GUIDELINES



BRANCH FINANCIAL REVIEW COMMITTEE



SASKATCHEWAN COMMAND THE ROYAL CANADIAN LEGION FINANCIAL REVIEW COMMITTEE GUIDELINES

This is the first time that Financial Review Committee Guidelines have been issued by Command. In preparing these FRC Guidelines, the Provincial Branch Financial Advisory Committee had input from professional auditors and chartered accountants. The FRC Guidelines are not intended to fully comply with all of the standards and practices of the CICA Handbook.

If your Branch has a Financial Review committee and they use the FRC Guidelines, we will be interested in receiving comments and suggestions on how the Guidelines can be improved.

Please ensure that the financial review committee does not make the mistake of being told that something is done. They are responsible for seeing proof that it is done. A lot of financial review committees think that they can rely on the hired bookkeeper to provide them with the answers - that is not the case - the hired bookkeeper is to provide them with the evidence that it is done.

WHAT MAKES AN FINANCIAL REVIEW COMMITTEE SUCCESSFUL

Normally it is comprised of three to five members. The general by-laws state that the financial review committee need not be chartered accountants and may or may not be members of the Branch, but shall not be members of the executive committee. They shall not have been members of the executive for the current year or for the years being reviewed. Branch employees may not sit on the financial review committee. The President will appoint a chairman of the financial review committee who will then be given the duty to form a committee. The committee members are subject to the approval of the Branch Executive who in turn will seek the approval of membership at a General Meeting designated by Branch Regulations.

- 1. The committee shall appoint a Secretary from within the committee whose duties will be to record the proceedings of meetings of the Financial Review Committee and shall circulate the minutes of such meetings to all members of the committee and upon request to any or all members of the Executive Committee.
- 2. Committee meetings should be well planned and held as often as necessary to complete the review. The planning and scope of the financial review and results should be discussed and any concerns brought to the attention of the Branch Executive Committee in writing.
- 3. A duly convened meeting at which a quorum (majority) is present shall be competent to exercise all or any of the authorities, powers or discretions vested in or exercisable by the Financial Review Committee.
- 4. All Committee members shall understand the importance of finance and accounting and the role of the financial review committee.
- 5. All Committee members shall expect high levels of performance from both the staff and Elected Officer responsible for finances. Don't be afraid to ask penetrating questions.

- 6. The term of office is one year unless dismissed by a Special General Meeting called in accordance with the General By-Laws.
- 7. If the Review committee finds anything abnormal, than it is up to the committee to recommend a third party review or audit of the financial statements, with further consultation of Provincial Command.

These are the guidelines for financial review committees. The following documentation will be required by the financial review committee before they begin the financial review. This documentation forms part of the "official financial review working papers."

The financial review committee is required to maintain a file which will include the following as evidence of the work: -

- Copy of financial statements including the breakopen schedule, canteen gross schedule, and notes to the financial statements.
- Copy of the budget
- Copy of trial balance
- Copies of the monthly bank reconciliation for every bank account Accounts receivable listing that agrees to the financial statements
- Copy of inventory working paper that agrees to the financial statements
- Copy of working papers that shows prepaid expenses (including early bird per capita) that agrees to the financial statements
- Copy of accounts payable listing that agrees to the general ledger
- Copy of working paper that shows the deferred per capita that agrees to the general ledger
- Copy of PST reconciliation and GST reconciliation verification that the formulas were reviewed.
- Copy of the LCT reconciliation
- Copy of wage reconciliation agreement to T4Summary
- A copy of invoices of capital asset purchases with a copy of the general meeting minutes approving the purchase
- A copy of any renovation expenditures that totaled over \$3,000 with a copy of the general meeting minutes approving the renovations as well as the approval from Saskatchewan Command. See Legion Act 1990 and pages 2, 34 and 35 of the Legion Officers Manual.

INTERNAL CONTROL CHECKLIST

Instructions:

- 1. This control checklist is designed for use by the Financial Review Committee. It is designed to form the basis for transaction testing. It does not replace the need to verify at least a sample of underlying transactions.
- 2. The checklist is not intended to be used for the purpose of a detailed review of a complicated system of internal controls.
- 3. The objective of the checklist is to enable the appointed Financial Review Committee to assess whether the Branch maintains at least minimum standards of internal control. The efficiency of the internal control in these situations depends largely on the extent of direct involvement by the Executive on the day-to-day management of the business. Therefore, it is essential to determine the Branch Executive's involvement in each major system.
- 4. NOTE THAT INTERNAL CONTROLS FOR SMALL BRANCHES ARE OFTEN WEAKER AND LESS RELIABLE THAN FOR LARGER BRANCHES, EXPANSION OF REVIEW PROCEDURES MAY BE NECESSARY.
- 5. The Financial Review Committee must be provided with all bank reconciliations for the year for all bank accounts. The internal review committee will compare the monthly bank reconciliation to the monthly general ledger balance for the bank. The two amounts should be the same.
- 6. The financial review committee should sample one cash float and test that it balances.
- 7. The financial review committee will check that all furniture, equipment purchased that they have seen the invoices and the minutes that approved all purchases.
- 8. The financial review committee will review all payables. They will look at November, December, January and February to be sure that any bills paid in these months but which belong to the previous year being reviewed are included in the accounts payable.
- 9. The financial review committee must compare total gross wages to the T4's prepared. The committee must be given a T4 reconciliation and the payroll records and check that all wages have been t4'd.
- 10. The financial review committee must check that the PST and GST are charged on the correct items. Double check the formulas if it is done via Excel sheets. Internal auditors have caught the mistakes in these calculations. If the mistake is done one month it is easy for the mistake to be repeated as the formulas get copied.

MANAGEMENT CHECK LIST

The Check List is concerned essentially with basic issues of management and policies. The Management Check List is to aid by asking the type of questions that will jolt the Executive into the realization of the need for attention to broader issues.

These questions which, based on knowledge of the Branch's weaknesses, are likely to have the greatest impact.

			Yes	No
1.	Has the Bra	anch established short term and long-range objectives?		
2.	Has the Bra	anch established Plans and Policies to achieve these objectives?		
3.	Does the B	ranch adopt an annual budget?		
4.	Does the b	ranch have updated By-Laws		
5.	Are the Pop	opy Trust Funds in a spate Bank Account from all other funds?		
6.	How Many	Bank accounts does the branch have?		
7.	Does the B	ranch have the resources to meet current objectives?		
8.	Does the B	ranch enable the Executive to foster a high level of performance, discipline and morale?		
9.	Are channe	els of communication adequate and are they recognized and used throughout the Branch?		
10.		esent finances adequate and have the sources of your future financial requirements tified? (state briefly)		
11.		ranch complete statements of revenue & expense for activities and special by the Branch? (Event/Fundraiser Profit and Loss)		
12.		accounting system provide for the control of actual revenue and expenditure by ne location, cause and responsibility for variations from the plan or budget?		
13.	Is there a c	ompetent bookkeeper on staff? Under Contract?		
14.	Does the B	ranch use a computerized accounting system?		
15.	If so, is the	staff knowledgeable in the operation of the computerized system?		
16.	If computer	ized, is a back-up copy kept up-dated and off-site? (frequency?)		
17.	How many	members are on the Finance Committee?		
	a.	how often does the Committee meet?		
	b.	do the members of the Committee have financial or business experience?		
	C.	does the Finance Committee review all of the accounts payable, liquor percentages, pull tab percentages, bank balances and other income expenses?		
	d.	how often are these reviews done?		
18.	Are you sat	isfied that your interim financial statements are informative and reliable?		
19.	Are the pro	cedures and controls established by management actually in effect?		
20.		vements can be made in internal control? Are there any significant weaknesses in operations?		
21.	Is there too	much or too little cash on hand? Why? How is surplus cash invested?		

		res	МО
22.	Does management have good control over receivables?		
23.	Are there any significant contingent liabilities not disclosed in the financial statements?		
24.	What is the Branch's line of credit?	\$	
25.	Is the Branch properly financed? Can you suggest any improvements for the future?		
26.	Are the Branch's debts at manageable levels?		
27.	Will the Branch be able to meet future requirements of debt without significant new borrowing?		
28.	Are funds regularly set aside to pay property taxes?		
29.	Has the Branch explored the possibility of property & educational tax exemption?		
30.	Are property taxes current for year reviewed?		
	Is the Branch remitting all taxes and other source deductions promptly to the government? Has the Branch incurred penalties for late payments?		
	What percentage of last year's sales increases was caused by		
00.	e. price increases?		
	f. volume increases?		
	g. new products?		
34.	Have the following inventory counts been conducted regularly		
	h. General Merchandise		
	i. Liquor/Beer		
	j. Lottery/Nevada		
35.	How do gross margins compare with last year? Have any reductions been adequately explained?		
36.	Does Branch policy have a breakdown of each keg sold?		
37.	Are earnings subject to wide fluctuations? If so, what explanations are given, are they plausible in all circumstances?		
38.	How did the current year's results compare to original forecasts?		
39.	Are the forecasts for next year realistic?		
40.	Does the Branch have adequate property and liability insurance and director's liability insurance?		
41.	Does the Branch have WCB coverage for all employees?		
42.	Did you have any serious disagreements with management on accounting or reporting issues? How were they resolved?		
43.	Have you had complete access to all documents, books and records that you requested?		
44.	Were there any barriers to your performance of a full and complete review?		
	(be specific)		
45.	Were there any adjustments and/or recommendations from last year and were they acted on?		
46.	Do proper controls exist over receipts for and disbursements from the Poppy Fund?		
47.	Do all cheque signing accounts have the signatories as authorized in the Branch Regulations?		
48.	Has the Branch developed any daily, weekly and monthly procedures for members of the		
	executive to follow?		

Evaluation of Internal Control – Summary

Summarize major weaknesses in internal control, offsetting alternative strong control (such as direct involvement of Executives) and changes in normal financial review programs (scope, timing, etc.) if no offsetting control exists.

The weaknesses noted below should be reviewed with the Executive and should form the basis of a management letter if this is required in the circumstances. A management Letter is to give guidance on where the controls can be improved.

System (Receipts, Disbursements, etc.)	Description of Weaknesses	Offsetting Controls	Financial Review Program Step(s) and related scope reflecting increase in procedures of change in timing
Prepared by:			
Date:			
Reviewed by:			
Date:			

Internal Control Questionnaire

Note: ALL NEGATIVE RESPONSES MUST BE SUPPLEMENTED WITH EXPLANATION AND SPECIFIC EXAMPLES

Petty	Cash	Yes	No
1.	Are petty cash funds independently counted and reconciled at least monthly?		
2.	Are petty cash funds limited to a reasonable amount?		
3.	Are adequate petty cash vouchers obtained for all disbursements?		
4.	Is staff prohibited from:		
	(a) cashing cheques through the licensed premises?		
	(b) advancing money to employees or ex-officials without prior authorization?		
5.	Are Branch regulations observed with respect to maximum amount allowed in cash payments?		
Cash	Receipts		
1.	Are all cash receipts deposited promptly?		
2.	Is control maintained over cash sales and other counter receipts through cash register tapes, pre-numbered receipts or cash sales slips?		
3.	Is control maintained over mail receipts byhaving:		
	(a) mail opened by someone other than the person who prepares detailed record of receipts which is compared with the cash receipts record?		
	(b) all cheques stamped "for deposit only" when received?		
4.	Are duplicate deposit slips authenticated by the bank and compared to the cash receipt records and bank statement?		
5.	Is control maintained over NSF cheques?		
6.	Is staff prevented from:		
	(a) passing on cash discounts?		
	(b) cashing payroll or personal cheques from cash receipts?		
Cash	Disbursements		
1.	Are all payments (except petty cash) made by cheque in accordance with the policy contained in the Branch Regulations?		
2.	Does the Executive always obtain general meeting approval before authorizing Non-budgetary expenditures?		
3.	Are all cheques pre-numbered by the printer and numbers accounted for?		

			Yes	No
4.		cheques completely filled out and accompanied by approved vouchers n presented for signature?		
5.	Are	two signatures required for all cheques?		
6.		the signatories on all accounts as per the authority contained in the nch Regulations?		
7.	Car	you verify that no cheques are signed in blank?		
8.	Doe	es the system prohibit the drawing of cheques payable to "cash"?		
Banl	k Rec	onciliation (for all accounts)		
1.	Are	reconciliations prepared with in a reasonable time after the month end?		
2.	Doe	s the reconciler:		
	(a)	account for the cheque number?		
	(b)	examine cheque as to amount, payee's name, signature, bank cancellation and endorsements?		
	(c)	trace and review all bank transfers?		
3.		all bank accounts authorized by proper officials and in accordance with nch Regulations?		
4.		en new signatories take office are new bank authorization cards signed at pank?		
5.	Doe	es the Executive regularly review bank reconciliations?		
6.		e Treasurer prepares the bank reconciliations, does the President duct the reviews?		
Acc	ounts	Receivable and Sales		
Note	: Red	ceivables should be discouraged but where in existence:		
1.	Are	accounts receivable reconciled monthly with general ledger control?		
2.	Doe	s the Treasurer approve of any write-off of NSF cheques or other bad debts?		
3.	ls co	ontrol maintained over accounts written off and bad debt recoveries?		
4.	Doe	s the Treasurer review aged listings of any accounts receivable?		
5.	Is th	ere a cheque-cashing policy for members: If so, is the policyenforced?		
Tern	n Dep	osit Receipts		
1.	Are	term deposit receipts and any othersecurities:		
	(a)	registered in the name of the Branch?		
	(b)	physically safeguarded?		
	(c)	periodically inspected?		

Fixed Assets Yes No 1. Does the executive as authorized by the membership approve: -(a) capital expenditures? (b) sale and scrapping of fixed assets? (c) maintenance and repair of fixed assets? 2. Is a detailed record of fixed assets maintained in support of general ledger accounts? 3. Are all fixed assets appraised yearly to establish insurance values? Is the Branch property registered in the name of Branch? 4. **Accounts Payable and Purchases** 1. Are totals of individual accounts payable or unpaid vouchers regularly: -(a) balanced with the general ledger control? (b) reconciled with creditors' statements? 2. Do established procedures ensure that: adjustments to accounts are authorized? (a) debit balances are properly followed up to ensure recovery of (b) any overpayment? accounts are paid within discount dates? (c) (d) credit is received for all purchases returned? Are all goods received supported by receiving slips? 3. 4. Are all invoices received: checked against purchase orders and receiving slips? (a) (b) checked as to price, extensions and freight charges? cancelled at time of payment? (c) 5. Is final approval for payment made by someone? who examined the attached vouchers for completeness? (a) who approves proper distribution of charges? (b) **Notes Payable and Long Term Debt** Is all borrowing properly authorized? (general meeting approval/section 1. 121 general by-laws)

Has Provincial Command prior written approval been obtained?

Are paid notes properly receipted, cancelled, retained and filed?

2.

3.

			Yes	No
Payr	olls			
1.	Is al	I hiring, termination and change in wage and salary rates handled according e Provincial labour laws?		
2.	Are	payroll records kept in sufficient detail?		
3.	Are	payroll records kept in a secure location?		
4.	Are	payrolls subject to:		
	(a)	a complete check of clerical accuracy before final approval?		
	(b)	final approval by the Secretary-Manager or Treasurer?		
5.	ls c	ontrol maintained over:		
	(a)	unclaimed wages?		
	(b)	old outstanding cheques?		
	(c)	payroll advances and deductions?		
Gene	eral			
1.	Doe	es the Branch have an employee dishonesty clause in their insurance coverage?		
2.	Are	employees required to take annual vacations?		
3.	Doe	s the Branch use:		
	(a)	a chart of accounts?		
	(b)	budgets for control of income and expenditures?		
	(c)	cash budgets?		
4.	Are	the books of account:		
	(a)	adequate for all aspects of Branch operations?		
	(b)	kept up-to-date and balanced at leastmonthly?		
	(c)	kept in a safe place on the Branch premises?		
5.	ls a	periodic review made as to the adequacy of all types of insurance?		
6.	Are	monthly operating statements prepared in adequate detail?		
7.	Are	copies of the statements circulated at general meetings?		
8.	Are	minutes adequately maintained for all meetings?		
9.	Doe	s the President take a direct interest in the financial affairs and reports that are available?		
10.	Hav	e there been any cases where legal advice was required?		
	Ехр	lain answer if yes		
11.	Doe	s the Branch sell Break Open Tickets?		

			Yes	No
12.	Are (gross profits achieved in the indicated range on:		
	(a)	liquor (70-75%)	%	
	(b)	draft beer (60-65%)	%	
	(c)	bottled beer (60-65%)	%	
13.	Doe	s the Branch have a blanket licence for meat draws?		
14.	Doe	s the Branch have a blanket licence for 50/50 draws?		
15.	Is th	e minimum requirement of the lottery regulating authority expended on charity?		
16.	Are	the floats for ATM, VLT, Bar, Bingo, Nevada, Office, Petty Cash		<u> </u>
		Checked on a regular basis?		
		Checked by more than one person?		
		Cash Count Checklist		
1.		sider all sources of cash that might be or should be on the Branch premises to ensure that the sand that there are no opportunities for substitution. Items such draw tickets, hall rentals, etc		ncludes all
2.		nt petty cash and undeposited receipts in the presence of the senior employee manager/bar steward)		
	Note			
	(a)	names, dates and descriptions on vouchers or cheques paid by the fund, shouldbe noted, watching for stale dates, reused vouchers, IOU's, approvals		
	(b)	senior employee should sign and date working paper "Petty cash fund of \$were counted in my presence and returned to me intact"		
	(c)	explanations of any differences should be obtained		
	(d)	senior employee should review and approve any unusual vouchers or cheques		
3.	Ensu	are that the amounts were the amounts that should have been on hand by agreeing:		
	(a)	petty cash fund balances to generalledger		
	(b)	particulars of last cash sale and cash receipt number to books of original entry		
4.	Follo	w up count by:		
	(a)	accompanying undeposited receipts to deposit in bank		
	(b)	agreeing deposit to bank statement		
	(c)	investigate any cheques subsequently dishonoured		
5.		any cheques prepared and not issued and note last unused cheque number possible reclassification as accounts payable rather than outstanding cheques.)		

Physical Inventory Count Check List

		Yes	No
1.	Review the inventory count instructions to ascertain if the instructions are complete so that:		
	(a) an accurate physical inventory can be taken		
	(b) inventory is tidily arranged		
2.	How often is inventory taken on the following items:		
	a) Bar Stock		
	b) Canteen Items		
	c) Kitchen Items		
	d) Misc. draw tickets		
	e) Break Open tickets		
3.	Can you confirm that no inventory was missing this year?		
	If no, how much?	\$	
4.	Observe the physical inventory count procedures and make test counts.		
5.	Control counts made from start to completion, using inventory countsheets. These sheets must be counted and verified by two individuals – not staff.		
6.	When new inventory is received, is it:		
	a) Dated as to when it is received?		
	b) How is the product dated?c) Rotated?		
	of Notatou.		
7.	Prepared memorandum on adequacy of inventory taking procedure.		
8.	Are inventories adequately safeguarded?		
9.	Are periodic reviews made by the Treasurer or President as to slow moving and overstocked items?		

EXPLANATORY NOTES

Explanatory notes are to be attached and form part of this questionnaire.

CERTIFICATION

We the undersigned	, appointed by the membership at the general meeting on
to conduct the annual fi	inancial review of the Branch, do hereby attest and declare that we
have completed the financial review in accordance	with these guidelines and that we have conducted sufficient tests of
those accounting records which are susceptible to t	testing to satisfy ourselves that the financial statements for the period
January 1,to December 31,present fairly	y and reasonably the financial position of the Branch.
Place:	
Date:	
Financial Review Committee Chairman	
Committee Members	

December 2016