



Resource Management Committee Terms of Reference

Approved by Ard Chomhairle on 08/07/2020

1. Overview

The purpose of the Resource Management Committee is to:

- 1.1 Provide oversight of the Association's budgeting, financial planning and reporting processes, and of the development and monitoring of internal controls and accountability policies.
- 1.2 Review HR policy and practices including:
 - Overview of contracts, including terms and conditions of employment
 - Recruitment and employment of staff
 - Recruitment and management of volunteers.

2. Membership

1. The Resource Management Committee is a committee of Ard Chomhairle.
2. The Terms of Reference of the Resource Management Committee must be approved and ratified by Ard Chomhairle.
3. The committee shall comprise of no fewer than five members. Only members of the committee have the right to attend committee meetings. The Ard Stiurthóir and Finance Manager will also attend the meetings on an ex-officio basis. Other members of management and external advisers may be invited to attend all or part of any meeting, as and when appropriate on an ex-officio basis. Ex-officio attendees will not have any voting rights.
4. Nominations to the Resource Management Committee will be made by the Uachtarán and must be ratified by Ard Chomhairle. However in putting forward candidates for ratification by Ard Chomhairle, the Uachtarán must ensure that no nominee will have sat for more than 6 consecutive years on the same committee. The Uachtarán shall serve on the committee but should not be the chair. The Committee will be chaired by the National Treasurer. No more than four external members¹ may sit on the Resource

¹ An external member must not be a sitting officer of a County Board, National Education Council or Provincial Council and must not be a member of Ard Chomhairle at present .

Management Committee, comprising of at least one HR and one Finance professional. External committee members would be appointed for their specialist expertise.

5. Appointments to the committee will be for a period of three years and will take place on a three yearly cycle to coincide with the Uachtarán taking office. In making appointments to the committee, Ard Chomhairle shall ensure there is adequate continuity from one three year cycle to another. Ideally, at least 50% of the Resource Management Committee members should continue from one Uachtarán's three year cycle to the next, to assist continuity and in retaining Association memory.
6. In the event that a committee member resigns or becomes unavailable due to sickness/death/other commitments, before the end of his/her term, the Uachtarán will have the power to co-opt a replacement(s) for the remainder of the Uachtarán's term. The co-opted member must be ratified by Ard Chomhairle.
7. In the event that a committee member over their term is deemed by the Chair of the Committee to be unable to commit to the responsibilities of the Committee, the Uachtarán will have the power to co-opt a replacement(s) for the remainder of the Uachtarán's term. The co-opted member must be ratified by Ard Chomhairle.

3. Secretary

1. The secretary will be appointed by the Committee². The secretary will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to matters on the agenda.

4. Quorum

The quorum necessary for the transaction of business shall be fifty per cent plus one. The committee may nominate a chair in the absence of the National Treasurer.

5. Meetings

1. The committee shall meet at least every two months and otherwise as required.

6. Notice of meetings

1. Meetings of the committee shall be called by the secretary of the committee at the request of the committee chair.
2. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed, shall be forwarded to each member of the committee and any other person required to attend no later than

² The Secretary can be a staff member. The Finance Manager shall serve the Resource Management Committee.

seven calendar days before the date of the meeting. Supporting papers shall be sent to committee members and to other attendees, as appropriate, at the same time. The Committee can waive the notice period, providing a majority agrees.

7. Minutes of meetings

1. The secretary shall minute the proceedings and resolutions of all committee meetings, including the names of those present and in attendance

Draft minutes of committee meetings, once approved by the chair, shall be circulated promptly to all members of the RMC committee. Once approved, minutes should be made available in physical form or through a link to a digital repository to all other members of the Ard Chomhairle.

8. Annual Congress

1. The committee chair should attend and report to the Annual Congress on her/his stewardship of the Resource Management Committee for the previous twelve months and to answer any delegates questions on the committee's activities.

9. Duties

Finance

Financial Management and Controls

1. Ensure that the Association has appropriate accounting policies, financial management processes and internal controls in place to support compliance with legal, regulatory, funder and donor financial requirements.
2. Review and monitor the effectiveness and operation of the accounting policies, financial management processes and internal controls in place throughout the organisation.
3. Review the annual budget and its underlying assumptions, as presented by the Ard Stiúrthóir and the Finance Manager, and recommend their approval to Ard Chomhairle as appropriate.
4. Receive periodic management accounts as presented by Ard Stiúrthóir and the Finance Manager.
5. Review and report to Ard Chomhairle on the management accounts on a two-monthly basis.
6. Develop and assess long-term financial strategy, in collaboration with the Ard Stiúrthóir and the Finance Manager.
7. Develop and adopt appropriate financial performance measures and review actual performance against these measures for short, medium and long-term horizons.
8. Review and report to Ard Chomhairle on significant new capital expenditure proposals.

9. Respond to requests from Ard Chomhairle for assistance concerning finance related matters, as may arise from time to time.
10. Ensure that for parties wishing to communicate information of a sensitive nature to the organisation, there is a confidential access channel in place through to the chair of the Resource Management Committee.
11. Ensure that the Association has a reserves policy to fund, for example :
 - a. Working capital
 - b. Unexpected expenditure, for example when projects overrun or unplanned events occur
 - c. Shortfalls in income
 - d. An orderly winding up shall circumstances require such a consideration..

Annual Audit of Financial Statements

12. Review the draft annual financial statements and related reports of the Association and recommend their approval, if appropriate, to Ard Chomhairle prior to the Annual Congress.

Other

13. Ensure that training and development programmes are available for volunteers in relation to financial “best practice” and to ensure compliance with the Association’s mandatory financial procedures.
14. Make recommendations to Ard Chomhairle on levels of delegated authority to the Ard Stiúrthóir, and to committees of Ard Chomhairle, to facilitate the day to day operational management of the Association.

HR

Human Resources Strategy

1. The Committee shall ensure that the Association has the appropriate HR and Employment policies, processes and internal controls in place to ensure compliance with legal and regulatory requirements.
2. The Committee shall develop, review and recommend for approval to Ard Chomhairle the development of Human Resource strategies/policies for implementation by the Ard Stiúrthóir or delegated manager in the following areas:
 - a. Workforce planning
 - b. Staff recruitment and selection policy in compliance with recruitment policies.

- c. Staff performance management systems.
- d. Evaluation of the effectiveness of staff recruitment to ensure compliance with recruitment policies.
- e. Terms and conditions of employment including the Code of Conduct.
- f. Reviewing Contract of Employment documentation.
- g. Staff pay policy.
- h. Induction of new staff.
- i. Staff development including training and learning
- j. Staff severance.

Succession Planning for Critical and Key Positions

3 The Committee shall review, comment and report annually to Ard Chomhairle, on the Association's succession plan for all key positions and review development plans, talent retention and career development for potential successors at Ard Stiúrthóir level and below.

Appointments

4 The Committee shall review and assess, and if considered appropriate, recommend for approval to Ard Chomhairle, Ard Stiúrthóir recommendations for appointments.

Major Organisational Changes

5. The Committee shall review and assess, and if considered appropriate, recommend for approval to Ard Chomhairle, all major organisational structural changes proposed by Ard Stiúrthóir.

Ard Stiurthoir Objectives and Performance Evaluation

- 6 The Committee shall, taking into account the duties of the Ard Stiúrthóir as well as the Association's mandate and strategic objectives:
- a. Recommend the Ard Stiúrthóir's performance metrics/KPIs for approval by the Ard Chomhairle
 - b. Assess the Ard Stiúrthóir's performance against such performance metrics/KPIs and make appropriate recommendations to the Ard Chomhairle.

Risk Assessment

7 The Committee shall assess risks related to the Association's Human Resource function and provide its input to the Risk Committee, including:

- a. Employee attraction and retention
- b. Employee engagement and performance
- c. Succession planning and talent management

- d. Any other risk related to Human Resources that may arise from time to time.

Other

1. Additional duties as may be delegated to the Committee by Ard Chomhairle from time to time that are within the Terms of Reference of the Committee,

Reporting responsibilities and rights

1. The committee chair shall report annually to Ard Chomhairle on the status of the Association's resources, its policies and processes against agreed benchmarks.
2. The committee shall make whatever recommendations to Ard Chomhairle it deems appropriate, on any area within its remit where action or improvement is needed.

Other matters

The committee shall:

1. Have access to sufficient resources in order to carry out its duties, including access to the Association's staff for assistance as required.
2. Be provided with appropriate and timely training.
3. Arrange for periodic reviews of its own performance, at least annually, to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to Ard Chomhairle for approval.
4. Review its terms of reference annually and make recommendations for any changes to the Governance Committee.

Authority

1. Subject to prior approval by Ard Chomhairle, the committee is authorised to obtain, at the Association's expense, outside legal or other professional advice on any matters within its terms of reference.

Note:

These Terms of Reference are framed to facilitate the Association's compliance with:

- Sport Ireland's Code of Practice for Good Resource Management of Community, Voluntary and Charitable Organisations (CVC)
- Sport NI Resource Management requirements
- Good practice for non-profits in general

Dated Terms of Reference Approved by Ard Chomhairle: 08/07/2020