



FINANCIAL AND ADMINISTRATION POLICY

1. Definitions:

The Honorary Treasurer of the Joint Management Committee (**JMC**), for the purpose of this policy, shall mean the member of the JMC with the role of day-to-day management of the financial and associated administrative affairs of the Club.

2. Purpose:

Financial management is one of the key methods which the Club can utilise to measure its performance and is therefore a very important component of its functions.

Just about everything can be measured in monetary terms, especially the resources consumed by the Club in carrying out its club business and golfing activities.

Financial reporting provides a means of evaluating the activities of the Club and this is the key information required by the JMC when reporting to membership, staff, stakeholders etc.

3. Scope:

The aim of this document is to detail the Club's policies with respect to its financial and administrative activities. These policies are produced with a view to contributing to the effective good governance of the Club.

The basic principles and values of governance include good governance, controls, accountability and transparency, gender equality, safeguarding, inclusivity, compliance, engagement, and integrity as adopted by Golf Ireland and our Club. These principles and values should underpin all Club activities.

Another key element in the governance process is appropriate communication between the JMC, the members, the staff and other stakeholders.

The 'Internal Control System' includes all the policies and procedures (internal controls) adopted by the Club to assist in achieving its objective of ensuring, as far as practical, the orderly and efficient conduct of the Club's activities.

This includes adherence to internal policies, the safeguarding of assets, the prevention and detection of fraud and error, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information.

The Honorary Treasurer, Finance Committee, JMC members and Ladies and Mens committee members have responsibility for ensuring that an adequate and appropriate internal control system operates within the Club.

The 'Control Environment' refers to the overall attitude, awareness and actions of the JMC, management and staff regarding internal controls and their importance in the Club

The control environment includes the management style, organisational culture and values shared by all. It provides the background against which the various other controls are operated.

Factors reflected in the control environment include the philosophy and operating style of the JMC and the structure and methods of assigning authority and responsibility.

To achieve effective governance, the JMC and management, if applicable, will produce key documents which formalise its opinion as to the Internal Control system and its effectiveness (Internal Control Review), as well as the significant risks faced by the Club (Risk Register).

On an annual basis, these documents are reviewed by the JMC in conjunction with our external advisors (Synergy Golf).

The Club makes use of the Sage Business Cloud Accounts package to perform its financial accounting and reporting function.

The JMC has appointed a Finance committee which is responsible for, amongst other things Financial Reporting, Budgeting & Funding, overseeing Financial Compliance, and Legal Compliance.

The JMC has appointed an external Accounting Firm to review its financial Accounts annually, the provider of which is decided via a periodic tender process and is approved by the members on an annual basis at its AGM.

The day-to-day finance and administration of the Club is performed by the Honorary Treasurer who is a member of the JMC.

KILCOCK GOLF CLUB FINANCIAL POLICIES

CONTENT

1. Funding Policy
2. Banking Policy
3. Expenditure and Authorisation Policy
4. Debtors Policy
5. Creditors Policy
6. Expense Reimbursement Policy
7. Fixed Assets and Depreciation Policy
8. Taxation Policy
9. Financial Reports Policy
10. Budget Policy

1. Funding Policy

The JMC must approve all funding and grant applications before they are submitted.

It is the responsibility of the Honorary Treasurer to fulfil all requirements regarding funding and grant applications and to ensure that all funding and grant conditions are met on time.

2. Banking Policy

The Club operates the following bank accounts:

- AIB - Operating Current Account (xxx -008)
- AIB - Members Bar Levy Account (xxx - 867)
- AIB - Capital Projects Account (xxx - 511)
- AIB - Deposit Account (xxx – 438)
- BOI – Term Loan Account (xxx - 684)

The approved mandated signatories on the bank accounts shall be the Honorary Treasurer, in addition to not more than 3 additional signatories who shall be members of at least one of the Joint Management Committee, the Women's Committee or the Men's Committee.

All electronic payments require dual authorisation from our Accountant and the Honorary Treasurer.

The Club operates a Debit Card facility with AIB. The card is controlled by the General Manager (Greg Massey) mainly for Pro-Shop purchases. The limit on the card is €5,000 per month with a maximum transactional spend of €500.

The use of the debit card facility is strictly for business purposes only.

A transactional review of the monthly debit card statement is carried out by the Club Accountant/Honorary Treasurer.

The Club policy is to allocate funds to bank accounts as follows:

- All monies received by the club are first processed through the Operating Account;
- Funds collect for members Bar Levy are periodically (monthly) transferred to the Bar Levy Account, as members use their bar levy, these funds are moved back to the Operating Account for further transfer to the Restaurant Franchisee. The balance on this account should reflect the total amounts due to members on their Bar/Restaurant Cards;
- Funds Collected for members Capital Levy are periodically (monthly) transferred to the Capital Projects Account. The cost of Capital Projects should be paid from these funds;
- Any funds remaining in the Operating Account in excess of operational needs should be transferred to the Deposit Account.

All bank payments must be in line with the expense authorisation policy as outlined in this document.

All transfers between Club bank accounts must be approved and be authorised by the Honorary Treasurer.

All cheque or cash receipts are managed through the Pro Shop. At the end of each day all receipts, Cheques, cash, vouchers, and debit/credit cards are reconciled against the Pro Shop till receipts and recorded in the daily cash sheets report.

A daily lodgement docket is prepared for the bank and all cash and cheques are bagged. Each day's takings must be locked away safely in the club safe. All cash and cheques are lodged to the bank at least once a week by the General Manager.

3. Expenditure & Authorisation

As the Club incurs a diverse array of expenditure, it is necessary to formalise the procedures and processes to maintain effective control in this regard.

The club operates a purchase order system for all expenditure through the Pro Shop and the Course Superintendent. Purchase Orders are drawn up and must be approved by the Honorary Treasurer and a member of the Synergy Golf Team before the order is placed. This ensures proper control against budgets.

All purchase orders are matched against delivery dockets and finally invoices to ensure that the goods/service were satisfactorily delivered and that the amount charged is in accordance with the Purchase Order. Once this is done the invoice filed on the current months invoice file for processing and subsequent payment.

All expenditure where a negative budget variance occurs must be authorised by the Honorary Treasurer prior to the expense being incurred.

This refers to an expenditure type which was not budgeted for or an expense type which was budgeted for, but for which the budget has been exceeded.

Capital Expenditure

- All Capital expense must have a Capital Expense form completed See Annex 2 below.
- The Capital expense form will be completed by the Hon. Treas.
- Expenses under €2000 can be approved by the Officers of the JMC with unanimous agreement.
- Expenses over €2000 must be approved by a majority of the JMC
- The leader of the project will be responsible for obtaining quotes and overseeing the project to finality.
- The Club President will sign off on the JMC or Officer approved project.
- The Hon. Treas. and Accountant will sign off on the JMC or Officer approved project prior to commencement of work.
- In accordance with sub-paragraph 4.3, clause 12 of the Club Constitution, no contract for any single item of capital expenditure for the Club in excess of [€70,000] may be entered into except with the prior approval of the members of the Club at a General Meeting.

Expense Reimbursement

A separate policy on Expense reimbursements is included below under heading 6.

4. Debtors Policy

- The club's subscription renewals are done during the month of January every year. Anyone renewing membership (or taking up a new membership) must pay the membership in full by the end of February or sign up to the club's direct debit facility. Under this

facility a member's subscription must be cleared by the end of September.

- The club will issue an invoice for the following services:
 - Club sponsorship – Tee boxes, club events, equipment;
 - Interclub meals from visiting clubs.

The invoice is produced and sent to the customer by the Honorary Treasurer. It is the responsibility of the Honorary Treasurer to ensure that these invoices are captured into the Debtor's module on Sage Accounting as soon as the invoice has been produced.

- Once cheques, cash or EFT payment is received, the Honorary Treasurer must ensure that these receipts are captured against the relevant Debtor. As a result, Debtors are only cleared once payment has been received.
- The Debtors Age Analysis must be reviewed by the Honorary Treasurer at least once a month and all amounts outstanding payment longer than 45 days must be followed up.

5. Creditors Policy

The club operates a purchase order (**P.O.**) system for all stock purchased in the ProShop and for all materials purchases and equipment repairs for the course. These P.O.'s are matched with the supplier's invoices for comparison with prices and quantities. The matched invoices and P.O.'s are filed in an invoice file for processing.

It is the responsibility of the Honorary Treasurer to ensure that all invoices are processed in a timely manner into the supplier's module on Sage Accounting.

The Honorary Treasurer will also ensure that supplier payments are processed on the e-banking system and authorised appropriately.

Except in exceptional circumstances, payment should not be made based on a pro forma invoice or a copy of an invoice.

On a monthly basis, the Honorary Treasurer will ensure that creditor's reconciliations are performed, reconciling the amounts owing per Sage Accounting to the creditor's statements.

6. Expense Reimbursement

The club will re-imburse expenses incurred on behalf of the club in the following circumstances:

- Volunteers
- Interclub managers
- Club Staff/committee members

Pre-approved activities could include - travel & accommodation expenses, team meals, entertainment events.

a) **President and Captains**

The Captain's and President will be provided with an allowance on a club card to be used at their discretion to meet day to day expenditure associated with their terms of office. The amount of this allowance will be set from time to time by the Management Committee.

b) **Volunteers**

The work of volunteers, such as members of the JMC, is vital to the effective running of the Club. The Club will endeavour to ensure that the volunteer is not out of pocket for any pre-approved activities on behalf of the club.

c) **Interclub Managers**

Interclub managers are entitled to spend an agreed sum (currently €25 per person) to include food and drinks. The persons covered are the players and manager/appointee at the match. Ideally the expense should be preapproved by the Honorary Treasurer on the completion of the expense claim form in Annex 1.

The Honorary Treasurer will issue a cheque to the manager to be presented to the catering manager of KGC or the away club.

If the manager pays the cost themselves then they must use the expense claim form to obtain a reimbursement.

d) **Club Staff/Committee Members**

In the rare occasion that staff need to pay for club expenses from their own pocket then they must complete the expense claim form in Annex 1 to claim a reimbursement.

7. Fixed Assets

The Club accounts for the following categories of fixed assets:

- Land & Buildings
- Plant & Machinery
- Fixtures, Fittings, Furniture & Equipment (including Computer Equipment) Course Development
- Other categories as required.

It is Club policy to capitalise all capital acquisitions of €500 or more. All capital acquisitions must be authorised in writing (email will suffice). A

copy of this authorisation must be attached to the invoice.

It is the responsibility of the Honorary Treasurer to ensure that the details of all capital acquisitions are added to the fixed asset register. These details include dates, descriptions, serial numbers (or other identification numbers), location etc.

It is also Club policy to capitalise all purchases of Intangible Assets of €500 or more. Any acquisitions less than €500 may still be capitalised should the Honorary Treasurer feel that this would result in the most appropriate financial reporting.

The Honorary Treasurer is responsible for processing depreciation / amortisation journals into Sage Accounting monthly and for ensuring that the total asset costs, accumulated depreciation and depreciation charge agree to the Financial Statements at all times.

On an annual basis, prior to the accounts review, the Honorary Treasurer must conduct a review of the Club assets and the asset register and ensure that all assets are in working order, are located where they should be, are being kept securely.

Should a decision be taken to scrap or dispose of an asset before the end of its useful life, this decision must be authorised in writing (email will suffice).

The Honorary Treasurer is responsible for ensuring the proper recording of asset disposals on the asset register and for processing the relevant entries into Sage Accounting.

From time-to-time, the Department of Transport, Tourism and Sport (ROI clubs) or Sport Northern Ireland (N.I. clubs) i.e. the Department or Local Authorities may offer the Club the opportunity to apply for a Capital and/or Equipment grant.

It is the responsibility of the Honorary Treasurer to ensure that all the requirements to apply for the grant(s) are met.

The Club will fully comply with the conditions attached to any other funding offered to the organisation.

8. Depreciation / Amortisation

The current depreciation policy of the Club is to provide at rates calculated to write off the cost less residual value of each asset over their useful lives on a straight-line basis.

Intangible Assets will be amortised over the useful life of the asset.

9. Taxation

It is the responsibility of the Honorary Treasurer to ensure that all the taxation requirements of the club are adhered to. The following are the main areas of taxation to which the Club may have exposure:

- Corporation tax;
- VAT;
- PAYE

a) Corporation Tax

The Club currently has tax exemption in accordance with the provisions of section 235 of the Taxes Consolidation Act of 1997. The Honorary Treasurer is responsible for ensuring that requirements to maintain this status are adhered to. Please note; only a certain number of ROI clubs have this tax exemption.

b) VAT

The Club is currently registered for VAT. All VAT returns are prepared on a four monthly basis. The basis and level of VAT reclaim is included in the clubs finance procedures.

c) PAYE

The club is responsible for deducting PAYE/PRSI and USC from employees. All deductions must be processed through the ROS online system and paid to revenue monthly. The club have outsourced the processing of payroll to Synergy Golf. However, it is the responsibility of the Honorary Treasurer to review and authorize the monthly payroll run.

Tax Clearance

A Tax Clearance Certificate is confirmation from Revenue that a Club's tax affairs are in order at the date of the issue of the Certificate. Various organisations require the Club to send them a Tax Clearance Certificate for various reasons e.g. proof of tax clearance prior to grant payments.

Tax clearance certificates can be obtained online via ROS and are the responsibility of the Honorary Treasurer

10. Reporting

A key element of the successful operation of the Club is timely action regarding those areas which require action. This can only be achieved if there is sufficient, timely and accurate information available to the JMC.

Monthly/Quarterly Management Accounts are produced to provide information to the JMC and management, if applicable.

The format of these reports should be reviewed from time to time, but as a minimum should include the following:

- Income and expenditure figures compared to budget and prior year;
- Balance Sheet;
- Aged Creditors;
- Membership numbers.

These accounts are approved by the JMC. This allows for any appropriate action to be taken on a timely basis.

Reporting on an annual basis is generally designed to provide information for external groups or individuals. The annual financial statements are produced in conjunction with the external Accountant and approved by the JMC. They are then signed off by the external Accountant

11. Budgeting

The Honorary Treasurer is responsible for the production of an annual budget. This usually takes place around July/August annually and must be submitted to the Club JMC for final approval.

Budgeted Expenditure:

All budgeted expenditure (having been approved by the JMC) may be authorised by the Honorary Treasurer.

Non-Budgeted Expenditure:

Non-Budgeted Expenditure spends under the amount of €2,000 per quarter may be authorised by the Honorary Treasurer.

Any expenditure over €2,000 per quarter must be approved by the JMC.

12. Procurement

On an annual basis, it is the responsibility of the Honorary Treasurer to review all suppliers/external providers to whom the Club makes annual payments totalling more than €10,000.

A report shall be produced to the JMC outlining these suppliers/external providers and making proposals as to whether alternative suppliers/providers should be investigated.

If it is anticipated that payments to a supplier/external provider who is being utilised for the first time will total more than €10,000, except in exceptional circumstance, the JMC must ensure that 3 quotes have been obtained for the supply/provision of the goods or services.

The external audit must be subject to a Tender process at least every 5 years.

13. Petty Cash

The Club does not hold petty cash. However if a small cash expense needs to be paid this can be done out of the daily cash takings as long as the expense item is recorded on the daily cash sheets and a receipt is kept.

14. Due Diligence When Entering Into Contracts

The following process will take place when entering into any new contracts:

- Carry out Club search.
- Prior to entering any new material contracts, seek independent references.
- Seek legal advice prior to signing material contracts.
- Monitor service provided to ensure all terms and conditions are adhered to.

15. Reserves

It is the intention of the Club to endeavour to hold reserves totalling min 3 months, ideally 6 months, working capital requirements as per standard business practice. A report in this regard will be submitted to the JMC and this policy document kept updated.

