



SNOWSPORT SCOTLAND

The national governing body for skiing and snowboarding in Scotland

Financial Procedures Manual

*Board Members,
Professional Staff,
Performance Staff,
Volunteers.*

17/11/2010

Conflicts Of Interest

All Board members and professional staff of Snowsport Scotland should declare any personal or business interests, which may conflict with their responsibilities as Board members or duties as employees of the Company.

A Register of Interests will be maintained by the Chief Executive Officer (CEO) and each Board member and employee of Snowsport Scotland will be required to complete a register of interest form on initial appointment and annually thereafter. The register should list direct or indirect pecuniary interests. In addition to the annual review of the register, Board members and employees are required to update the register as changes occur.

Board members and professional staff are reminded of their responsibility to raise conflicts of interests at all times – especially at times of decision making. In the instance that a conflict of interest is established, the Board member or professional staff member should not participate in the discussion or the determination of matters in which they have a direct pecuniary interest. They should withdraw from the meeting to eliminate any bias or potential influence over other members of the Board and/or professional staff.

When an interest is not of a direct pecuniary kind, Board members and professional staff should consider whether participation in the discussion or determination of a matter would suggest a level of bias. In circumstances where the Board member or professional staff member is uncertain, the view of the Chairman or CEO should be sought.

In considering whether a real danger of bias exists in relation to a particular decision, Board members and professional staff should assess whether they, a close family member, a person living in the same household as the Board member or professional staff, or a firm, business or organisation with which the board member or professional staff member is connected, are likely to be affected above others by the decision in question.

Expenses Policy and Guidelines

Introduction

1. The intention of these guidelines is to allow all parties to be reasonably cared for, balanced against Snowsport Scotland's prevailing resources and budget.
2. If an individual is required to work at an official Snowsport Scotland event, they will be entitled to claim reasonable expenses in connection with that work.
3. All parties should always seek to travel by the most cost and work-effective method in any given situation.
4. Mileage distances for travel by private motor vehicle shall be measured as place of work or residence to destination and return (whichever is the lesser distance).
5. Any person using their own private vehicle for Snowsport Scotland business must ensure that it is fully licensed and insured for such usage. Snowsport Scotland will not be responsible for any garaging, mechanical or legal costs incurred in the use of a private vehicle.

6. Similarly, parking fines and traffic violations will not be reimbursed by Snowsport Scotland.
7. Travel expenses by public transport are reimbursed at the price of second class / economy travel.
8. Air travel must be approved in advance by the CEO and must be booked through the office administrator utilising the most cost effective method.
9. All enquiries regarding valid and appropriate business-related expenditure should be directed to the CEO in the first instance.

Expenses Guidelines

How to Make a Claim

1. All personal expense claims must be made by submitting a Snowsport Scotland expenses claim form.
2. All expense claims must have all relevant receipts attached and the claimant must sign and date the submitted expenses claim form.
3. All expense claim forms must also be authorised by the respective budget holder and/or CEO prior to submission to the finance manager for payment.

Fraud Policy

1. Snowsport Scotland is committed to maintaining an open, honest and well-intentioned atmosphere. Snowsport Scotland will not tolerate fraud.
2. Examples of fraud could be theft or abuse of property, deception or falsification of records, corruption concerning procurement or tendering, wrongly claiming reimbursement, or charging for goods and services not actually delivered.
3. Snowsport Scotland encourages its professional staff to report all instances of suspected fraud to the CEO.
4. Snowsport Scotland will take seriously any allegation or incidence of fraud. The Board of Directors will be responsible for investigating any allegation in confidence and to taking appropriate action where appropriate.

Purchase Procedure

Action	Staff
NB Any director or volunteer must have formal delegated responsibility before: incurring expenditure, negotiating contracts or committing Snowsport Scotland funds.	
Purchase determination	
Determine requirements to achieve business targets and assess funds available for expenditure from budget.	Budget line coordinator
Consider the alternative products/services on a basis of "best value".	Budget line coordinator
Alternative quotes/tenders as appropriate must be sought for items over £1,500.	Budget line coordinator
For items over £1,500, including negotiation of contracts or agreements, initial approval must be sought from the CEO	CEO
Level of Expenditure	
Provide electronic or paper purchase information (PO).	Budget line coordinator
All items, regardless of value, to be approved by CEO	CEO
If item is over £2000, PO to be approved by CEO and Director: Finance and Administration or Chairman prior to being passed back to budget holder.	CEO & Director: Finance/Chair
Ordering	
Place order and send copy of written purchase confirmation to Finance Manager.	Finance Manager
A paper audit trail including (though not exclusively) evidence of quotes/tenders obtained, PO and appropriate purchase correspondence to be retained by Finance Manager.	Finance Manager

* Authorisation limits: CEO level: £2000

Capitalisation Policy

All purchases made by Snowsport Scotland of £1,000 and more, and with a minimum working life of 12 months, will be treated as a capital expenditure for accounting purposes. Consequently, all purchases made by Snowsport Scotland of less than £1,000 will be treated as revenue expenditure for accounting purposes.

Payment of Supplier Invoices

Action	Staff
Check the received supplier invoice received against the raised PO/quote and confirm the nominal code.	Finance Manager
Pass the supplier invoice and the PO to the relevant budget holder.	Finance Manager
Budget holder to check the received supplier invoice against the raised PO, confirm the nominal code and approve payment.	Manager
Budget holder will pass invoice & PO back to Finance Manager.	Manager
Finance Manager to record payment on SAGE and print cheque or.....	Finance Manager
Finance Manager to pass PO, invoice and cheque to CEO for checking and authorising for bacs transfer	Finance Manager
CEO sign cheque (less than or equal to £2000) and/or counter signed (>£2000)	CEO

Expenditure Authorisation

Purchase Order Authorisation:

Post Holder	Authorisation Level
Officer Level	No authorisation authority
Manager Level	No authorisation authority
Chief Executive	Up to £2000
Chief Executive and Director: Finance or Chairman	> £2000

Cheque Signatories/BACs transfers:

Post Holder	Authorisation Level
Chief Executive Officer	Up to £2000
Chief Executive Officer and Director: Finance or Chairman	> £2000

Credit Card Purchases:

Named Credit Card Holder	Credit Card Limit	Single Transaction Limit
Jane Harvey	£20,000	£2000
Ross Gardner	£20,000	£2000

Procurement / Tendering Process

- Any item of purchase that will commit Snowsport Scotland to expenditure greater than £250 must be signed off by the Chief Executive prior to order.
- Any item of purchase that will commit Snowsport Scotland to expenditure greater than £2000 must be signed off by the Chief Executive **and** Director: Finance and Administration **or** Chairman prior to order.
- In all instances where a purchase will exceed £2,000, a competitive tendering process should be followed whereby three independent quotations should be sought for the product and/or service that are being sought.
- Expenditure which has been agreed by the Board as part of the annual budget/plan, regardless of amount, does not require a second signature.
- Expenditure which relates to team/FAST accommodation booking, travel reservations etc should be considered approved by the Board in the annual budget and should not require a second signature
- Similarly, invoices from one regular supplier will be approved in advance and should not require a second signature.

Snowsport Scotland Reserves Policy

Snowsport Scotland recognises the importance of business planning and preparing for the future of the business, including the planning for unforeseen emergency situations. One element of such planning is the timely building up of a financial reserve for the Company.

Following a review of current and future staffing levels and current company expenditure, it is proposed to allow a financial reserve to be created to allow the Company to trade for up to four calendar months, should a *force majeure* situation affect the Company in the future. A reserve to accommodate such a situation would require being slightly in excess of £100,000.

It is therefore proposed that Snowsport Scotland look towards maintaining reserves to a level at least equivalent to £100,000.

Appendix 1

Expenses Policy – Details:

1.2.1 General Travel and Subsistence

- a) Before embarking upon any activity that could lead to an expenses claim the prior approval of your line manager should be sought because he/she will ultimately need to authorise your claim before you can be reimbursed. If you are required to work at an official Snowsport Scotland event (e.g. committee or board meeting, coaching course, training event or competition) you will be entitled to claim travel expenses.
- b) You should always seek to travel by the least cost method to any given meeting or event. Consideration must be given to the suitability of public transport, which is frequently cheaper than transport by private motor vehicle or seek to share private transport where possible.
- c) Mileage distances for travel by private motor vehicle shall be measured as place of work to destination return or home if that is your deemed place of work.
- d) Travel expenses with own private vehicle are reimbursed at the following rates:

Office Staff:	40p per mile (for first 10,000miles p.a., 25p thereafter)
Volunteers:	25p per mile
- e) Any person using their own private vehicle for Snowsport Scotland business must ensure that it is fully licensed and insured for such usage. Snowsport Scotland will not be responsible for any garaging, mechanical or legal costs incurred in the use of a private vehicle.
- f) Parking fees incurred on Snowsport Scotland business will be reimbursed as long as a suitable receipt is provided. Toll and ferry charges are reimbursable provided it is clear that the route travelled was the most economic. However, parking fines and traffic penalties will not be reimbursed.
- g) The cost of vehicle rentals would not normally be reimbursed but, in exceptional circumstances, subject to prior approval by your Line Manager and/or Chief Executive a vehicle rental may be booked through the Snowsport Scotland office. Reimbursement for fuel costs should be made on the expenses claim form.
- h) Travel expenses by public transport are reimbursed at the price of second class / economy travel.
- i) Travel expenses by taxi will not usually be paid. If it can be demonstrated that a taxi journey was absolutely necessary it will be reimbursed at cost, subject to the production of suitable receipts.
- j) Air travel must be approved in advance by your Line Manager and/or Chief Executive and must be booked through the Snowsport Scotland office. Any additional costs incurred due to changes to tickets for personal reasons are to be met in whole by the individual.

Subsistence

If staff are required to work at an official Snowsport Scotland event (e.g. official meeting, course, competition) that lasts more than one day and it would not be reasonable to return home each day they may be entitled to claim overnight accommodation expenses, as long as the cost is less than the return cost of mileage to/from the event.

If staff are required to work at an official Snowsport Scotland event (e.g. meeting, course, competition) that starts before 9.30am in the morning and/or ends after 9.30pm in the evening,

they may be entitled to claim overnight accommodation expenses provided the cost is less than the return cost of mileage to/from the event.

All overnight accommodation expenses must be approved in advance by your Line Manager/Chief Executive and accommodation must be booked through the Snowsport Scotland offices. Overnight accommodation should cost no more than £60 per night, including breakfast.

When overnight accommodation is required, or when staff are required to work more than 50 miles from home or office (whichever is closer) during the day, they may be entitled to claim for meal expenses. Meal expenses shall include lunch (up to £5) and an evening meal (up to £15), subject to the production of appropriate receipts.

Telephones

Snowsport Scotland may provide mobile phones to employees where there is a need for them to make a significant number of business calls outwith the office. These should be utilised for **business calls** only. Any mobile phone charges must be approved by the Chief Executive prior to purchase/incurring charges.

Other business calls made using personal phones may be reimbursed as long as an itemised bill is provided and the calls can be substantiated. This will not apply to members of staff that have been issued with an official mobile phone.

Credit Cards

It will be assumed that all employees have credit cards that they can use whilst travelling, as this is the most effective way of paying for items and reclaiming the expenditure prior to the credit card bill being received. Cash advances will not normally be made.

One credit card is kept at the Snowsport Scotland office for use primarily in paying for accommodation and travel