



## DUTIES OF CLUB OFFICIALS: FINANCE CHAIRMAN

*(revised June 2011)*

This document is a guideline for the Club Secretary/Manager and care should be taken in adopting all or part of it because this will depend on the Club Constitution.

As the role of the traditional Honorary Treasurer has diminished or in many cases disappeared the importance of a Finance Committee with its Chairman has become important. At many clubs today the Secretary/Manager and Administration will cover the day to day financial control following the policy and budget laid down by the Committee. The role of the Finance Committee has developed into determining the overall financial strategy of the club and looking to see that adequate finance is available for future schemes.

The duties of the Chairman will cover all or some of the following:

- ⌘ The Chairman is responsible to the main committee/board for the overall financial control of the club. This is delegated to the Secretary/Manager and Staff but it is important for the Chairman to be fully conversant with the club's finances.
- ⌘ He will liaise with the Secretary/Manager and call Committee meetings at intervals during the year. This should be no more than quarterly. He will take the chair at these meetings and decide the agenda and policy with the Club Secretary/Manager.
- ⌘ The Secretary/Manager should attend and take the minutes and be fully involved in the committee as he is the vital link in the chain.
- ⌘ The club will produce regular management accounts so meetings should co-coincide with the most recent figures.
- ⌘ The Chairman should set out a set pattern at looking at areas of the club at intervals
- ⌘ The Chairman will report to the main committee/board with a financial report at meetings. He will need to liaise fully with the secretary/manager so that he is fully conversant with all the figures.
- ⌘ He may be asked to attend meetings of the House and Green Committees when they are setting budgets. This will depend on each club but often time can be saved by the Finance Chairman being present.

- ✎ He should liaise annually with the Club's Auditors to determine the audit policy for the year.
- ✎ The Chairman will if necessary prepare the financial report for the annual accounts and may well present the accounts at the AGM.
- ✎ It is important for the Club Secretary/Manager to report any accounting discrepancies straight away and the Chairman will bring the matter before the committees.
- ✎ He will normally countersign the club cheques according to the mandate and will set out the policy for this with the Secretary/Manager.
- ✎ He should annually check all the cash balances held at the club along with reconciling them with the books of accounts. This is no reflection on the Secretary/Manager and Staff but is purely a safety valve on behalf of the members.
- ✎ The Chairman should be conversant with VAT, tax and employment law to see that the club is not creating any long term problems.
- ✎ He should review regularly any cash surplus the club may have to see that maximum benefit is being obtained. Any other investments should be looked at regularly on the same basis. Normally he and the Secretary/Manager will have authority to swop these investments as required.
- ✎ The Chairman will normally spend time with the Secretary/Manager looking at the proposed budgets for House and Green Committees before submitting them to the Finance Committee and then to the main Committee.
- ✎ He will discuss with the Secretary/Manager the estimated income expected for the year and look into any shortfalls that may be occurring such as green fees, bar and other income.
- ✎ He should be fully informed of the estimated income from subscriptions and entrance fees which can usually be fairly accurately budgeted for each year.
- ✎ Major undertakings like purchasing the course or building a new clubhouse will involve the Chairman in many hours of committee, working out the different stages and advising how the club can raise the necessary finance.

This is a duty which usually is undertaken by someone with a financial background so that his expertise can be used to the benefit of the club. In these days of higher subscriptions and high expenditure in clubs it is a job that should only be taken up with someone fully conversant with the financial world and able to advise the club on the right steps to take.