years 2013-2019, resulting in a net decrease of ~200 excluding newly incorporated Societies.

- Efficiency measures (**AVOID** business as usual approach?)

- Financial reforms? ESSENTIAL
 - – e.g. Two National Conferences pa with all Societies attending x 2 persons
- The value of information (*BIG Data*)
 - ICT upgrading - National and Societies: enabling seamless information exchange.
 - Teleconferencing

5. Money Collection Options

Payment in advance

- EFT - direct deposit into the Society's bank a/c
- Cheque
- TryBooking
- PayPal

Payment in person at the event

- Cheque or cash
- Square Point of Sale credit Card terminal: "tap and go".
 - The reader connects wirelessly to a Smartphone or tablet via Bluetooth
 - Terminal cost \$59. Transaction Fees **1.9%**.
 - Square is good for customers who wish to pay at the door and don't want to pay in cash. Revenue for each transaction is transferred as an individual EFT deposit into the Seller's nominated bank account. Audit trail.



6. Event ticketing systems

- Event ticketing systems & integration with bookkeeping, e-Newsletters etc
 - Options -e.g. TryBooking (TB), Eventbrite Payment Processing
 - Cost - e.g. TB: (i) Paid by the ticket buyer 50c Per ticket. (ii) Paid by the event organiser 2.5% (ii) Eventbrite \$0.49 + 2% per paid ticket (see: <https://www.eventbrite.com.au/>)
 - Advantages. e.g. TB
 - ✓ Price includes credit card fees
 - ✓ Data stored in Australia
 - ✓ GST inclusive
 - ✓ Product training included
 - ✓ All features included
 - ✓ No 3rd party marketing to your customers
 - ✓ There are no ongoing monthly fees, tiered pricing or hidden charges
 - ✓ Financial information on sales, refunds etc.
 - ✓ Audit trail.
 - Disadvantages
 - ✓ Fees (charged per transaction)

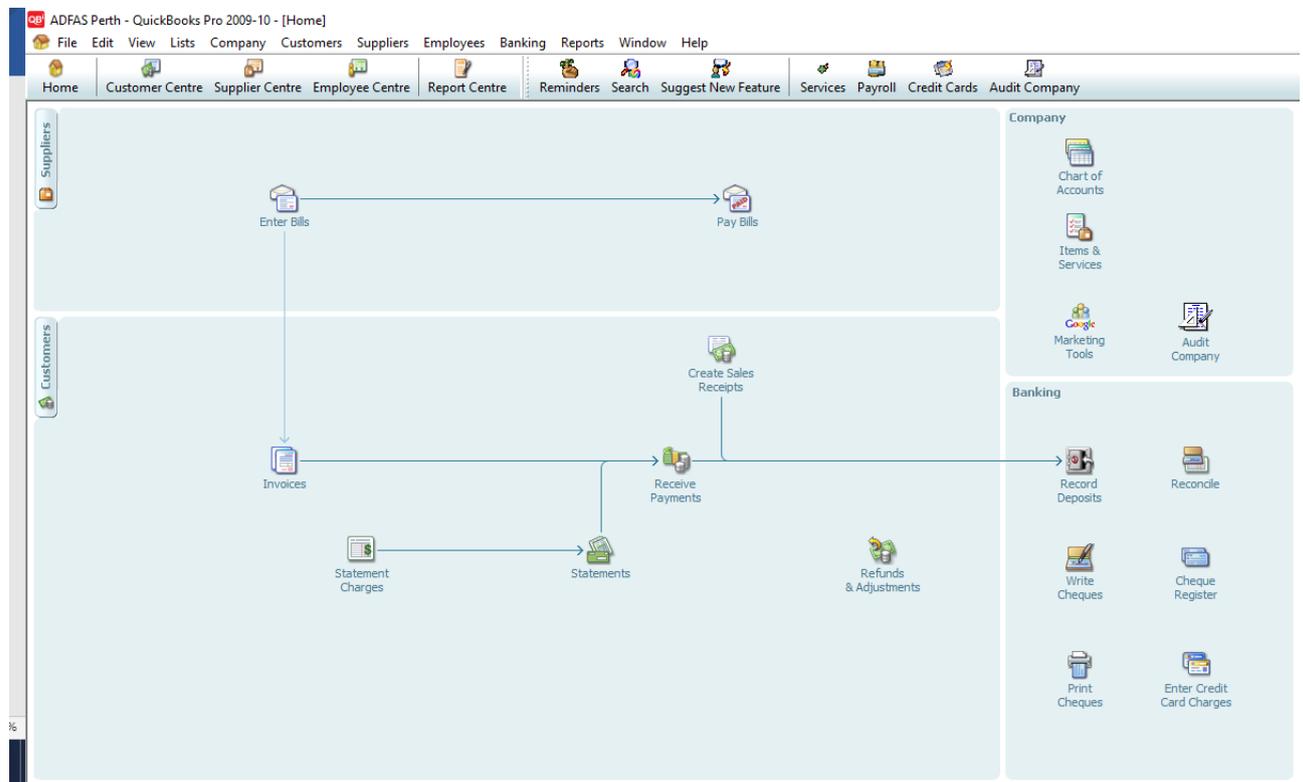


Example:	
Input event details	
No. of tickets purchased 2	
Price per ticket \$30.00	
Event financials	
Paid by ticket buyer	\$61.00
Ticket fee	(\$1.00)
TB Processing fee	(\$1.50)
Your Society receives	\$58.50

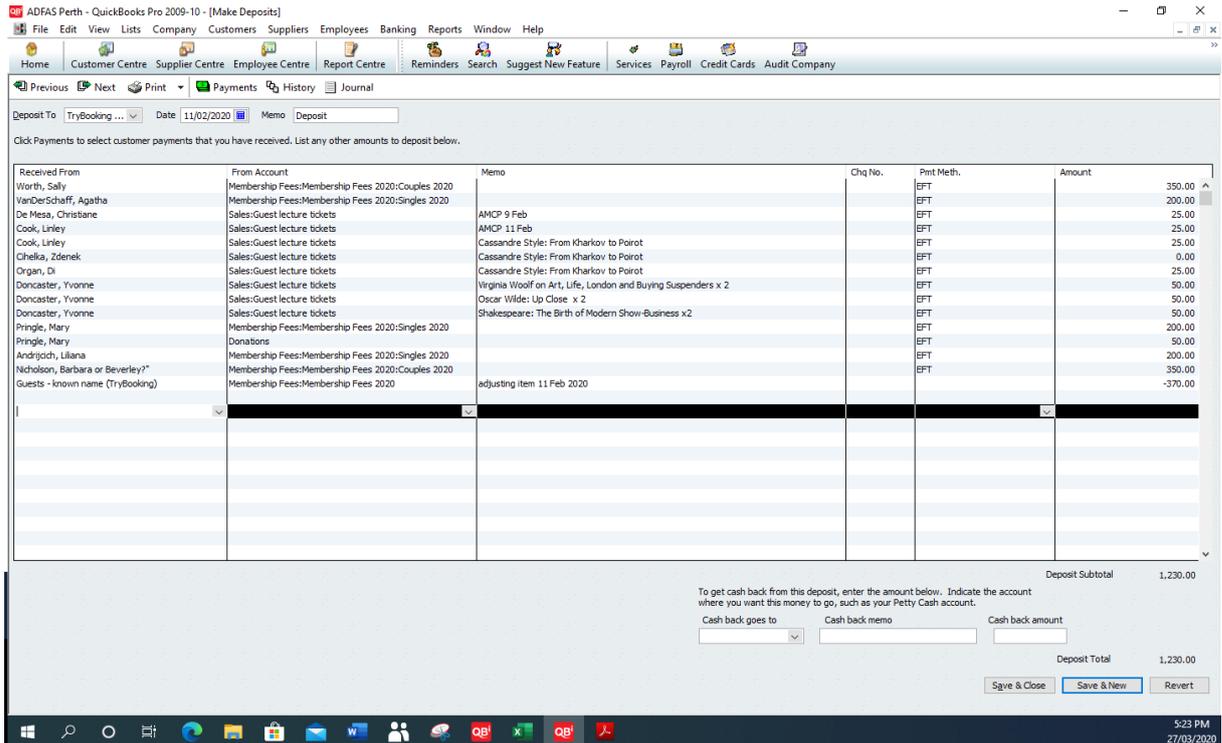
- ✓ Except for Xero, TB data cannot be downloaded/copied to common Accounting Software (e.g. QuickBooks or MYOB) – data has to be re-entered
- ✓ Transfer of positive account balance to the nominated bank account is straightforward, but it is a manual process.
- ✓ If refunds need to be made to purchasers (e.g. due to cancellation of an event) the refunds can be done efficiently, securely and at no charge via TB. **Proviso** there needs to be a sufficient balance in the TB account – e.g. say \$500. If not, then the Treasurer has to go through the process of 'buying' and paying (via a Credit Card) for some pseudo tickets to the necessary value (say \$500) AND has to pay fees on those purchases (at 2.50% = \$12.50 on (say) \$500).

7. Accounting/Bookkeeping Systems

- Bookkeeping systems - Current Snapshot:
 - Currently in-house accounting by ADFAS Societies is handled by a mixture of QuickBooks, MYOB, Excel as well as possibly other electronic forms. There is no Payroll necessary as ADFAS Societies have no employees. Registering for GST is only needed for the national Association.
 - Excel – model templates are available for Budget, P&L, Balance Sheet and Cash and Bank reconciliations. Refer examples at [ATTACHMENT 1: Sample Excel Financial Templates](#).
- Bookkeeping Software Options/choices
 - **MYOB, QuickBooks (Intuit) and Xero** are all leading online accounting software packages built for small business.
 - Possibility exists of partnering with a national accounting organisation (such as RSM) that could handle onboarding and provide support for operators during the early stages, perhaps training sessions and help with migration.
 - Intuitive Look and Feel:
 - The **Home Screen** (*QuickBooks example shown below*) enables you to jump to whatever task you want to do just then:



- o Advantages
 - Online systems allow authorised persons to Log in anytime, anywhere via a Mac, PC, tablet or smartphone to get a real-time view of cash flow etc. Automate bank feeds.
 - Security: Cloud technology provides backup functionality to prevent the possibility of data loss. Even if your computer is stolen, the Society's data is safe and backed up because it is stored in a secure data centre.
 - Seamless information exchange from Societies to the Associations – including expense claims and annual financial reporting.
 - Efficiency: Multiple deposits can be made one after the other with comprehensive details for each transaction made into TryBooking or the Society's main bank account– see QuickBooks example:



- o Financial Reports
 - Refer ATTACHMENT 2: Sample QuickBooks Financial for examples of P&L Actual YTD vs Budget YTD, and Balance Sheet YTD comparison with previous year.
- o Buying Hardware and Software
 - Being NFP, all ADFAS Societies are entitled to apply to join **Connecting Up** through which your Society can become officially verified for the Connecting Up Donations & Discount Program (see https://www.connectingup.org/about_us)
 - PCs, Laptops, etc should only ever be procured through an outlet than can provide a good standard of Technical Support (e.g. Harvey Norman).
 - Common bookkeeping systems as mentioned above could formerly be bought as standalone software on a CD with accompanying User Manual and excellently suited to desktop PC working.
 - But nowadays bookkeeping systems can only be bought on the subscription model (see costs below).
- o Costs
 - a) **Xero** – (25% discount for NFPs). There are three relevant options for ADFAS Societies: Cashbook \$9/month; Starter \$20.25/month = \$243 pa; Standard \$39/month = \$468 pa

- National chartered accounting firm RSM says: “Xero is more user friendly than MYOB or QB, staff picked it up quickly “
- Xero offers free conversion of existing MYOB or QuickBooks files
- b) **MYOB** - Accounting Starter \$27/month (\$324 pa), or Accounting \$48/month (\$576 pa) [Try MYOB free for 30 days]
- c) **QuickBooks OnLine** – Simple Start \$20/month (\$240 pa), Essentials \$35 pm (\$420 pa). [Try free for 30 days. Save 30% for first 3 months.]

Conclusion re Standardisation

Multi-office Corporate and NFP organisations standardise on ‘best fit’ software for reasons of efficiency, economies of scale, enabling seamless information exchange, training, support etc. Cloud based software platforms make this even more mandatory. The Association and the ADFAS Societies should follow suit. If a particular bookkeeping /accounting package was selected, the choice of package would be immaterial to Societies that are not using a bookkeeping package at all, AND it would not be a big drama for the users of a different package to changeover. The **Xero Starter** at \$20.25/month represents value for money and has the advantage of integration with TryBooking.

Bookkeeping Support

Bookkeeping processing is central to the smooth operation of any organisation, often going ‘under the radar’ until someone leaves, becomes ill or takes holidays. When these situations occur, NFP organisations realise that relying on a key person in the Treasury function becomes an organisational risk. It is wise for NFP associations such as ADFAS Societies to engage a Certified Bookkeeper on a casual basis (\$ per hour) to assist the Hon. Treasurer. [Bookkeepers commonly advertise in suburban newspapers or alternatively see for example Not For Profit Accounting Specialists, website <https://www.nfpas.com.au/>]

8. Integration of Computer Systems

- Key Principle – avoid double entry of data if possible – it wastes valuable time and is prone to errors!
 - Reports can be exported from commercial software packages and from bank accounts into Excel, but in general no processes can be automated to avoid double entry into a standalone Excel-based accounting system.
 - MYOB and QuickBooks do not presently offer integration with TryBooking (TB).
 - TryBooking’s Xero integration takes **some** of the headache out of bookkeeping by automatically synching all TB transaction data with Xero.
 - This is separate from synching with a bank account, and of course cash transactions, journal entries etc.
- Video: <https://vimeo.com/339000873>
- Reconcile in seconds. Xero imports and categorises your latest bank transactions. Just click OK to reconcile.

9. Annual Budgets

- Planning a budget can usually take several iterations and up to 2 months.
- Furthermore, the Treasurer should not hesitate to revised the P&L budget during the FY should circumstances change materially – e.g. refer Section 4 ‘Elephant’ Risks for Societies 2020+.
- The starting point for compiling a P&L budget can either be a blank spreadsheet or last financial year’s actuals.
 - It’s important that you don’t leave anything out and an ADFAS Society’s monthly activities facilitate a logical process to enter a budgetary estimate for each relevant income or expenditure item. E.g. for each scheduled lecture there will be necessarily incurred expenses, such as the lecturer’s fees, hotel accommodation, meals, transport, Venue hire, catering (if applicable).
 - Most likely, the biggest challenge is to estimate the number of memberships (in each category), and the number of guest tickets that might be sold for each lecture or special event. The Treasurer must confer with the Committee on matters such as these and also, for example, marketing/promotion budget.

- Normally, an ADFAS Society's budget should have higher income than expenditure. However, there are a range of situations in the life of any enterprise, including NFPs where reserves may be needed.
- Refer budget template examples at:
 - a) ATTACHMENT 1: Sample Excel Financial Templates, ANNUAL BUDGET P&L TEMPLATE
 - b) ATTACHMENT 2: Sample QuickBooks Financial Reports, P&L ACTUAL YTD vs BUDGET YTD

Tip: A great advantage of using Accounting software packages (like Xero, MYOB and QuickBooks) is that budget amendments are easy to make; the report on Actual P&L vs (revised) P&L Budget automatically updates to at the click of 'Refresh'; and the same applies to the Cash Flow and Balance Sheet Budgets.

- The committee should formally vote to approve the budget (or revised Budget if applicable) when it is presented by the Treasurer.
- **Action item:** NOW is a critical time to revise your Society's 2020 budget in the light of the implications on both revenue and expenditure of the COVID-19 measures and consequences.
 - **Income** could well go down for the remainder of FY 2020 due to the possibility of membership cancellations (or allowing credits for 2021), and lower guest ticket sales, lower raffle proceeds, etc.
 - **Expenditure** reductions are likely in FY 2020 for such categories as:
 - March Conference C2020-1 (non-incurred costs)
 - Lecturer's fees, hotel accommodation, meals, transport
 - Venue hire
 - Catering (if applicable)
 - Marketing.
 - Most likely there could be significant **Income** implications for every Society's **2021 Budget**.

10. Financial Reporting and Accountability

- Committee, Members (P&L, Bal Sht, Actual vs Budget, etc). Refer Section 0, Financial Reports and Procedural Tips.
- State regulatory body (annual)
- ACNC: if your Society is registered the Treasurer or Secretary must submit the 'Annual Information Statement' and promptly advise of any changes to the list of 'Responsible Persons' (i.e. the Committee members).
- Audits/financial verification
 - It is advisable that an audit of some form be done annually in readiness for the AGM or, at a minimum any time there is a change in Treasurer.
 - Committee members, or anyone with influence in the Society cannot conduct the audit (including people who work with them - e.g. staff member of Treasurer's local business, or someone closely related to a committee member).
 - Docs to provide to the auditor will likely include:
 - Minutes of all committee meetings, AGM, SGM etc
 - Banking records – including bank and credit card statements, deposit books, cheque book butts and bank reconciliations for the FY.
 - Accounts Receivable and Payable Ageing summaries at EOFY
 - 'Client controls questionnaire'
 - 'Client Fraud questionnaire'
 - 'Management Committee's Going Concern Assessment'
 - Either (i) a USB Flash Drive with Accountant's or Backup copy of the bookkeeping software records for the FY, or (ii) Online access to same.

- Hard copy file of Invoices, Payments, Financial correspondence etc for the past FY.
- Emails, letters and other communication about finance.
- Each Society's constitution should normally contain a provision that the business of the AGM is to include the formal receipt and consideration of the auditor's report.

11. Cyber Risk Identification and Mitigation

- Risk identifications and mitigation (backups, user names/passwords for bank accounts, and other desktop or online systems)
- Be aware of ICT risks, fraud, privacy, Cyber security.
 - Tip: regarding 'security' questions: Your Mother's maiden name or Father's middle name is useless as a security question as this is easily discoverable information.
- Tip: DO NOT use Wi-Fi hotspots in a public place to conduct any ADFAS banking or financial transactions as scammers using the same hotspot can easily intercept your details.
- Your computer's hard drive could fail tomorrow, ransomware could hold your files hostage, or a software bug could delete your important files. If you're not regularly backing up your computer, you could lose those files forever. Hence: Regularly backup all important ADFAS computer files.
 - Multiple options: Flash drive/External Hard Drive, Cloud storage, emailed copy to the Hon. Secretary.
- File History is Windows 10's main on-site backup tool. Despite the name, File History isn't just a way to restore previous versions of files - it's a fully-featured backup tool. After you set up File History, you can just connect an external drive to your computer and Windows will automatically back up your files to it. Leave it connected and Windows will back up automatically on a schedule.
 - To enable it, first connect an external hard drive to your computer. Next, open the Settings app from your Start menu. Navigate to Update & Security > Backup. Click or tap the "Add a drive" option under Back up using File History to add an external drive that File History will back up to. It will list external drives and give you the option to back up to them.
 - To restore files from your external drive, open the Settings app, select "Update & security," select "Backup," select "More options," scroll down to the bottom of the window, and select "Restore files from a current backup."
 - Pros: Backing up is cheap and fast. Cons: If your house gets robbed or catches on fire, your backup can be lost along with your computer, which is very bad.
- Rather than just storing your files locally, you can also store them on a service like Dropbox, Google Drive, Microsoft OneDrive, or a similar cloud storage service.
 - Pros: Online backup protects you against any type of data loss—hard drive failure, theft, natural disasters, and everything in between. Cons: These services usually cost money.

YESTERDAY

*Yesterday, all those backups seemed a waste of pay.
Now my database has gone away.
Oh I believe in yesterday.*

*Suddenly, there's not half the files there used to be,
And there's a milestone hanging over me
The system crashed so suddenly.*

*I pushed something wrong
What it was I could not say.
Now all my data's gone
and I long for yesterday-ay-ay-ay.*

*Yesterday,
The need for back-ups seemed so far away.
I knew my data was all here to stay,
Now I believe in yesterday.*

[With apologies to 'Yesterday' songwriters John Lennon and Paul McCartney]

12. Help is at Hand

- How to do it?
 - Three ADFAS Circuits + National Treasurer – please utilise them.
 - Pro-rata schedule/approach – to cover the various Societies in each Circuit.
- Resources for Treasurers – available at <https://www.adfas.org.au/login/committee/>
 - [ADFAS Guidelines \(Complete January -2019, PDF\)](#)
 - [ADFAS C2020-1 Cancellation - Expense Reimbursements Instructions](#)
 - [Money: claiming, paying and Society budget etc](#)
 - *Template-Guide-For-Treasurers-Record-Keeping-2019 (refer ATTACHMENT 1: Sample Excel Financial Templates)*
 - *Money: claiming, paying and Society budget*
 - *A. 2020 ATO Statement by a Supplier Form*
 - *B. 2020 Invoice for Australian Lecturers*
 - *C. 2020 Receipt for Australian Lecturers*
 - *D. 2020 Invoice for Non-GST Registered Australian Lecturers*
 - *E. 2020 Receipt for Overseas Lecturers*
 - *F. Expenses Reimbursement Claim Form*
 - *G. Society Fees Allowances and Claimable Items 2020*
 - *H. Template Guide For Treasurer's Record Keeping 2019*
 - *I. Request For Financial Assistance By A Society*
 - *J. ADFAS What You Can Claim For in 2020.*
 - *K. Application for Individual Associate Membership (IAM)*
 - [For Society Committees](#)
 - *Audit Requirements (Sept 2019)*
 - *Damn Good Advice for Treasurers; see: ourcommunity.com.au*
 - [ACNC resources:](#)
 - *Managing charity money – a guide for board members managing finances and meeting ACNC duties (available at www.acnc.gov.au/managingcharitymoney)*
 - *Protect your charity from fraud – see <https://www.acnc.gov.au/tools/guides/protect-your-charity-fraud>*
 - [Australian Institute of Company Directors](#)
 - *Financial literacy for NFP directors - https://aicd.companydirectors.com.au/-/media/cd2/resources/director-resources/nfp/pdf/05446-7-5-4-nfp-director-tools-financial-literacy_web.ashx*

13. Virtual Q&A Panel

Questions, clarifications, further ideas for this Guideline or requests for a ZOOM videoconference are welcome and can be submitted to:

Peter Farr (Hon. Treasurer, ADFAS Perth Committee)
Email: Farr.Peter@farr.com.au or Tel./SMS 041 990 5864

14. ATTACHMENT 1: Sample Excel Financial Templates

(source: National Treasurer; see: <https://www.adfas.org.au/login/committee/>)

A. ANNUAL BUDGET P&L TEMPLATE

NAME OF SOCIETY				FY 2019/2020			
				Budget for the forthcoming year			
		Numbers				Notes/Assumptions	
INCOME				Sub-Totals			
Memberships: no. sgl @ \$xx		100	\$150	\$15,000	\$19,050	130	Total Membership
Memberships: no. dbl @ \$xx		15	\$270	\$4,050			
Half Interest Day Events: no. of days x no. of	1	50	\$50	\$2,550	\$2,630		
Full Interest Day Events: no. of days x no. of	1		\$80	\$80			
Guest fees ADFAS Visitors	8	2	\$20	\$200	\$900		
Guest Fees Visitors	8	20	\$25	\$700			
Young Arts Donations		50	\$20	\$1,000	\$1,000		
Excursions / extra activities	2	40	\$80	\$3,360	\$3,360		
Interest		12	\$20	\$240	\$240		
Christmas party - Visitors	1	10	\$10	\$110	\$110		
The Arts Society Magazine subscriptions no.		10	\$32	\$320	\$320		Receivable from subscribing members
Association Reimbursement Lecturer travel				\$240	\$240		Reimbursable from Association
Association Reimbursement ADFAS Council				\$1,400	\$1,400		Maximum claimable \$800 x 2
Church Recording				\$0	\$0		
Raffles	8	50	\$5	\$2,000	\$2,000		
Sundries				\$0	\$0		
TOTAL				\$31,250	\$31,250		
EXPENDITURE							
LECTURES							
		No.	Amount				
Lecture Fees:							
Overseas Lectures no. @ \$xx		6	\$645	\$3,870	\$7,463		
Half Interest Day Events no. @ \$xx		1	\$766	\$766			
Full Interest Day Events no. @ \$xx		1	\$907	\$907			
Australian Lectures no. @ \$xx		2	\$605	\$1,210			
Half Interest Day Events no. @ \$xx		1	\$710	\$710			
Full Interest Day Events no. @ \$xx		0	\$830	\$0			
Hotel Accommodation: \$xx=double, \$xx=single							
Lectures							
Single x2 days @ \$xx = \$xx	2	4	\$180	\$1,080			
Double x2 days @ \$xx = \$xx	2	1	\$200	\$600			
Interest Events							
Single x2 days @ \$xx = \$xx	1	1	\$180	\$360			
Double x2 days @ \$xx = \$xx	1	1	\$200	\$400			
Home Hosting:							
Lectures							
Single B&B x2 days @ \$xx = \$xx	2	1	\$50	\$150			
Double B&B x2 days @ \$xx = \$xx	2	1	\$70	\$210			
Single D, B&B x2 days @ \$xx = \$xx			\$70	\$0			
Double D, B&B x2 days @ \$xx = \$xx	2	1	\$90	\$270			
Interest Events							
Single B&B x2 days @ \$xx = \$xx	1	1	\$50	\$100			
Double B&B x2 days @ \$xx = \$xx			\$70	\$0			
Single D, B&B x2 days @ \$xx = \$xx	1	1	\$70	\$140			
Double D, B&B x2 days @ \$xx = \$xx			\$90	\$0			
Transport:							
Society cost for lecturer while visiting society	10	6	\$1	\$30			
Association cost for lecturer while visiting society @ \$0.50Km	80	6	\$1	\$240			Reimbursable from Association
Venue and Catering:							
Lectures:							
Venue: no. lectures @ \$xx		8	\$200	\$1,600			
Provision of staff @ \$xx times no. lectures		8	\$50	\$400			
Catering: no. lectures @ \$xx		8	\$200	\$1,600			
Hire of equipment: no. lectures x \$xx		8	\$100	\$800			
Interest Events:							
Venues: no. IDs @ \$xx		3	\$200	\$600	\$1,650		
Provision of staff @ \$xx times no. lectures		3	\$100	\$300			
Catering: no. IDs @ \$xx		3	\$50	\$150			
Hire of equipment: no. IDs x \$xx		3	\$200	\$600			
Total Cost of Lectures and Interest Events				\$17,093	\$17,093		
ADMINISTRATION							
Capitation fee to ADFAS Association		130	\$39	\$5,005	\$5,005		
Audit		1	\$200	\$200	\$200		
Bank fees		12	\$10	\$120	\$120		
Digital equipment purchase / upgrades				\$0	\$0		
Stationery		12	\$10	\$120	\$640		
Postage		2	\$200	\$400			
Printing - general		6	\$20	\$120			
Printing - newsletters (no. pa)				\$0			
Promotional material		1	\$1,000	\$1,000	\$1,000		
Interest Event Promotion		3	\$200	\$600	\$600		
Excursions / extra activities (incl promotion)		2	\$1,000	\$2,000	\$2,000		
ADFA Council travel for Chairman (2 x return trip to Sydney + other travel costs)		2	\$350	\$700	\$3,080		Maximum claimable \$800
ADFA Council travel for Observer (2 x return trip to Sydney + other travel costs)		2	\$350	\$700			Maximum claimable \$800
ADFA Council accomm for Chairman (2 x \$xx)		2	\$210	\$840			
ADFA Council accomm for Observer (2 x \$xx)		2	\$210	\$840			
Arts Society Magazine no. @ \$xx		10	\$30	\$303	\$303		
Committee meetings and related costs		12	\$50	\$600	\$600		
AGM		1	\$100	\$100	\$200		
Christmas party		1	\$100	\$100			
Raffle Prizes		8	\$50	\$400	\$400		
Young Arts Awards etc paid from Donations, Raffles, Excursion/Event Income		4	\$500	\$2,000	\$2,000		
School of Arts/Mechanics Institute			\$500	\$0	\$0		
Church Recording & Studies			\$500	\$0	\$0		
Patricia Robertson Fund (per member)		130	\$2	\$260	\$260		
Sundries				\$0	\$0		
Total Administration Costs				\$11,403	\$11,403		
TOTAL EXPENDITURE				\$28,496	\$28,496		
SURPLUS / (DEFICIT)				\$2,755	\$2,755		

B. BALANCE SHEET TEMPLATE

NAME OF SOCIETY			
BALANCE SHEET			
AS AT 31 OCTOBER 2019			
		This Year	Last Year
ASSETS			
Current Assets			
Cash on Hand - Operating Accounts			
	ANZ Bank Account No.	20,000.00	20000
Total Cash On Hand - Operating Accounts		20,000.00	20,000.00
Cash on Hand - Term Deposits			
	ANZ Term Deposit Account No	5,000.00	5,000.00
Total Cash on Hand - Term Deposits		5,000.00	5,000.00
Receivables			
	Association of ADFAS		
	GST Receivable		
	Interest Receivable		
Total Receivables		-	-
Prepayments			
	Insurance		
	Postal Services		
	Lecture Circuit Expenses		
Total Prepayments		-	-
Total Current Assets		25,000.00	25,000.00
TOTAL ASSETS		25,000.00	25,000.00
LIABILITIES			
Current Liabilities			
Trade Creditors			
	Creditor No 1		
	Creditor No 2		
Total Trade Creditors		-	-
TOTAL LIABILITIES		-	-
NET ASSETS		25,000.00	25,000.00
EQUITY			
	Retained Earnings	25,000.00	23,000.00
	Current Year Earnings / (Losses)	\$0.00	2,000.00
TOTAL EQUITY		25,000.00	25,000.00
check Net Assets - Total Equity		\$ -	\$ -

C. CASH AND BANK RECONCILIATIONS TEMPLATE

NAME OF SOCIETY	Amounts as examples - enter amounts in Column D only			
Cash Reconciliation: for the month of	<i>Enter month in Cell B3</i>			Balances
Funds at end of previous month	(Bank account name)		\$20,000.00	
	(Term Deposit /investment name)		\$5,000.00	
Total				\$25,000.00
Plus income	for the month of	Enter month in Cell B3	\$20,000.00	
Less expenditure	for the month of	Enter month in Cell B3	(\$18,000.00)	
Total				\$2,000.00
TOTAL FUNDS AT END AS AT	<i>Enter month end date in Cell B14</i>			\$27,000.00
Bank Reconciliation as at	Enter month end date in Cell B14			
Bank Statement Balance as at:	Enter month end date in Cell B14			\$23,000.00
(Bank account name)				
Plus outstanding deposits			\$500.00	
Less unrepresented cheques	<i>cheque no.</i>		-	
	<i>cheque no.</i>		(\$1,000.00)	
	<i>cheque no.</i>		(\$500.00)	
				\$22,000.00
Term Deposits / Investments:				
<i>Investment inst'n maturing date, @ xx%</i>			\$5,000.00	\$5,000.00
<i>Investment inst'n maturing date, @ xx%</i>				\$0.00
<i>Investment inst'n maturing date, @ xx%</i>				\$0.00
TOTAL FUNDS AT END AS AT	Enter month end date in Cell B14			\$27,000.00
Cash and Bank Reconciliations balanced				\$0.00

15. ATTACHMENT 2: Sample QuickBooks Financial Reports
A. P&L ACTUAL YTD vs BUDGET YTD

	Jan - Mar 20	Budget	\$ Over Budget
Income			
Donations	755	755	0
Interest earned	142	142	-0
Membership Fees			
Membership Fees 2018-2019			
Refunds via TryBooking	0	-200	200
Total Membership Fees 2018-2019	0	-200	200
Membership Fees 2020			
Couples 2020	8,050	9,450	-1,400
Singles 2020	13,600	16,000	-2,400
Membership Fees 2020 - Other	-400		
Total Membership Fees 2020	21,250	25,450	-4,200
Membership Fees - Other	-169		
Total Membership Fees	21,081	25,250	-4,169
Sales			
Guest lecture tickets	1,690	1,310	380
Raffle Tickets	380	210	170
Studio visits etc	100		
Total Sales	2,170	1,520	650
Sundry income	140	0	140
To ADFAS reserves			
ADFAS Contingency Fund reserve	0	100	-100
Total To ADFAS reserves	0	100	-100
Total Income	24,288	27,767	-3,479
Gross Profit	24,288	27,767	-3,479
Expense			
Administration			
Bookkeeping, Audit/Verification			
Account verification etc	385	0	385
Bookkeeping fees	605	740	-135
Total Bookkeeping, Audit/Verification	990	740	250
Committee meetings - costs	0	75	-75
Contingency	0	150	-150
Sundries	75	120	-45
Total Administration	1,065	1,085	-20
Bank and TryBooking fees	541	592	-51
Lecture program /Chairman visit			
Accommodation - Lecturers	551	350	201
Brochures	259	500	-242
Hospitality			
Meals, Drinks, etc	67	75	-8
Total Hospitality	67	75	-8
Lecturers' fees	780	780	0
Miscellaneous	0	225	-225
Raffle prizes etc	115	50	65
Transport	105	60	45
Venue Hire	385	400	-15
Total Lecture program /Chairman visit	2,261	2,440	-179
Marketing			
Advertising	150	650	-500
eNewsletters etc	150	200	-50
Total Marketing	300	850	-550
Office Equipment	0	200	-200
Office Supplies	178	190	-12
Postage, Telecoms etc.			
Post Office Box	0	145	-145
Postage, couriers, etc	145	30	115
Total Postage, Telecoms etc.	145	175	-30
Travel (Council mtgs etc)			
Accommodation (hotels etc)	0	420	-420
Airline tickets	100	800	-700
Meals	0	240	-240
Miscellaneous (taxis etc)	0	160	-160
Total Travel (Council mtgs etc)	100	1,620	-1,520
Total Expense	4,590	7,152	-2,562
Net Income	19,698	20,615	-917

B. BALANCE SHEET ACTUAL YTD vs PREVIOUS YEAR YTD

	Mar 31, 2020	Mar 31, 2019	\$ Change
ASSETS			
Current Assets			
Chequing/Savings			
ADFAS Society Name			
Contingency Fund	-839	-2,740	1,901
ADFAS Society Name Youth Arts Award	-100	-100	0
Bank clearing account	-11	0	-11
Westpac - ADFAS Society Name	28,955	28,804	150
Westpac Term Deposit	18,139	0	18,139
Total Chequing/Savings	<u>46,143</u>	<u>25,964</u>	<u>20,179</u>
Total Current Assets	<u>46,143</u>	<u>25,964</u>	<u>20,179</u>
TOTAL ASSETS	<u>46,143</u>	<u>25,964</u>	<u>20,179</u>
LIABILITIES			
Current Liabilities			
Accounts Payable			
Accounts Payable	1,535	152	1,383
Total Accounts Payable	<u>1,535</u>	<u>152</u>	<u>1,383</u>
Total Current Liabilities	<u>1,535</u>	<u>152</u>	<u>1,383</u>
TOTAL LIABILITIES	<u>1,535</u>	<u>152</u>	<u>1,383</u>
NET ASSETS	<u>44,608</u>	<u>25,813</u>	<u>18,796</u>
EQUITY			
Retained Earnings previous year	24,911	13,499	11,412
Net Income	<u>19,698</u>	<u>12,314</u>	<u>7,384</u>
TOTAL EQUITY	<u>44,608</u>	<u>25,813</u>	<u>18,796</u>

16. ATTACHMENT 3: Template for Raffle Cash Float and Takings

		ADFAS Society Name Lecture RAFFLE CASH FLOAT AND TAKINGS		
DATE: 15 Feb 2020				
LECTURE(S): Alphons Mucha; Cassandre Style				
PREPARED BY: PF				
CASH	Count		Float \$	Float + Takings \$
Hundreds		x \$100	-	
Fifties	1	x \$50	50	250.00
Twenties	1	x \$20	20	120.00
Tens	1	x \$10	10	70.00
Fives	2	x \$5	10	20.00
COINS				
Two Dollars	10	x \$2.	20	18.00
One Dollar	5	x \$1.	5	16.00
Fifty Cents	10	x \$.50	5	2.00
Twenty Cents		x \$.20		2.00
Ten Cents		x \$.10		
Five Cents		x \$.05		
TOTAL COINS			30.00	38.00
TOTAL NOTES			90.00	460.00
TOTAL CASH				\$498.00
DEDUCT FLOAT				\$120.00
CASH BALANCE				\$378.00
DEPOSIT INCLUDING FLOAT				\$498.00
DEPOSITED by				
SIGNATURE: PF				
DATE: 17/2/2020				