



TERMS OF REFERENCE: FINANCE COMMITTEE

(revised June 2011)

At many clubs today this sub-committee often only consists of the Hon. Treasurer (if the club has one), the Secretary/Manager and sometimes the Club Chairman, despite this it is a good idea to have a brief for them to work to. Remember that you will invariably have to adjust these rules to suit your particular club.

General

The Finance Committee should consist of the following:

- ⌘ Hon. Treasurer/Finance Chairman
- ⌘ Secretary/Manager
- ⌘ Club Chairman
- ⌘ House/Greens Committee Chairmen

NB: *Try to avoid having too large a committee and if possible exclude the chairman of other sub-committees. There is no real reason to have the Captain on this committee if you have a separate Club Chairman, if the Captain is doing his job properly then he should have more than enough to do looking after the golf and social side of the club.*

Meetings

This committee should only have to meet a relatively small number of times during the year, the main meetings will be along the following lines:

- ⌘ Meeting towards the end of the financial year to review progress in the current year and to set budgets and charges for the next year. This meeting will usually review all salaries and wages at the same time.
- ⌘ Further meeting to discuss the Auditors report and draft accounts for the year just ended.
- ⌘ Possibly one or two meetings during the year to review the accounts for the first quarter and half year.

There should however be regular unofficial meetings between the Secretary/Manager and the Treasurer to discuss the management accounts produced each month.

Main Function

In conjunction with the Secretary/Manager to prepare final budgets annually for submitting to the Management Committee, this will be undertaken in union with the various sub-committees who will submit their recommendations to this committee.

In conjunction with the secretary to monitor income and expenditure each month and compare these with budget forecasts each month. To recommend to the Management Committee any steps that may be necessary to see that sub-committees work to budgets.

To maintain and update annually a five year plan for Capital Expenditure and any other major projects that will need financing.

In conjunction with the Secretary/Manager make sure that all taxes are properly accounted for and paid promptly.

Subscriptions

This committee will recommend to the Management Committee each year the rates of all subscriptions, entrance fees, green fees and other charges. Both the Green and House committees will submit their budgets to this committee by (put in here suitable date).

Annual Report & Accounts

This committee will assist the Secretary/Manager as required in preparing the Club's account for the annual audit and submit the draft accounts along with the Auditors report to the Management Committee. It will also instruct the Club's Auditors to report to it any weaknesses in the Club's accounting systems. This committee will review the arrangements with regards to the auditing of the Club's accounts at regular intervals and make recommendations to the Management Committee.

Cash Balances/Investments

This committee will ensure that surplus cash balances of the club are invested in a satisfactory manner and that any other investments are reviewed regularly. It is important to also review the Club's banking arrangements to see that they are competitive.

Insurance

This committee must ensure through the Secretary/Manager that the Club's insurance policies are regularly reviewed and adjustments made as necessary.

Staff

To ensure that all payments to staff are dealt with correctly with regards to taxation (PAYE/NI) and that all the necessary annual returns are completed and submitted to the appropriate authority within any time limits.

To review the club's pension scheme and to make recommendations on changes to the Management Committee.

To review contracts of employment and rates of pay of all the Club's staff on an annual basis and make any recommendations to the Management Committee. To take into account on doing this any recommendations made by the appropriate sub-committee.

Computer

This committee must ensure through the Secretary/Manager that proper backup procedures are carried out by the staff and that spare copies are held away from the premises. In the event of software being used for the accounts then the committee must see that it is acceptable to both the Customs & Excise (for VAT purposes) and the Club's Auditors.

Minutes

All minutes of meetings of this committee should be circulated to all members of the Management Committee and also Club Directors and Trustees, if the club has these officials.

Miscellaneous

This committee should review at certain intervals all the assets held by the club and make any recommendations to the Management Committee.

NB: *If the club rents the course or part of it then it is important that this is reviewed on a regular basis so that action may be taken in good time*

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