

KONO DISTRICT DEVELOPMENT ASSOCIATION UNITED KINGDOM (KDDAUK) (Charity Registration No. 1160673)



FINANCIAL MANAGEMENT AND INTERNAL CONTROL PROCEDURES

All Staff and Trustees must observe these mandatory procedures, laid down by the Board of Trustees. Exceptions or amendments to these procedures must be authorised by the Board of Trustees on behalf of Kono District Development Association United Kingdom.

Revision History:

Version	Status	Date	Comments	Action
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Third revised	Reviewed and updated	04/11/2019	Sumbay sent comments to be addressed by trustees	Corrections done and emailed to all trustees for comments.
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Contents

<u>FINANCIAL MANAGEMENT</u>	4
<u>1. THE PURPOSE</u>	4
<u>1.1 DEFINITIONS</u>	4
<u>2. RESPONSIBILITIES</u>	6
<u>2.1 The Board of Trustees (organisation Directors):</u>	6
<u>2.2 KDDAUK’s Chairperson:</u>	7
<u>2.3 Finance Officer/Treasurer (Resources):</u>	8
<u>2.4 Senior Management Team:</u>	8
<u>2.5 All Staff:</u>	9
<u>3. WORK PLAN AND BUDGET</u>	9
<u>3.1 Timetable</u>	9
<u>3.2 Revenue and Capital Budgets</u>	9
<u>3.3 Capital Expenditure</u>	9
<u>3.4 Reports to Staff</u>	9
<u>3.5 Virement</u>	9
<u>3.6 Reports to the Trustees</u>	10
<u>4. VAT</u>	10
<u>5. CONTRACTS</u>	10
<u>5.1 Contractual relationships</u>	10
<u>5.2 Contracts must be in writing and include:</u>	11.
<u>5.3 Authority to sign contracts</u>	11
<u>5.4 Employee contracts</u>	11
<u>5.5 Contracts and agreements with grant recipients</u>	11
<u>5.6 Contracts Register</u>	11
<u>6.EXPENDITURE</u>	11
<u>6.1 Purchase Orders and Authorisation of Expenditure</u>	11
<u>6.2 Capital Expenditure</u>	12
<u>6.3 Exceeding the budget</u>	12
<u>6.4 Company payment card:</u>	12
<u>6.5 Quotation and tender limits:</u>	12
<u>6.6 Preparation and Receipt of Tender Documents</u>	12
<u>6.7 Acceptance of Tenders</u>	13
<u>6.8 Single Tenders</u>	14
<u>6.9 Review and re-tendering of long-term contracts and agreements</u>	14
<u>6.10 Legal responsibility</u>	14
<u>6.11 Operational responsibilities</u>	15
<u>6.12 Authorisations</u>	15

<u>7. TRAVEL, SUBSISTENCE, TRAINING AND CONFERENCE EXPENSES</u>	15
<u>7.1 Allowances</u>	16
<u>7.2 Completion of claims</u>	16
<u>7.3 Conferences, seminars and training courses</u>	16
<u>8.INCOME</u>	16
<u>8.1 Preparation of Funding Applications:</u>	16
<u>8.2 Funding Agreements</u>	17
<u>8.3 Grants Register</u>	16
<u>9.CASH AND BANKING</u>	17
<u>9.1 Opening Post</u>	17
<u>10. BANKING</u>	17
<u>10.1 Bank Accounts</u>	17
<u>10.2 Bank Signatories for main KDDA UK accounts</u>	17
<u>10.3 Bank mandates</u>	18
<u>10.4 Cash and cheques receivable:</u>	18
<u>10.5 Investment Accounts</u>	18
<u>11. PETTY CASH</u>	19
<u>11.1 Imprest limits</u>	19
<u>11.2 Security</u>	19
<u>11.3 Receipts</u>	19
<u>12.PURCHASE AND SALES LEDGERS</u>	19
<u>12.1 Responsibility</u>	19
<u>12.2 Purchase Ledger</u>	19
<u>12.3 Sales Ledger</u>	20
<u>13.INFORMATION TECHNOLOGY</u>	20
<u>14. RISK ASSESSMENT AND INSURANCE</u>	20
<u>14.1 Risk assessment</u>	20
<u>14. 2 Insurance</u>	20
<u>15.PHYSICAL ASSETS</u>	20
<u>15.1 Equality and Diversity</u>	21
<u>13 APPENDIX 1</u>	22
<u>14 APPENDIX 2</u>	23

FINANCIAL MANAGEMENT

1. THE PURPOSE

- The Board of Trustees will be able to ensure and demonstrate to funders, stakeholders and beneficiaries that the assets of KDDAUK are safely controlled and managed.
- Trustees and staff will not be put in a position where funds can be misused.
- The interests of the beneficiaries of the charity, its trustees and its employees will be protected.
- The relationship between the Board of Trustees and the staff in financial matters and their respective roles will be defined.
- Financial decisions will be implemented following satisfactory procedures.
- Accounting regulations, standards and legal requirements will be complied with.

1.1 DEFINITIONS

“Charitable Purpose”: KDDAUK’s charitable purpose set out in its constitution is defined below:

- 1.1.1. To develop the capacity and skills of the members of the socially and economically disadvantaged community of the Kono District, Sierra Leone and immigrants and their families from the Kono District now living in the UK. KDDAUK aims to do this in such a way that they are better able to identify and help meet their needs, and to participate more fully in society.
- 1.1.2. The relief of poverty of those in the Kono District of Sierra Leone and refugees and immigrants from Kono district now living in the UK, but not exclusively by the provision of advocacy, information and advice.
- 1.1.3. To advance the education of the general public in the history, culture and traditions of the Kono Tribe of Sierra Leone.
- 1.1.4. The preservation and protection of the environment by the promotion of sustainable development in Kono District, Sierra Leone.
- 1.1.5. To promote human rights (as set out in the Universal Declaration of Human Rights and subsequent United Nations conventions and declarations) throughout the world, particularly amongst those in the Kono District of Sierra Leone, members of the Kono tribe, refugees and immigrants from this district now living in the UK, by all or any of the following means:
 - 1.1.5.1. Monitoring abuses of human rights;
 - 1.1.5.2. Relieving need among the victims of human rights abuse;
 - 1.1.5.3. Research into human rights issues;
 - 1.1.5.4. Providing technical advice to government and others on human rights matters;
 - 1.1.5.5. Contributing to the sound administration of human rights law;
 - 1.1.5.6. Commenting on proposed human rights legislation;

- 1.1.5.7. Raising awareness of human rights issues;
- 1.1.5.8. Promoting public support for human rights;
- 1.1.5.9. Promoting respect for human rights among individuals and corporations;
- 1.1.5.10. International advocacy of human rights;

1.1.6. In addition, the trustees shall have power: To engage in political activity provided that the trustees are satisfied that the proposed activities will further the purposes of the charity to an extent justified by the resources committed, and the activity is not the dominant means by which the charity carries out its objects. In doing so, the charity must remain politically neutral and should consider working with other parties to help public perception of neutrality.”

1.2. Capital Fund (The):

A designated fund made up of the fixed assets and the funds for the replacement of depreciating assets.

1.3. Depreciating Assets:

Fixed assets, which are assumed to depreciate with use. These include vehicles and equipment but exclude land and buildings.

1.4. Designated Funds

Unrestricted funds, which have been allocated for a specific purpose by the board or by management. Such funds can be re-allocated.

1.5. Fixed Assets

Assets, which are held for and used by KDDAUK and are expected to last for more than one year. Assets costing less than a minimum level are not treated as fixed assets. As at October 2019, assets costing less than £2,000 are treated as revenue expenditure.

1.6. Operational Funds

Funds received for and used to fund KDDAUK operations.

1.7. Restricted Funds

Funds given for a specific purpose. KDDAUK is thus restricted in its use of them and technically holds them in trust on behalf of the beneficiaries. Such funds include fixed assets bought from restricted funds and cash received but not yet spent. KDDA UK is required to keep separate records of restricted funds and of any fixed assets bought with them. Funds given for a project will usually be restricted funds.

1.8. Revenue Expenditure

Expenditure on consumables and on assets which cost less than the fixed assets minimum level.

1.9. Self-Insurance Fund

A designated fund set up to cover the deductible amount from any claim under KDDAUK’s insurance, loss or damage to KDDAUK owned vehicles and some locally employed staff matters.

1.10. Tactical Investment Fund

A designated fund set up to allow the purchase of a fixed asset for which no funds are otherwise available, or to start a project prior to specific funding being available.

1.11. Unrestricted Funds

Funds which the board and management are free to use in support of KDDAUK's charitable purpose, without any restriction by the donor.

1.12. Project Funds

Restricted or unrestricted funds to meet the cost of a project. These funds are managed by local project Officers and local boards under the authority of the programme coordination officer and KDDAUK board.

1.13. Virement

The process of transferring money/items from one financial account or part of a budget to a different financial account.

1.14. Programme Coordination Officer

KDDAUK programme coordination officer: who is also a trustee or staff member of KDDAUK and responsible for maintaining and monitoring project plans, project schedules, work hours, budgets and expenditures of the charity's projects

1.15. Programme

A local division of KDDAUK delivering mission services in a country.

1.16. Programme Finance Officer /Finance Officer

A local finance Officer for a local programme in a country.

1.17. Programme Officer

A local programme Officer for a local programme in a country.

1.18. Finance Officer (Treasurer)

KDDA UK Finance Officer who is also a trustee or staff member of KDDAUK responsible.

1.19. Department

A support department acting as part of the central function of KDDAUK.

1.20. Finance Department

Central finance department of KDDAUK overseen by the KDDAUK Finance Officer/trustee.

1.21. Budget holder

An individual staff member/trustee who is responsible for the financial management of a department.

Note: Other more specific definitions may be found in relevant sections of this document.

2. RESPONSIBILITIES

2.1 The Board of Trustees (organisation Directors):

- Holds the assets of KDDAUK on trust for the beneficiaries of the charity and manages them on behalf of funders, ensuring that they are used to achieve the objects for which KDDAUK is established.

- Approves all financial management and control policies and procedures.
- Approves the bank signatories annually within the first trustees meeting.
- Approves an annual budget for the charity.
- Monitors financial outcomes.
- Determines policies for loans and investments and for borrowing money and approves borrowing in excess of £10,000.
- Approves general arrangements for risk management.
- Approves the annual audited accounts for presentation to the Annual General Meeting.
- Approves re-grading of posts Salary Point 27 (Project Officer) and above.
- Approves all new posts Salary Point 27 (Project Officer) and above.
- Approves all company bank accounts and their signatories.
- Approves items of capital expenditure over £10,000.
- Monitors implementation of the Reserves Policy.
- Considers the appointment of the external auditor, the audit fee and makes recommendations to the Board.

2.2 KDDAUK's Chairperson:

- Is accountable to the Board of Trustees for the financial activities of KDDAUK and ensures that accurate and timely financial information is presented to the Board of Trustees.
- With the Treasurer/Finance Officer (Resources), keeps abreast of any changes in financial legislation and regulations affecting KDDAUK, particularly with main requirements to charity and company law.
- Directs and co-ordinates financial strategies and plans, linking these to the annual work plan.
- Ensures that the financial policies and procedures approved by the Board of Trustees are implemented.
- With the Senior Management Team, formulates the annual budget for consideration by the Board of Trustees.
- With the Senior Management Team, monitors financial outcomes against budgets quarterly or more frequently.
- With the Senior Management Team, reviews and updates the charity's risk assessment annually.

2.3 Finance Officer/Treasurer (Resources):

- Attends and advises meetings of the Board of Trustees.
- Ensures that timely financial information/events price quotations are presented to the Chairperson, Board of Trustees and Officers. See appendix 1 &2
- Advises the Chairperson and Board of Trustees on all finance management policies, procedures and systems and ensures their day-to-day operation.
- With the Senior Management Team, formulates the annual budget for consideration by the Board of Trustees.
- With the Senior Management Team of the charity, monitors financial outcomes against budgets quarterly, or more frequently.
- Monitors cash flow and alerts the Chairperson and the Board of Trustees if reserves in the company fall below the level necessary to comply with the Reserves Policy and legal obligations.
- Monitors cheques and BACs processes to ensure they are correctly authorised by delegated signatories.
- Manages investments in consultation with the Chairperson.
- Prepares draft annual accounts.
- Liaises with the auditor to provide all information and documentation necessary for the audit of the annual accounts.
- Ensures that this financial management policy is use in conjunction with the KDDAUK Sponsorship and Donation Acceptance Policy
- Ensures that all statutory financial returns are completed and filed by due dates.
- Informs the Chairperson and the Board of Trustees of any changes in financial legislation and regulations affecting KDDAUK, the main requirements of company and charity law.

2.4 Senior Management Team:

- Corporately is responsible, with the Chairperson, for overall financial performance.
- With the support of the Treasurer/Finance Officer/trustee (Resources), prepares budgets.
- Monitors spending within budget limits regarding their own work responsibilities, quarterly or more frequently and reports any amendments or impending problems to the Chairperson and Treasurer/Finance Officer (Resources).
- Ensures funds are available before liabilities are incurred.
- Ensures all financial activities within their responsibilities comply with approved financial policies and procedures.

2.5 All Staff:

- monitor spending within budget limits regarding their own budget responsibilities, quarterly or more frequently, and report any amendments or impending problems to the Chairperson and Treasurer /Finance Officer (Resources)
- Must be satisfied that they have the necessary authority before committing KDDAUK to any expenditure for goods or services or to any financial liability. A serious breach of the charity's financial policies and procedures will be serious misconduct and will lead to disciplinary action.

3. WORK PLAN AND BUDGET

3.1 Timetable

The Chairperson of KDDAUK will present the work plan timetable annually for approval by the Board of Trustees. The Work Plan and Budget will be approved by the Board before the start of the financial year.

3.2 Revenue and Capital Budgets

All budgets must have the approval of the Chairperson in consultation with the Senior Management Team, prior to submission to the Board of Trustees. Urgent submissions for new projects during the year can be authorised by the Chairperson or, in his/her absence, by the Senior Management Team, in accordance with authorised virement limits. Budget holders are identified in the work plan; the budget holder will normally be a line Officer, but responsibility for some budget heads may be devolved to other staff when appropriate.

3.3 Capital Expenditure

“Capital expenditure” is the purchase of an asset, for example office equipment, vehicles or premises, which has a life of more than 12 months, a value of over £1,000 and is identifiable. Capital items will be depreciated in accordance with recognised accountancy standards using straight- line method.

3.4 Reports to Staff

The Finance Officer (Resources) provides budget holders with quarterly financial reports. **Budget holders may request additional reports at any time and for any period.** Budget holders must check the actual figures in the reports against budget figures and inform the Finance Officer (Resources) of any queries and any expenditure which is likely to go over budget. All events must have more than one price quotation schedule (appendix 1&2) and presented to the chairperson and the board of trustees for approval. Significant problems must be reported to the Chairperson.

3.5 Virement

Project officers and Officers must inform the Finance Officer (Resources) of any unbudgeted income or expenditure. The Senior Management Team may give up to £1,000 for staff and £500 for non-staff expenditure **within the same fund, subject to funders' conditions.** Virement above these limits must be approved by the Chairperson. Sums over £10,000 must go to the Board of Trustees.

3.6 Reports to the Trustees

The Board of Trustees will provide quarterly financial reports to the Board of Trustees that show the financial position against budgets.

4. VAT

4.1 KDDAUK is registered for VAT. VAT regulations in respect of charities are extremely complex. When considering any new activity, funding application, project, purchase or contract, **advice on VAT MUST be sought** from the Finance Officer (Resources), who in turn will take professional advice when necessary.

VAT has an overarching potential consequence for ALL financial transactions and mistakes can be very costly.

5. CONTRACTS

5.1 Contractual relationships

A contract may be written or verbal; ***it is still legally binding***. Contracts may be entered into between KDDAUK and, among others:

- employees
- suppliers
- consultants and professional advisers
- purchasers
- funders
- grant recipients

It is therefore imperative that contractual relationships are recognised as such and that no employee or trustee unintentionally commits KDDAUK to a contract. It is also important that contracts with consultants and agreements with volunteers are clearly drafted to avoid creating a contract of employment. All agreements with volunteers should be drafted to ensure that no legally enforceable contractual relationship is created, unless this is intentional.

5.2 Contracts must be in writing and include:

- the names and addresses of the parties to the contract.
- the total contract sum, broken down by financial years where applicable.
- a clear description of what is required from the parties (for brevity, this may refer to other documents e.g. tender specifications), including, where relevant, objectives, time periods, start and finish dates and payment schedules.
- purchaser's rights in the case of non-performance.

5.3 Authority to sign contracts

Except for contracts with employees, CTEH hirers and grant recipients, **all** new contracts for whatever value **must**:

- comply with the general rules for approved expenditure or funding applications.
- All events or contracts must have more than one price quotation schedule for discuss with the trustee for approval see appendix 1& 2
- be submitted to the appropriate line Officer and to the Finance Officer (Resources) for checking and approval.
- be referred to the Company Secretary or Chairperson when deemed necessary by the Finance Officer (Resources).
- All contracts with funders must be signed by the Chairperson or, in his/her absence, either Deputy Chairperson.
- Other contracts must be signed in accordance with authority limits by the Chairperson, Chairperson, Finance Officer or Company Secretary except for:
- KDDAUK contracts with hirers which may be signed by the Facilities Officer

5.4 Employee contracts

The Chairperson, who is responsible for all employment matters, will issue employee contracts and amend them when necessary.

5.5 Contracts and agreements with grant recipients

The KDDAUK Chairperson is responsible for the grant-making fund and has primary responsibility for ensuring that grant agreements are made in accordance with the funder's regulations but also with reference to the KDDAUK 's own Financial Procedures.

5.6 Contracts Register

The Finance Officer (Resources) will maintain a register of contracts, to include signed copies of all contracts.

6. EXPENDITURE

AUTHORISATION OF EXPENDITURE

6.1 Purchase Orders and Authorisation of Expenditure

1. Procedures
2. Approved Suppliers
3. Conflict of Interest
4. Purchase of Goods and Services
 - i. Purchase Orders
 - ii. Authorisation: more than one price quotation schedule must be presented to trustees

- iii. Contracts
- 5. Purchase of Goods/Services: On-line via the Internet, or by Telephone

Sample Purchase Order
Checklist for purchases over £500

6.2 Capital Expenditure

All capital expenditure between £500 and £1,000 must be authorised by the Chairperson in collaboration with the board of trustees. All capital expenditure of £1,000 and over must be authorised by the Board of Trustees and members in good standing.

6.3 Exceeding the budget

In all cases where a purchase will take expenditure over the agreed budget, the authorisation of the Chairperson or the Chairperson of the Board of Trustees must be obtained.

6.4 Company payment card:

6.4.1. KDDAUK payment cards can be used for payments in restaurants and bars within the rules of the Financial Regulations. Supporting reasons will be required when completing the expense claim including names of staff and visitors if claiming expenses for entertaining

6.4.2 KDDAUK credit/debit Card must not be used to purchase gifts for staff/trustees/volunteers as this is classed as a 'Benefit in Kind' and creates tax implications. The recipient will be liable to pay tax on the item. In order to give a gift to a member of staff, individuals must finance this personally.

6.5 Quotation and tender limits:

For purchases of goods and services between £1000 and £10,000, a minimum of three quotations should normally be obtained. (see Appendix 1 &2)

For purchases of goods and services including consultancy services over £10,000, (which may include a long-term contract for services where annual charges are less than £10,000) a formal tendering process should normally be used, unless there are special circumstances for which the Board of Trustees approves an alternative method.

Orders for the purchase, hire, lease or hire purchase or goods of any one type to an annual value in excess of current stated limits are subject to the European Community Tendering Regulations. The Finance Officer (Resources) must be consulted about the methods and timescale of compliance with these regulations. Budget holders should note that the EC Regulations require advertisements to be placed in the European Community Official Journal inviting applications to tender a minimum timescale of 77 days between the placing of the advertisement and the closing date for receipt of tender.

6.6 Preparation and Receipt of Tender Documents

- The Finance Officer (Resources) is responsible for overseeing the preparation, despatch and receipt of tender documents. The Senior Management Team is responsible for

drawing up specifications and, where appropriate, agreeing with trustees the names of firms invited to tender.

- Normally a minimum of three contractors will be invited to tender. Tenderers will be advised if the tender will be judged on overall value, rather than lowest price (see Acceptance of Tenders).
- The Finance Officer (Resources) will agree a date for tender return and tender opening.
- Tenderers will be instructed that tenders must be returned to the Finance Officer (Resources) who will ensure that they are kept in a secure place. Tenderers will be instructed to use a printed envelope provided with the invitation and not to mark the envelope in any way that would enable the identity of the tenderer to be known. On receipt of tenders each envelope will be date and time stamped by the Finance Officer (Resources) or staff designated to receive tender deliveries.
- On the expiry of the time limit for the receipt of tenders, the envelopes will be opened by the Finance Officer (Resources), a trustee and, where appropriate, the budget holder. The tenders will be immediately initialled and dated.
- At the time the tenders are opened, a Tender Record will be completed to include the following information:
 - the nature of the goods or materials to be supplied or the work to be executed
 - the name of each contractor by or on whose behalf the tender was submitted
 - the amount of each tender
 - the date and time of the opening of the tenders
 - the number of invalid tenders received and the reasons for disqualification
 - the names of all persons present

6.7 Acceptance of Tenders

- After tenders have been received and opened in accordance with the above procedures, the Treasurer (Resources) will arrange for a copy of the tender document to be passed to the budget holder responsible, together with any supporting documentation.
- Although the lowest tender will normally be accepted, it may be agreed, in consultation with the budget holder and trustees, that a higher tender offers better overall value to the organisation (this may particularly apply for tenders for services e.g. audit, banking). If for any reason a tender other than the lowest is recommended for acceptance, the Finance Officer (Resources) will report to the Board of Trustees, stating the reasons for not accepting the lowest tender.
- The Finance Officer or the treasurer (Resources) will notify the acceptance of a tender in writing to the tenderer.
- The unsuccessful tenderers, including tenderers whose tenders arrived late or were otherwise invalid, will be advised in writing by the Finance Officer or the treasurer (Resources) after the contract has been placed with the successful tenderer.

- The only information about the tenders that may be communicated to the unsuccessful tenderers is the number of tenders submitted, the highest and lowest figures quoted and the tenderer's position in the table, should such information be requested.

6.8 Single Tenders

- The Chairperson of the Board of Trustees, or in his absence the Chairperson or Vice Chairperson, must be consulted if it appears not possible or appropriate to carry out the usual tender process, for reasons of financial advantage or other urgent cause. All such approvals will be reported to the next meeting of the Board or the Board of Trustees whichever is scheduled to meet first.
- Examples of such cases include:
 - the requisite number of quotations/tenders is not possible.
 - the purchase of goods or materials which are sold only from one contractor and where no reasonably satisfactory alternative is available.
 - extensions of contracts where the existing contract has already been approved by the Board of Trustees or the Board.
 - the execution of work or the purchase of goods or materials necessary for urgent maintenance to prevent danger to authorised users or the general public, or to prevent rapid and progressive deterioration, or to maintain essential services.
 - a contract to complete work where the contractor employed under an existing arrangement becomes bankrupt/insolvent, or a contract to complete work where the employment of an existing contractor has been ended due to that contractor's poor performance.
 - tenders invited on behalf of any consortium of which KDDA UK is a member, provided that the tenders are invited in accordance with the method prescribed by the consortium.
 - A copy of any approval will be kept with the tender file and on the appropriate contract file.

6.9 Review and re-tendering of long-term contracts and agreements

It is good practice to review arrangements for audit, banking, insurance and similar long-term contracts at regular intervals. However, since the costs of re-tendering and moving to a different supplier can outweigh any saving obtained, the Board of Trustees will review long-term contracts at five-yearly intervals, unless the Finance Officer (Resources) advises an earlier review. The Finance officer and deputy (Resources) will report to the Board of Trustees annually on the current costs and performance of long-term contracts.

6.10 Legal responsibility

KDDAUK payroll section offers a payroll bureau service to KDDAUK; however legal responsibility for all payroll matters remains with KDDAUK.

6.11 Operational responsibilities

- **An appointment registered accounting firm** shall have day-to-day responsibility for:
 - payroll calculation
 - preparing payroll reports, including employee payslips
- **The KDDAUK chairperson** has day-to-day responsibility for:
 - issuing and amending employment contracts and approving all financial quotations
 - recording leave and sickness absences and arranging payments as necessary with the Treasury Officer
 - recording grievance and disciplinary proceedings

The Deputy Finance Officer has day-to-day responsibility for:

- payment of salaries directly to employees' bank accounts
 - payment to Inland Revenue of employer's and employees' income tax and National Insurance
 - payment to KDDAUK Pension Fund, and the Pensions Trust of employer's and employees' pension contributions
 - Updating Gift Aid schedule
 - preparation and submission of year-end tax returns
- **The Finance officer or treasurer (Resources)** is responsible for:
 - reviewing payroll reports prepared by the Finance Officer
 - review the Social and publicity departments event financial price quotations before presenting to the chairperson for approval and to the trustees for final approval
 - ensuring that tax returns, Accounts and payments have been made as required
 - monitoring and updating Inland Revenue dispensations
 - payroll management as necessary in the absence of the Finance Officer
 - reconciliation of payroll and reimbursement to KDDAUK
 - ensuring annual accounts are done professionally within the financial period/year

6.12 Authorisations

All additions and deletions will be authorised by the Chairperson, other changes will be authorised by the Finance Officer, having received appropriate authorisation from Chairperson or a Board resolution.

Payroll is paid via a BACS payment transfer. These must be authorised by two nominated signatories.

7. TRAVEL, SUBSISTENCE, TRAINING AND CONFERENCE EXPENSES

- The basic principle is that trustees must not put themselves in a position where their personal interests conflict with their duty to act in the interests of the charity unless authorised to do so.
- However, trustees are entitled to have their expenses met from the funds of the charity. Expenses can include a wide range of costs including, for example, travel and other costs of

attending meetings, specific telephone and broadband charges, travelling on trustee business, and providing childcare or care of other dependents while attending to trustee business.

7.1 Allowances

- Subsistence allowances will be reviewed annually by the Senior Management Team, to remain broadly in line with NJC rates.
- Mileage rates will accord with the current Inland Revenue rules for non-taxable benefits.
- Changes will be approved by the Board of Trustees.

7.2 Completion of claims

- All claims for travel and subsistence expenses, from trustees, staff and volunteers, must be completed on the appropriate form, in accordance with limits.
- Claims by staff and volunteers should be authorised by the appropriate line Officer, or, for the Chairperson, by the Chairperson.
- Claims by trustees should be authorised by the Executive Officer, who keeps a record of meetings etc. attended.
- Claims should be submitted monthly or, optionally, sooner if the total claim has reached £300.

7.3 Conferences, seminars and training courses

- Employees/trustees must obtain prior approval from the head of department, in accordance with authorisation limits, for all conference, seminar and training applications and expenditure, including the approval for the time spent and the travel expenses involved.
- Application forms should be sent to the Finance Team as part of the purchasing system.

8. INCOME

8.1 Preparation of Funding Applications:

- the project coordinator and team with treasury team will determine when an application is to be made, with reference to the annual work plan, and with reference to the Board if necessary.
- the most appropriate member of staff, calling on other staff as necessary, will then undertake initial preparation of the application.
- the draft application and associated documents will be passed to the Finance Officer (Resources) for final checking of the financial elements.
- the head of project coordinator and the treasurer will approve the final draft before submission.

8.2 Funding Agreements

Contracts with funders will be signed in accordance with the rules for contracts.

8.3 Grants Register

The treasury officer (Resources) will maintain a register of grants awarded, to include critical dates by which claims, and reports must be submitted.

9. CASH AND BANKING

9.1 Opening Post

- Post for staff working for KDDAUK, unless clearly marked “Private and Confidential” or “Personal”, will be distributed by two members of staff and where absence is present by their head of department.
- Post for trustees will **not** be opened; trustees who expect to be away for some time will authorise the Chairperson to open their post.
- From time to time without prior notice post will be opened by the chairperson /secretary.
- All incoming cheques, cash, invoices, contracts and other important documents will be sent to the finance team

10. BANKING

10.1 Bank Accounts

- The Finance officer (Resources) has overall responsibility for managing all bank accounts and making transfers between accounts; the Finance Officer is authorised to liaise with banks, as instructed by the Finance Officer (Resources)
- The Finance Team has primary responsibility for recording transactions.
- Bank accounts will be reconciled by the Finance Officer (Resources) and checked periodically by the Chairperson of the Board of Trustees.
- The Finance Officer and one of the bank signatories are authorised to present cheques for cash, in order to reimburse petty cash accounts at the KDDAUK.

10.2 Bank Signatories for main KDDA UK accounts

Bank signatories will be approved annually by resolution at the first Board meeting following the Annual General Meeting.

- Bank signatories will be drawn from:
 - The Chairperson, the Finance Officer and senior Officers
 - The Chairperson, the Vice Chairperson, Treasurer, and at least one other trustee.
- All cheques will be signed by two signatories.
- All cheques for amounts over £2,500 will be signed by at least one trustee signatory.
- No cheques will be pre-signed.
- Supporting vouchers will accompany all cheques being presented for signature and will be initialled by the cheque signatory.

- Cheques must not be signed by the payee.
- The Finance Officer (Resources) is responsible for the security of blank cheques.
- The charity blank cheque book shall be given to one of the bank signatories who is easily accessible to the other bank signatories; this must be agreed by all trustees in the first 2 trustees meetings

10.3 Bank mandates

The Finance Team will:

- maintain a record of bank mandates.
- complete new mandates.
- submit an update report every six months to the Board of Trustees.
- Have two signatories on mandates where Bacs payment is used.

10.4 Cash and cheques receivable:

- Cash and cheques are received by the treasury team. The treasury team should record all transactions as indicated in policy and the Sponsorship and Donation Acceptance Policy
- All monies received will be recorded promptly in the cash analysis book and banked **within 3 working days** without delay (this includes sundry receipts such as payment for telephone calls, photocopying etc.). The Charity will maintain files of documentation to back this up.
- Receipts will be banked regularly, within 24hrs or as often as is practicable; bank premises are not always conveniently located for KDDAUK trustees.
- Cash and cheques kept on the premises will be stored regarding insurance limits and requirements.
- Whenever possible, payments due to KDDA UK will be collected by direct transfer to the bank account.
- All welfare money collected for bereaved families who are member(s) of the charity will paid/deposited into KDDAUK bank account. The designated person for the bereaved family will then receive a cheque payment less 20% of the total amount collected as per KDDAUK's bereavement policy.
- The trustees / staff should encourage money / membership contributions to be credited to the bank electronically: The charity will issue “**reference names**” to members / customers for them to use when making electronic payments, to ensure that receipts into the bank account can be traced to the customer easily.

10.5 Investment Accounts

The Finance Officer (Resources) is responsible for day-to-day investment decisions, in accordance with Board policy.

11. PETTY CASH

11.1 Imprest limits

- The Charity should use the “**imprest system**” for administering petty cash.
- The Charity withdraw money from the bank using the charity’s cheque and keep the cash in a petty cash box
- A number of petty cash transactions can be recorded as a single purchase in the digital records of the business, subject to a monetary limit -purchases with a VAT-inclusive value below £50 and the total value of petty cash transactions recorded in this way cannot exceed a VAT-inclusive value of £500 per entry
- Trustees/ Employees taking money from the petty cash account, must record each transaction with date, amount, vendor (who was paid), and business purpose.
- Every purchase using petty cash must be documented in the same way as other business income and expenses.

Petty cash imprest accounts are:

- £100 at KDDAUK
- £60 at Disability Forum

11.2 Security

Access to petty cash should be limited to the Finance Team and Chairperson.

11.3 Receipts

Receipts must be obtained for all purchases and cash advances against expenditure.

12. PURCHASE AND SALES LEDGERS

12.1 Responsibility

- The Finance Team is responsible for maintaining Purchase and Sales Ledgers for the whole organisation.
- The finance team must keep the cash flow book up to date to reflect all financial transactions of the charity activities and **this must be balanced on a monthly basis**

12.2 Purchase Ledger

- All duly authorised invoices and claims must be passed promptly to the Finance Team for payment.
- Supplier statements will be reconciled to the purchase ledger.
- Cheque runs will be made twice monthly; only invoices properly authorised and due for payment will be selected.

- If payment must be made against a duplicate invoice, because the original has failed to arrive, the Finance Team should endorse the duplicate, having checked that no previous payment has been authorised. If the original is subsequently received, this should be filed with the duplicate.

12.3 Sales Ledger

- All sales invoices will be raised by the Finance Team.
- The Finance Team is responsible for the collection of all payments due; it will run monthly “aged debtor” reports to monitor payments and will take action to collect overdue debts.
- Bad debts may be written off:
 - Up to £500 with the approval of the Chairperson
 - Over £500 with the approval of the Chairperson of the Board of Trustees
- Write-offs will be reported every six months to the Board of Trustees.

13. INFORMATION TECHNOLOGY

Details will be found in the separate IT Policy.

14. RISK ASSESSMENT AND INSURANCE

14.1 Risk assessment

- The Senior Management Team will review the risk register annually and report to the Board of Trustees.
- At each meeting the Board will monitor two current “high probability, high risk” areas identified in the annual risk assessment.
- The project management team and the treasury team should identify potential risks for all projects/events:
 - Step 1: Sit down and create a list of every possible risk and opportunity you can think of. .
 - Step 2: Determine probability. What are the odds a certain risk will occur? ...
 - Step 3: Determine Impact. What would happen if each risk occurred?

14.2 Insurance

- The Finance Officer (Resources) will review insurance arrangements annually with KDDAUK’s broker and handle any claims arising for all areas except vehicle insurance.

15. PHYSICAL ASSETS

- An inventory will be maintained at each location of all assets above £50 value, showing description, date of acquisition, purchase price, estimated replacement cost and serial numbers where applicable.
- Inventories will be updated at the time of purchase/disposal of assets and will be checked annually.
- Copies of invoices for assets purchased will be kept on the inventory, for use in the event of an insurance claim.

Equality and Diversity

We aim to be an organisation that values, recognises and responds to the diverse needs of members and those we serve. We adhere to the Equality Act 2010 and will not discriminate against any person or other organisation with reference to the protected characteristics

Monitoring and Review

The Senior Management Team of the charity, with adequate consultation of the Board of Trustees, will regularly review the operation of this policy.

KDDAUK EVENT PRICING QUOTATION SCHEDULE

Appendix 1

Date of availability of hall

	Description	Quotation ONE (£)	Actual Cost	Quotation TWO (£)	Actual Capital	Quotation THREE (£)	Actual Capital	Quotation FOUR (£)	Actual Capital	Chosen Option
Event , Costs (£,000)	Name & Venue/hall									
	Decoration									
	Food									
	TOTALS		£ -		£ -		£ -		£ -	£ -

Telemarketing Costs (£,000)	Staff/personnel									
	Music									
	Tickets									
	TOTALS		£ -		£ -		£ -		£ -	£ -

	Cost/Saving Description	profit 1 Revenue	Actual Profit	Profit 2 Revenue	Actual 2 Capital	Profit 3 Revenue	Actual3 Capital	Profit 4 Revenue	Actual4 Capital	
Proposed profit										
	TOTALS									£0
	Profit		£ -		£ -		£ -		£ -	

RESPONSE ASSUMPTIONS

Ticket sales					
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Event concept and committee formation	
Name of event	
Date of event	
Time of event	
Location of event	
Event coordinator/contact person	
Target audience – who <ul style="list-style-type: none"> • Which group(s) is the event targeted attendee? • What does the audience need/want to know? • What will hold their interest? 	
Message – what <ul style="list-style-type: none"> • What do you want to say to the target audience? • What do you want them to know/do? 	
Objectives – why <i>Be clear about what you hope to achieve with this event – actionable & measurable</i>	
Description of event – what	
Risk assessment – what <i>Identify possible risks and develop strategies to minimise risks</i>	
Evaluation criteria established <ul style="list-style-type: none"> • What were our aims/objectives? • Did we achieve what we set out to do? • Did it come in on budget? • What were the intended/unintended outcomes? • How do we measure effectiveness? • What tools do we use to measure our success? 	
Checklist <ul style="list-style-type: none"> <input type="checkbox"/> Who will be involved in organizing the event? <input type="checkbox"/> Date/s of event determined <input type="checkbox"/> Location/venue for event booked <input type="checkbox"/> Target audience determined <input type="checkbox"/> Message determined <input type="checkbox"/> Objectives set <input type="checkbox"/> Risk assessment completed <input type="checkbox"/> Evaluation criteria established 	

Early event planning [12 – 6 months prior]	Person responsible	Action	Date to be completed
Develop proposed program <input type="checkbox"/> Topics <input type="checkbox"/> Format <input type="checkbox"/> Potential leaders / speakers			
Budget <input type="checkbox"/> Funding sources identified <input type="checkbox"/> Sponsorship <input type="checkbox"/> Estimate registration level <input type="checkbox"/> IEEE/Non-IEEE Break-even point established <input type="checkbox"/> Establish registration fees – IEEE/Non-IEEE <input type="checkbox"/> Create budget projections <i>MCE Conference Business Operations can provide guidance, information, services and support for these steps</i>			
Overall event approvals – IEEE Unit approval <input type="checkbox"/> Sponsors <input type="checkbox"/> Budget <input type="checkbox"/> Patrons/Exhibitors IEEE review / approval <input type="checkbox"/> Contracts <input type="checkbox"/> Budget			
Venue Selection <input type="checkbox"/> Create event specification and facility needs <input type="checkbox"/> Venue identification / negotiation <input type="checkbox"/> Contract development / review / approval <input type="checkbox"/> IEEE review and approvals <i>MCE Event Management Services can provide guidance, services and support for these steps</i>			
Registration Management <input type="checkbox"/> Determine tool or method <input type="checkbox"/> Payment acceptance <i>MCE Event Management Services can provide guidance, services and support for these steps</i>			
Exhibitor and Patron Plans <input type="checkbox"/> Define goals <input type="checkbox"/> Develop benefit packages and price <input type="checkbox"/> Target list <input type="checkbox"/> Marketing program <input type="checkbox"/> Space and equipment need specified with venue <i>MCE Event Management Services can provide guidance, services and support for these steps</i>			

Program Planning [9 months – 2 months prior]			
Speakers <ul style="list-style-type: none"> <input type="checkbox"/> Identify several speaker candidates <input type="checkbox"/> Invitations <input type="checkbox"/> Confirm dates 			
Program/running sheet/speeches <ul style="list-style-type: none"> <input type="checkbox"/> Program finalised <input type="checkbox"/> Running sheet written <input type="checkbox"/> Program/running sheet sent to speakers <input type="checkbox"/> Speakers fully briefed <input type="checkbox"/> Opening, Closing and Housekeeping comments prepared <input type="checkbox"/> Let caterers know program - when to serve drinks/food 			
Marketing program [9 months – 1 month]			
Advertising/Promotion <ul style="list-style-type: none"> <input type="checkbox"/> Website developed <input type="checkbox"/> eMarketing, Flyer, Social Media plans developed <input type="checkbox"/> Media release –Contact the Office of Communications <p><i>MCE Event Management Services can provide guidance, services and support for these steps</i></p>			
Targeted attendee list <ul style="list-style-type: none"> <input type="checkbox"/> Past attendee/ prospect list generated/updated <input type="checkbox"/> Invitation composed <input type="checkbox"/> Invitation checked <input type="checkbox"/> Invitations sent <p><i>MCE Event Management Services can provide guidance, services and support for these steps</i></p>			
Signage/Printed Materials <ul style="list-style-type: none"> <input type="checkbox"/> Organize as necessary <input type="checkbox"/> Verify brand consistency and compliance 			
Value added for guests <ul style="list-style-type: none"> <input type="checkbox"/> Copy of publication, CD-ROM <input type="checkbox"/> Gifts <input type="checkbox"/> Programs <input type="checkbox"/> Catalogues <input type="checkbox"/> Special offers/discounts <input type="checkbox"/> Competitions <input type="checkbox"/> Prizes 			

Event management [6 months – 1 month prior]	Person responsible	Action	Date to be completed
Space planning <input type="checkbox"/> Registration needs <input type="checkbox"/> Program needs <input type="checkbox"/> Furniture/other needs			
Food and beverage (F&B) <input type="checkbox"/> Determine F&B needs <input type="checkbox"/> Service style <input type="checkbox"/> Menu choices <input type="checkbox"/> Special dietary requirements of guests <i>MCE Event Management Services can provide guidance, services and support for these steps</i>			
Catering <ul style="list-style-type: none"> ○ Cost per head or upfront ○ Upmarket or casual ○ Beverages – orange juice, mineral water, tea and coffee ○ (instant or percolated) ○ Food – fruit platters, bagels, Danish, baguettes, sandwiches, rice, plantains, fish etc. ○ biscuits and cakes ○ Hot or cold ○ Self-service or waiting staff ○ Internal or external catering ○ Power required ○ Equipment required ○ Tables, tablecloths, cups and saucers ○ Plates, napkins, knives and forks (disposable/non-disposable) ○ Can the theme of the event be followed through in catering? ○ Special dietary requirements of guests ○ 			
Audio/visual requirements <input type="checkbox"/> PA system <input type="checkbox"/> video <input type="checkbox"/> Lapel or handheld microphone <input type="checkbox"/> Lighting <input type="checkbox"/> Extra electrical requirements <input type="checkbox"/> Lectern			

Security <ul style="list-style-type: none"> <input type="checkbox"/> Event Disaster Plan created <input type="checkbox"/> Security alerted <input type="checkbox"/> Occupational health, welfare and safety concerns addressed <input type="checkbox"/> Provision of first aid 			
Speakers <ul style="list-style-type: none"> <input type="checkbox"/> Re-confirm dates <input type="checkbox"/> Confirm travel needs and dates <input type="checkbox"/> Audio-visual needs/preferences <input type="checkbox"/> Brief / Rehearsals <input type="checkbox"/> Bio/Introductory remarks 			
Onsite management [6 months – 1 month prior]	Person responsible	Action	Date to be completed
Registration Management <ul style="list-style-type: none"> <input type="checkbox"/> Onsite plan/staffing <input type="checkbox"/> Badges/lanyards <i>MCE Event Management Services can provide guidance, services and support for these steps</i>			
Staffing <ul style="list-style-type: none"> <input type="checkbox"/> Extra required <input type="checkbox"/> Volunteers to meet and greet guests <input type="checkbox"/> Volunteer training materials and plans 			
Ambience <ul style="list-style-type: none"> <input type="checkbox"/> Intro presentation, static slides, housekeeping slides <input type="checkbox"/> Background music 			
Program/running sheet/speeches <ul style="list-style-type: none"> <input type="checkbox"/> Program finalised <input type="checkbox"/> Running sheet written <input type="checkbox"/> Program/running sheet sent to speakers <input type="checkbox"/> Speakers fully briefed <input type="checkbox"/> Opening, Closing and Housekeeping comments prepared <input type="checkbox"/> Let caterers know program - when to serve drinks/food 			
Guest comfort <ul style="list-style-type: none"> <input type="checkbox"/> Wheelchair access <input type="checkbox"/> Toilet facilities 			
Hospitality <ul style="list-style-type: none"> <input type="checkbox"/> Welcome signage at entrance <input type="checkbox"/> Ushers briefed <input type="checkbox"/> Cloak room <input type="checkbox"/> Red carpet 			
Housekeeping <ul style="list-style-type: none"> <input type="checkbox"/> Cleaning before and after <input type="checkbox"/> On standby during the event 			

Day of event planning	Person responsible	Action	Date to be completed
On the day <input type="checkbox"/> Time for set up by whom <input type="checkbox"/> Time for dismantle by whom <input type="checkbox"/> Dais, stage <input type="checkbox"/> Tables, chairs layout <input type="checkbox"/> Chair covers <input type="checkbox"/> Floor plan <input type="checkbox"/> VIP seating <input type="checkbox"/> Book courier/transport <input type="checkbox"/> Name tags <input type="checkbox"/> Clear location directions <input type="checkbox"/> Registration desk <input type="checkbox"/> Speaker Gifts <input type="checkbox"/> Exhibitor and Patron management			
Post event planning [1-7 days after event]	Person responsible	Action	Date to be completed
After the event <input type="checkbox"/> Debrief <input type="checkbox"/> Comments on all aspects (negative and positive) <input type="checkbox"/> Guest / Speaker / Volunteer feedback <input type="checkbox"/> Guidelines for improvement next time <input type="checkbox"/> Evaluation against criteria <input type="checkbox"/> Celebration <input type="checkbox"/> Gratuities <input type="checkbox"/> Thank Your – Exhibitors/Patrons, Volunteers, speakers and committee			

Name of event organiser.....

Signed:..... Date:

Approved by KDAUK Treasury Officer:


Signed:.....

Date.....


This policy was reviewed and adopted at a General meeting of the KDDAUK held

on the day of...25TH.../...January...../ 2020

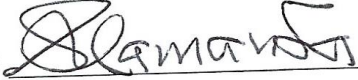
Print Name: MRS PATRICIA BONDU SAFFA

Signed:  Date: 25/01/2020
KDDAUK Treasurer Officer

Print Name: AIAH BONDOWA TONDONEN

Sign:  Date: 25/01/2020
KDDAUK Chairman

Witness Print Name: Solun Queeghena Ramandu

Sign:  Date: 25.01.2020
Witness/Member on behalf of the Charity KDDAUK

Date of next Review: November 2023