



ENGLAND
HANDBALL

**The England Handball Association
Financial Procedures and
Controls Manual**

Table of Contents

Reference:	Title
1.	Directors and Officers of the Company
2.	Structure and management of EHA
3.	Operations
4.	Cheque Signatories
5.	Accounting System
6.	Procurement and Purchasing
7.	Cash Management Procedures
8.	Raising Sales Invoices and Recognising Payments
9.	Payment Process
10.	Mail and Cash Receipts
11.	Payroll
12.	Grant Management System
13.	Asset Management Procedures
14.	Budgeting and Cash Flow Process
15.	Monthly Management Accounting Procedures
16.	Fraud Policy
17.	Document Retention
18.	Value Added Tax (VAT)
19.	Insurance
	Appendices
1	Purchasing and Procurement Flow Chart
2	Purchase Order Form
3	Staff expense claim procedure
4	Staff expense claim form
5	Receipt of Supplier Invoices Flow Chart
6	Invoice Request Form
7	Cost Centre/ Nominal Ledger Codes
8	Public Interest Disclosure Policy
9	Fraud Response Plan

1. Directors and Officers of the Company

The Company has a legal structure of a Company Limited by Guarantee with no Share Capital.

In accordance with the Companies Act 2006, it is required to have at least one director and one company secretary. The Officers of the Company are as follows:

The Board of The England Handball Association ("The Board")

Directors:

Chair - Elected

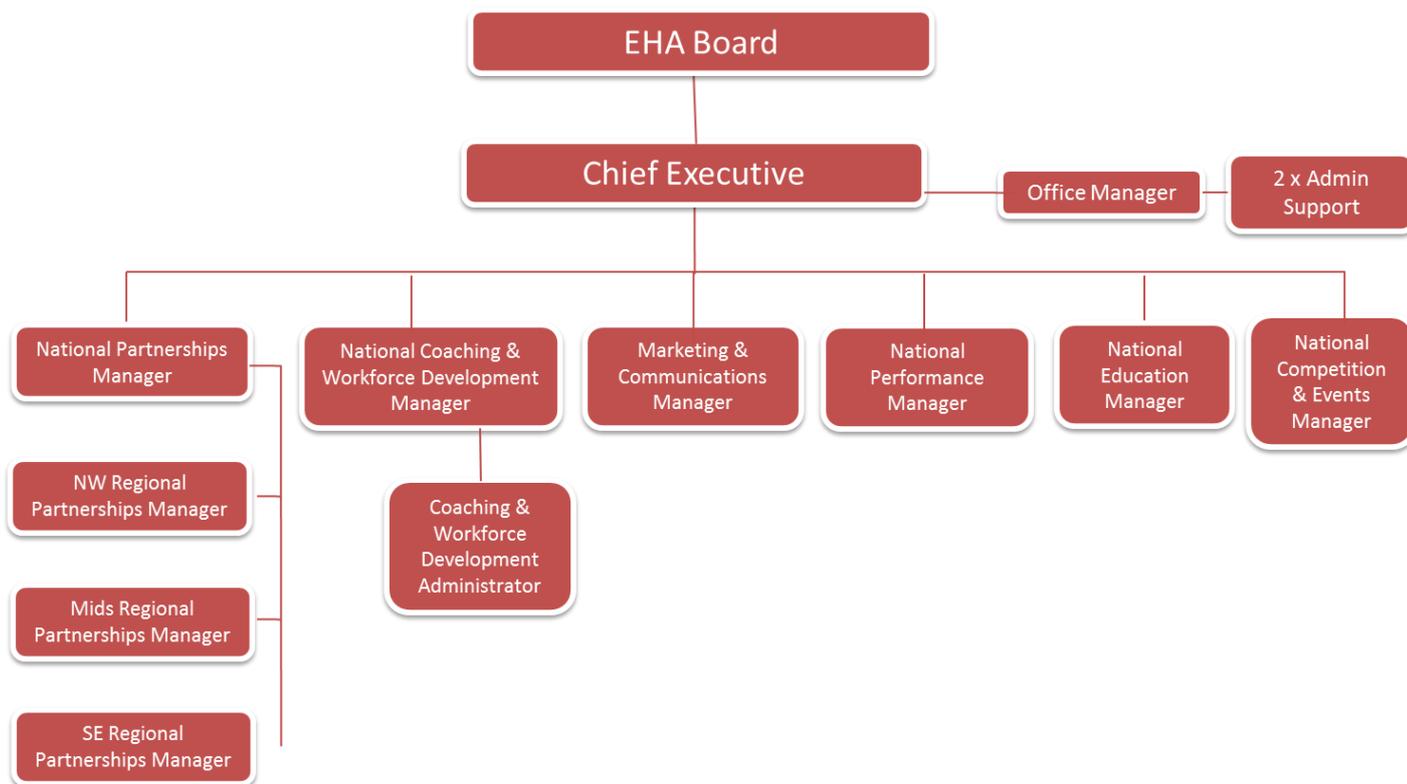
4 x Non-Exec Director - Elected

4 x Non-Exec Director - Appointed

The Board meets six times a year and follows an annual work plan which covers all relevant EHA matters, including finance/budgets and the receipt of reports from each of the portfolio areas outlined above.

The England Handball Association was incorporated as a Limited Company (by Guarantee) in August 2009.

2. Structure and management of the EHA



3. Operations

Locations and functions

The England Handball Association (EHA) registered office is based at the Halliwell Jones Stadium, Winnick Road, Warrington, WA2 7NE and is staffed by an Office & Finance Manager who is supported by three part time Administrators. The office provides support to the staff and board of the EHA in relation to the day-to-day administration of the association.

Financial Management

The production of monthly financial accounts and annual audited accounts are outsourced to an external firm of accountants, currently PM&M in Blackburn. All other finance functions are carried out by the EHA Office & Finance Manager under the guidance of the EHA CEO. Regular reports of all financial activities are made to the EHA Board.

4. Cheque signatories

Current cheque signatories are as follows and according to the bank mandates in force:

TABLE A.

NGB Accounts Signatory	Position	Limit
Tracy Watkinson	Chair	£5,000
David Meli	Chief Executive Officer	£5,000

Payments can only be made where the invoice is supported by a purchase order and has been suitably authorised and cleared for payment.

Where a cheque is required for payment two signatures are required according to the relevant bank mandates.

The BACS System

For most of its payments, the EHA uses the BACS system which requires one person to process a payment and one to authorise (from the signatories listed in table A).

5. Accounting System

The EHA currently uses Xero Accounting software which is updated on at least a weekly basis.

The Office & Finance Manager is responsible for operating the system using departmental and nominal codes to identify the different areas of operation.

6. Procurement and Purchasing

6.1 Procurement

The EHA has two procurement procedures, each covering the procurement of goods or services of a specific cost or type. For items costing below £100 it is not necessary to follow a procurement procedure. Please note that all costs specified are the cost inclusive of VAT.

1. **Quotations Procedure** - for purchases of between £2000 and £19,999
2. **Tendering Procedure** – for purchases of £20,000 and above.

Waiving Procedures

The Procurement Procedures can only be waived in exceptional circumstances and with written permission from the Chief Executive (or in the absence of the Chief Executive, the Chair of the EHA). You must outline in writing the reasons why the procedures should be waived and obtain authorisation in writing. This can be done through email correspondence. You must keep a copy of your submission to the Chief Executive and the authorisation in the contract file. A copy must be provided to the Office & Finance Manager.

Quotations procedure

The steps of the quotation procedure for **purchases costing between £2000 and £19,999** are as follows. *The use of hotels for accommodation or meetings costing below £2,000 is not subject to the quotations procedure.*

1. Write specification outlining the goods or services required, including details of quantity, quality and timescale for delivery.
2. For purchases costing between £2,000 and £4,999 obtain two written quotations, for purchases costing between £5,000 and £19,999 obtain three written quotations in each case these should be from different suppliers. The quotes should clearly state whether or not they include VAT.
3. You should select the supplier that best meets our needs; this will not necessarily be the one who gives the cheapest quote, but one that is based upon price, value for money and availability.
4. Raise and complete a purchase order request form (see 6.2). Attach **all** quotations to the PO and follow the PO authorisation process as set out in 6.2.
5. Agree terms and file documentation. If it is a one-off purchase then send a copy of the

Purchase Order and our terms and conditions to the supplier. If it is a recurrent purchase covering a period of six months or more you should agree a contract.

Tendering procedure

A tendering procedure should be followed for all purchases costing above £20,000.

A **restricted competitive tender** procedure may be followed if the contract is for specialised services or goods that only a small number of suppliers can provide. In this case, the tender is not advertised and these suppliers are invited to tender direct. A note covering the justification for a restricted tender must be authorised specifically in writing by the Chief Executive.

There may also be exceptional circumstances which make a **single tender** permissible. For example, if there is only one supplier who has the knowledge or skills to provide the goods or service required or if there is only one supplier who has access to the information necessary to provide the goods or service. A note covering the justification for a single tender must be, again, authorised specifically in writing by the Chief Executive. On no account must the supplier be informed that they are the only one bidding for the tender.

Note:

In relation to any Sport England Capital funding England Handball should consult Sport England before issuing any tender.

Outline of Tendering Procedure

The stages of the tendering procedure are listed below.

1. Write Tender Specification and present to the Board for approval.
2. Advertise tender.
3. Issue invitation to tender.
4. Receive tender bids.
5. Assess and shortlist bids.
6. Where appropriate presentations of short listed bids should be made to the Board.
7. Award contract.

Partnership Agreements

The EHA may seek to enter into a partnership agreement with other partners. Such agreements might entail both parties investing funds to deliver designated projects. Where such an agreement is in place the following procedures shall be adopted prior to entering into the agreement:

- a) Draft agreement to be produced outlining the following information;
 - Brief description of the key partners
 - Project brief outlining key activities to take place
 - Monitoring and Evaluation process
 - Milestones/Reviews
 - Finance of the project costs
 - Finance Contacts in partner organizations
 - Lead Officer(s) in key partner organisations

- Any General Conditions related to the agreement
- b) The Agreement should be circulated to the board for comments and also sent to the Finance & Governance Group for their consideration.
 - c) Comments are gathered from appropriate persons. Risks associated with the project are identified and a risk assessment is circulated to board members for review.
 - d) The Agreement is presented to the board for consideration.
 - e) If the project is approved then delegated powers shall be given to the Chief Executive and or in his/her absence the Chair to sign agreements on behalf of the EHA.

6.2 Purchasing

Table B below outlines the members of EHA staff/board who are allowed to raise Purchase Orders together with details of those persons allowed to authorise Purchase Orders.

The Office & Finance Manager is required to have the originals of all Purchase Orders, Invoice Requests and expense claims suitably authorised.

- All expenditure requires a purchase order to be raised and authorised by the relevant Authoriser (see Table B). In the case of reimbursed expenses, the expense sheet should be authorised and submitted to the Office & Finance Manager, which will be treated as a purchase order.

TABLE B.

Name / Office	May raise Purchase Orders	May Authorise		
		Up to £2000	Up to £4,999	Over £5,000 (2 people required)
Office & Finance Manager	√	-	-	-
National Partnerships Manager	√	-	-	-
National Competition & Events Manager	√	-	-	-
National Education Manager	√	-	-	-
Marketing & Communications Manager	√	-	-	-
National Performance Manager	√	-	-	-
National Coaching & Workforce Development Manager	√	-	-	-
Chief Executive	√	√	√	√
Chair	√	√	√	√

The following is represented by a flowchart in Appendix 1:

- A purchase order (a copy of the form is shown in Appendix 2) is to be raised for all expenditure and must be authorised using the above table. The purchase order number is generated by the Office & Finance Manager. Details required for the purchase order as a minimum are as follows:
 - a.) Purchase order number
 - b.) Date of order

- c.) Type of purchase: service or goods (delete as applicable)
 - d.) Estimated delivery date if known
 - e.) Supplier details
 - f.) Details of purchase
 - g.) Actual cost, if not then estimated cost
 - h.) Nominal account code and cost centre
- The authoriser is responsible for ensuring that the funds from the relevant budget are available for this expenditure.
 - Once the PO has been authorised, a copy will be sent to the supplier and the original returned to the relevant operational member of staff.
 - The PO is retained by the Office & Finance Manager to be attached to the incoming delivery note (if applicable) and the actual invoice. This process will then allow for the Office & Finance Manager to chase any invoices not yet received.
 - Where the PO is for a payment in advance it must still be authorised in accordance with the above table.
 - The PO, with written authorisation attached, is then filed by the Office & Finance Manager so that it can be reconciled by the external bookkeeper.
 - The Xero accounting system should then be updated with the payment on account.

7. Cash Management Procedures

7.1 Expense Reimbursement

EHA has a business debit card. The card may only be used for business purposes by the authorised user. It can not be used to pay personal expenses. All expenses are to be borne personally by the individual and sought to be reimbursed. All expenditure must be authorised and supported by a valid receipt, otherwise reimbursement will not occur.

Details of the staff expense claim procedure are set out in detail in Appendix 3. If there is any doubt about the expenditure to be incurred staff should request prior authorisation.

Claims for reimbursement (a copy of the expenses claim form can be found in Appendix 4) must be received by the last Monday of the month in which the expenditure is incurred and payment will be made, by bank transfer, within five days. If the claim is for an unusually large amount personally incurred on behalf of the EHA then the authorised claim can be paid earlier at the discretion of the Chief Executive.

7.2 Receipt of Supplier Invoices and Expenses

All invoices are to be sent to the Office & Finance Manager who will then follow the procedure as laid down and shown in the flowchart in Appendix 5.

- Where goods have been purchased the delivery note should be signed to confirm receipt and satisfaction with the goods prior to forwarding to the Office & Finance Manager, with any comments on shortfalls and any other variances. The delivery note will be matched, and then attached, to the PO so that it can then be reconciled to the invoice when received.
- Invoices should be matched to purchase orders and checked for any variance. If there is a material difference, the invoice should be forwarded to the member of staff who raised the PO for the approval process to be started again. Material difference is where the

invoice is not greater than the purchase order by more than £10. VAT rounding is not a material item.

- Once the invoice is matched to the PO (and the delivery note if applicable) and no issues arise then the invoice should go through the following process:
 - a) The date processed should be recorded on the invoice
 - b) Ensure the invoice is correctly coded for the Purchase Ledger, Nominal Ledger and cost centre.
 - c) Entered into Xero Accounting, the internal number allocated as the PO number, the Invoice number is used as the "Xero Reference" and the "Other Reference" should be the supplier's own invoice number.
 - d) The invoice is subsequently filed in sequential invoice order in unpaid invoice file.
- Where the invoice has had to be authorised, due to anomalies with its PO, or the PO is missing, then the process is started at (2) above.
- This procedure allows only authorised expenditure to be recorded and ultimately paid for. The Office & Finance Manager should ensure that the "Unmatched purchase order file" is reviewed monthly and missing documentation is chased up. If persistent problems arise these should be reported to the Chief Executive and Chair.

7.3 Cash advances (floats)

In some instances, a cash float/advance may be required, this is limited to an amount of £250, or its equivalent in foreign exchange. The individual must complete a Cash Advance request form, which is to be authorised by the Chief Executive. The authorised form is completed and filed in a Cash floats folder, in the "Outstanding" section.

An expense form must be submitted, with valid receipts, and any remaining cash returned. The Cash Advance form is then completed as returned, with the PO number of the expense claim written on the Cash Advance form and it is also noted what has happened to the returned cash. The form is then filed in the "completed" section of the Cash floats folder.

7.4 Petty Cash

The main office will keep a petty cash float of no more than £50. This will be kept by the Office & Finance Manager who will record the details on the petty cash spreadsheet stored on the G Drive. Receipts should be obtained for all expenditure and the petty cash spreadsheet updated.

The petty cash spreadsheet should be summarised every month and the Xero system updated for all expenditure.

8. Raising Sales Invoices and Recognising Payments

8.1 Raising the invoice

The raising of sales invoices can be undertaken by any member of staff who is a budget holder or by the Office & Finance Manager for any other member of staff. All requests must be submitted on the Invoice Request Form, a copy of which is shown in Appendix 6 and can be provided by the Office & Finance Manager.

The form must be completed in full to enable the invoice to be raised to the appropriate customer and sent to the Office & Finance Manager. This should be done as soon as the customer has agreed to the amount to be invoiced. It is essential that a contact name,

telephone number and email address are included to allow for any future follow up regarding payment.

Once the form is complete it should be signed by the member of staff placing the request and forwarded to the Office & Finance Manager who will pass to the CEO for authorisation.

When the form has been authorised, the Office & Finance Manager will raise the invoice, allocating the next available invoice reference number. This will then be emailed to the named contact and a copy filed in the appropriate folder on the G drive and in the hard copy folder in the office filing system.

The details of the customer and invoice content should then be entered onto the Xero system so that it appears on the list of debtors.

8.2 Recognising Payments

It is the responsibility of the Office & Finance Manager to identify when payment has been received from a customer by checking the online statement of the EHA main bank account. This should be carried out on a daily basis and any received payments should be matched against the applicable invoice.

The hard copy invoice should then be stamped and dated as paid.

It is then the responsibility of the PM&M bookkeeper to clear the debtor from the Xero system.

9. Payment Process

Payment runs will normally be done fortnightly. In preparation for this the Office & Finance Manager should review the Purchase ledger and identify all the liabilities that are due for settlement. An aged creditor listing should be printed off and the creditors identified for payment.

Payments should be made within credit terms, however any specific requests for early payment must be authorised in writing by the Chief Executive (email is acceptable).

Payments are currently made by BACS. Cheques are only issued in exceptional circumstances and by prior written request. The Xero system should be updated as soon as payments are made.

10. Mail and Cash Receipts

The address for remittances is the EHA office in Warrington. All other correspondence should be directed to the relevant member of staff.

All mail should be opened on the day of receipt and any cheques (or cash) and invoices (and expense claims) should be extracted and separated for processing. All invoices and expense claims should be sent to the Office & Finance Manager together with any receipts. All cheques and cash should be logged on the banking spreadsheet as required. The Office & Finance Manager should undertake random checks from the banking spreadsheet to the bank statements from time to time.

The paying in book should then be completed and banking should take place as soon as possible but no longer than 2 days post receipt of an item.

The Xero system should be updated from the banking spreadsheet, which should then be kept in sequential and chronological order.

11. Payroll

Payroll is currently prepared by the EHA's external accountants, PM&M, supported by the Office & Finance Manager who will make the necessary payments according to instructions agreed by the Chief Executive.

- Any changes to the salary details (for example new starter, leaver, salary amendment) should be made in writing to the Office & Finance Manager which are then signed by the Chief Executive.
- A payroll spreadsheet is maintained by the Office & Finance Manager which is forwarded to PM&M when any changes take place.
- Monthly payment advices should be checked against the payroll spreadsheet prior to any payments being made.
- Any anomalies should be investigated immediately.
- The Xero system should be updated with the monthly salary payments.
- Hard copy payment advices should be filed in the Payroll file in monthly sequential order.
- The Office & Finance Manager is to ensure that all monthly PAYE/NIC returns and payments are submitted by the due dates.

All matters regarding recruitment are governed by the Chief Executive in consultation with the Board.

12. Grant Management Systems

The EHA receives grant income primarily from Sport England and various partners. Conditions are attached to the grants.

Income and expenditure linked to grant income must be accounted for using separate nominal ledger codes (see Appendix 7 for a list of cost centres and nominal ledger codes) to ensure expenditure is made according to grant conditions and to simplify reporting to the partner providing the grant funding.

13. Asset Management Procedures

13.1 Guidelines for Fixed Assets

- The EHA will maintain a fixed asset register (on Excel) which will be managed by the Office & Finance Manager.
- Any asset with a value greater than £250 will be capitalised, any assets less than this value will be written off in the year.
- The fixed asset register will maintain an accurate record of assets owned by The EHA, a record of the location of the asset, the purchase date, cumulative depreciation and written down value. In addition where applicable the user of the asset (for example the user of a EHA laptop).
- The EHA will review the asset register annually and make the necessary depreciation adjustment.
- Purchase of fixed assets should follow the procurement procedure.
- Additions will be depreciated from their purchase date.
- Disposals will be at the end of the year, taking effect from the date of the actual disposal.
- A physical inspection of the assets should be made by the Office & Finance Manager and relevant member of staff and added to the Fixed Asset register on an annual basis.

13.2 Depreciation Policy

Depreciation is calculated to write-off the cost of the fixed assets on a straight line basis over the expected useful life of the asset concerned. The annual rates of depreciation are as follows:

Computer Equipment	20%
Office Equipment	33%
Sports Equipment	25%

13.3 Investment and Reserves Policy

The EHA's investment assets are to be invested in such a way as to maximise long term returns consistent with prudent levels of risk, whilst maintaining sufficient liquidity to enable the EHA to meet its day-to-day financial commitments.

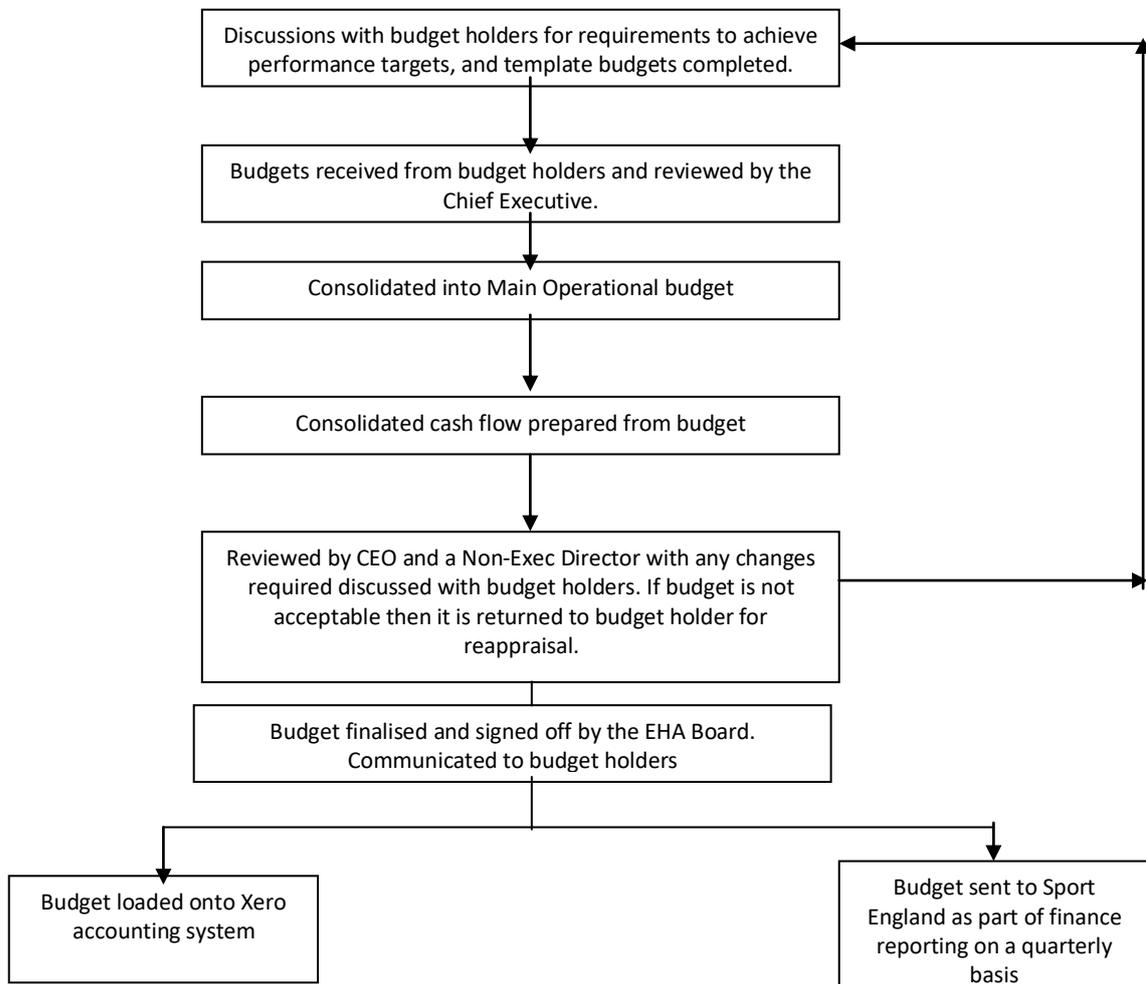
Currently, any surplus funds are held within an investment account with the EHA's bankers. Any amendment to this must be agreed and signed off by the Chief Executive with the approval of the Board.

Any investment tagged for specific projects will be itemised separately in the nominal ledger.

As part of the EHA's Governance policies the Association shall work towards maintaining a reserve which shall be equal to between three and six months operational costs. This may change but will require board approval.

14. Budgeting and Cash Flow Process

Annually





- The Chief Executive, with the support of a Non-Exec Director, shall be responsible for preparing and presenting an annual main operating budget with information which shall allow approval and sign-off by the Management Board.
- Budget alterations and deviations outside approved budget expenditure can only be by Chief Executive, with approval from a Non-Exec Director on behalf of the Board.
- The budget holders are responsible for their individual budget and need to manage it on a day to day basis. Expenditure should only be incurred if it is included in the budget.
- If there is a potential cost saving on a particular cost centre then the budget holder must obtain authorisation from the Chief Executive prior to reallocating the funds to another area. Any overspend must be agreed with the Chief Executive prior to committing the expenditure.

15. Monthly Management Accounting Procedures

15.1 Bank Reconciliations

The PM&M bookkeeper, supported by the Office & Finance Manager, will reconcile the bank accounts each month on Xero Accounting.

Prior to producing the bank reconciliation, the Office & Finance Manager with support from PM&M must ensure that:

- All payments in the month have been posted.
- All direct debits and standing orders have been posted.
- All banking sheets have been posted.
- All outstanding Xero items that are matched against the bank statement should be marked as reconciled.
- Bank reconciliation should be printed once reconciled. The Office & Finance Manager should initial and date each completed bank reconciliation.
- Any unreconciled items must be followed up with an explanation noted on bank reconciliation.
- Any cheques which remain unrepresented for more than one year should be written back.
- The bank reconciliation should be signed off by the Office & Finance Manager on a quarterly basis.

15.2 Aged Debtors Listing

- The aged debtors listing should be reviewed on a monthly basis and signed off by the Office & Finance Manager.

- Any aged balances greater than 2 months should be actively followed up by either issuing a copy invoice or contacting the debtor directly.
- Any outstanding invoices greater than 3 months should be referred to the Chief Executive for further action.
- Before any invoices are written off, written authorisation must be obtained from the Chief Executive.
- Any amounts deemed to be irrecoverable that are >£250 must have written authorisation from the Board.

15.3 Management Accounts

Management accounts will be prepared monthly and circulated to the Board and relevant staff members by the 10th day following the month end. If this should be a weekend then by the following Monday. The accounts will be reviewed on a monthly basis by the Chief Executive and a Non-Exec Director and, formally, by the Board at its regular meetings.

On a monthly basis the PM&M accountant, supported by the Office & Finance Manager, will provide the following management information:

- Income and Expenditure account and a Balance Sheet
- Actual v's profiled budget for the period and year to date with an explanation for significant variances. Variances of plus or minus 10% from budget.
- Cash flow forecast
- Accounts receivable ageing summary (Aged Debtors)
- Accounts payable ageing summary (Aged creditors)

For the Governance & Finance Group meetings, the following are also to be provided in addition to the monthly management information:

- Bank Reconciliations for the past three months
- Review of VAT Returns (if appropriate) and PAYE/NIC
- The management information will be reviewed (prior to the Board meeting) by the Chair, Chief Executive and a Non-Exec Director.
- The management accounts will be presented by the Chief Executive and a Non-Exec Director at the Board meeting.

16. Fraud Policy

Introduction

Fraud is an ever-present threat to the EHA's resources and must be a concern to all members of staff. This statement explains the responsibilities for the control of fraud and the procedures to be followed when a fraud is identified or suspected. The EHA is committed to developing an anti-fraud culture and asks all staff to be alert to the possibility of fraud and the role they can play in its prevention.

The EHA's Policy

The EHA requires all staff at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible. All reasonable measures will be taken to prevent fraud. Any attempt at fraud (whether by staff, contractors, agents acting on behalf of the EHA, or others) is viewed with the utmost seriousness and the EHA will investigate any reported incidents or suspicions. Where appropriate, disciplinary and/or legal action will be taken and the EHA will co-operate fully with any police enquiries. Steps will be taken to recover losses suffered through fraud.

What is fraud?

The Fraud Act 2006 gives a statutory definition of the criminal offence of fraud, defining it in three classes - fraud by false representation, fraud by failing to disclose information, and fraud by abuse of position. These are described in more detail as follows:

- "Fraud by false representation" is defined by Section 2 of the Act as a case where a person makes "any representation as to fact or law ... express or implied" which they know to be untrue or misleading.
- "Fraud by failing to disclose information" is defined by Section 3 of the Act as a case where a person fails to disclose any information to a third party when they are under a legal duty to disclose such information.
- "Fraud by abuse of position" is defined by Section 4 of the Act as a case where a person occupies a position where they are expected to safeguard the financial interests of another person, and abuses that position; this includes cases where the abuse consisted of an omission rather than an overt act.

In all three classes of fraud, it requires that for an offence to have occurred, the person must have acted dishonestly, and that they had to have acted with the intent of making a gain for themselves or anyone else, or inflicting a loss (or a risk of loss) on another.

The Act states that a person found guilty of fraud is liable to a fine or imprisonment for up to twelve months on summary conviction (six months in Northern Ireland), or a fine or imprisonment for up to ten years on conviction on indictment. This Act largely replaces the laws relating to obtaining property by deception, obtaining a pecuniary advantage and other offences that were created under the Theft Act 1978. Although much of that Act has been repealed, the offence of making off without payment, defined under section 3 has not been affected.

Examples of fraud

Fraud can be perpetrated by individuals within or outside an organisation. Examples of the type of fraud which could arise in the EHA context are:

- theft of cash or equipment or fraudulent encashment of cheques;
- falsification of claims for payment or reimbursement;
- irregularities in purchasing of goods and services on behalf of the EHA, such as making or accepting payment as an inducement to award a contract;
- unauthorized use of EHA property such as computer hardware or software;
- providing information about an object (whether with a view to its acquisition by the EHA or for any other purpose) knowing it to be false.

This list is by no means comprehensive and it might not always be obvious what constitutes fraud.

The following are among the warning signs that fraud might be occurring:

- staff working exceptional hours or under apparent stress unexplained by workload;
- reluctance to take leave;
- refusal of promotion;
- sudden change of lifestyle/unexplained wealth;
- new staff resigning quickly;
- suppliers who insist on dealing with one particular member of staff;
- inappropriate relationships with suppliers e.g. frequent receipt of hospitality.

Responsibilities

Individual members of staff are responsible for:

- acting with propriety in the use of EHA resources and in handling and use of EHA funds;
- complying with the EHA procurement and financial procedures, which have been designed with the risk of fraud in mind;
- reporting details immediately to the Chief Executive or EHA Board if they suspect that a fraud has been committed or see any suspicious acts or events;
- co-operating with those investigating any actual or suspected fraud.

Staff are also encouraged to suggest improvements to procedures which could help to reduce the risk of fraud.

The Public Interest Disclosure Act 1998 provides certain rights and protections for a member of staff who "blows the whistle" by raising concerns. The EHA's Public Interest Disclosure Policy (a copy of which can be found in Appendix 8) describes the protection the Act gives and which disclosures qualify.

Team leaders in all departments are responsible for:

- identifying the risks to which systems and procedures are exposed;
- developing and maintaining effective controls to prevent and detect fraud;
- ensuring that departmental controls are being complied with;
- acting on the advice of those investigating an actual or suspected fraud e.g. to ensure that evidence is secured. To ensure compliance with the Police and Criminal Evidence Act 1984, **managers should not interview suspects** without taking advice;
- maintaining appropriate confidentiality.

The Chief Executive and Board are responsible for:

- carrying out vigorous and prompt investigations if fraud occurs;
- taking appropriate legal and/or disciplinary action against perpetrators of fraud;
- taking disciplinary action against supervisors where supervisory failures have contributed to the commission of the fraud;
- keeping under review the policy on the control of fraud and advising other managers of new threats and new preventive measures to be taken;
- managing tender processes in such a way as to minimise the risk of fraud or collusion;
- liaising with Internal Audit on both policy and individual cases;

Reporting and investigation of suspected frauds

The EHA has developed a fraud response plan, which acts as a checklist of actions in the event of a fraud being suspected. This is attached at Appendix 9.

Disciplinary action

The EHA's disciplinary procedures are described in the Staff Handbook (a copy of which is available from the Office & Finance Manager).

17. Document Retention and back ups

All financial documents will be retained for 7 years.

Backups of the financial data are to be saved to an external hard drive at least twice a week by the Office & Finance Manager. This should be kept in a safe or fire proof box.

All records of a personal and/or confidential nature are to be kept in a locked fireproof box / cabinet and be destroyed when no longer relevant or required to be kept by law.

18. Value Added Tax (VAT)

The EHA is not currently registered for VAT. However, with the support of its accountants, the EHA should be aware of the VAT regulations in terms of the threshold for registration and if registration occurs then a process and policy for dealing with VAT returns should be produced.

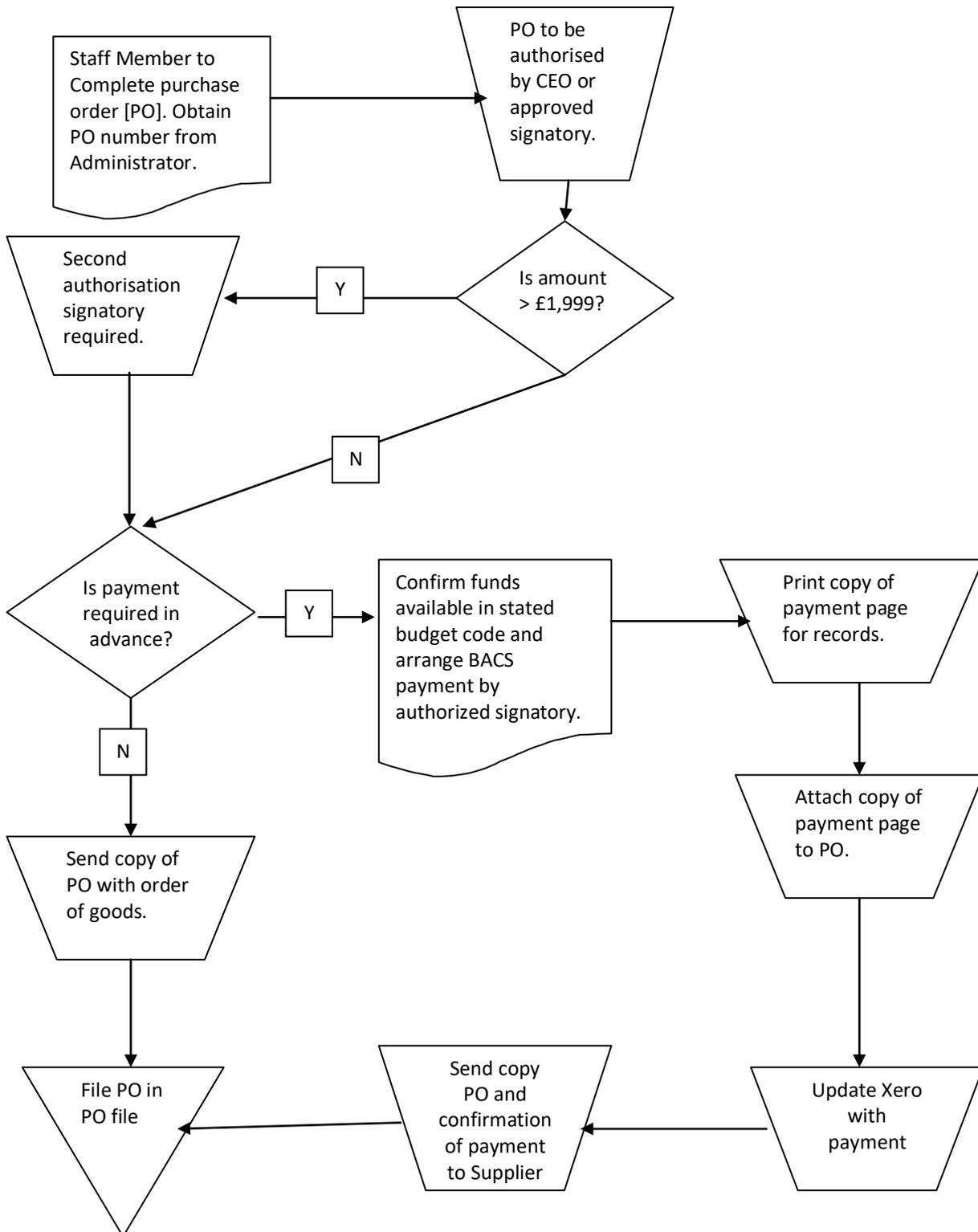
19. Insurance

The Chief Executive is responsible for arranging for insurance cover for the EHA. This should provide for the following levels of cover:

- Civil/public liability (£5,000,000) and Employers liability (£10,000,000)
- Coaches and Officials third party cover
- Travel Insurance

Prior to renewal of the insurance policies the Chief Executive should ensure that the cover is adequate and the premiums competitive.

Appendix 1 : Purchasing and procurement flow chart



Appendix 2 : Purchase Order Form

PURCHASE ORDER REQUEST FORM

This form must be completed for any goods or services which are being purchased on behalf of the England Handball Association. All necessary information should be provided and the form authorised by the Chief Executive before being passed to the Office & Finance Manager who will raise the official order.

Any member of staff purchasing good or services without an authorised order form may be subject to disciplinary action.

Date:		Staff Name:	
Name of supplying company/individual:		Address:	
Contact Name:		Tel No:	
Email:			
Details of goods/services to be provided:		Delivery date for goods/services:	
Delivery Address (if not main office):			
Cost of goods/services:		Quantity:	
Total Cost (inc VAT if applicable):		Nominal code:	
If order is for more than £2,000, you must provide details of one other quote or for orders over £5,000 you must provide details of two other quotes			
Quote 1 (company and cost):		Quote 2 (company and cost):	
Signature (staff member):		Authorised by (signature):	
		Date	
For Office Use Only:			
Date ordered:		Ordered by:	
Order reference:			

Appendix 3 : Staff Expense Claim Policy/Procedure

Introduction

1. This policy on Travel and Subsistence provides a comprehensive account of the rules and entitlements for all England Handball colleagues that travel and stay away from home on official England Handball business both within the UK and abroad.
2. The principle governing the rules on Travel and Subsistence is that colleagues should be reimbursed for extra expenses that they necessarily incur on official travel.
3. An example Travel and out of pocket expenses form is available from the EHA Office

Policy Guidelines

1. "Official travel" means travel for the purpose of official England Handball business and not travel between your home and permanent office. Colleagues are responsible for the cost of daily travel between their home and permanent place of work.
2. All colleagues are responsible for ensuring that their claims for travel and subsistence are in compliance with the rules and guidance in this policy.
3. All colleagues with delegated responsibility for authorising T & S claims must ensure the economical management of all official travel and for ensuring compliance with this and any other relevant policies.
4. These arrangements apply to:
 - all EHA employees
 - all EHA directors
 - all EHA volunteers
5. All expenses must be legitimately and properly incurred while on England Handball business. England Handball reserves the right not to reimburse expenses when they do not comply with this policy. Falsifying expense claims is gross misconduct and may lead to dismissal.
6. This guidance has been informed by and complies with Her Majesty's Revenue and Customs (HMRC) guidance on the payment of expenses.
7. The principles underlying these policies must be followed but will not cover every eventuality. It is the responsibility of the claimant to exercise sound judgement and to ensure that all claims are compliant with this policy. If there is any doubt in the application of the policy refer to Board level, including exceptional circumstances.
8. The principle underlying this policy is that there should be no personal gain from claiming T&S; Colleagues must always deduct their usual home to work travel costs when making a claim.

Claim procedure

Colleagues must submit their claim **by the last Monday in the month** to their line-manager (or equivalent) for scrutiny and counter-signing by the CEO or an appropriate Director. The claim will subsequently be processed and paid by the Office & Finance Manager within five days of receipt. Claims will normally be paid monthly, but can be submitted weekly for reimbursement in exceptional circumstances **where more than £100 of expenses has been incurred in any one week period.**

Claims for any out-of-pocket expense (travel tickets, evening meal, refreshments, accommodation etc.) must be supported by a valid itemised receipt. A debit or credit card slip is not sufficient unless it is itemised. **Claims without an appropriate receipt will not be paid.**

Travel

Colleagues are asked that, wherever possible, alternative methods of communication are considered

in the first instance. This could include email, telephone conversation, use of other ICT, such as WebEx or skype. Colleagues are also asked that meetings are, wherever possible, arranged so as to be economically efficient for the organisation. This could include organising meetings back-to-back, or on consecutive days where travel and direction permit. It also includes, with regard to using public transport, travelling at the most cost-effective times and purchasing tickets for journeys in advance to keep cost to a minimum.

Colleagues should always consider the most economical form of travel. Public transport should be the first choice, particularly on journeys to a single destination. The EHA appreciate that colleagues may have to carry equipment related to their role and that this may not be appropriate.

Train travel

Train travel should always be standard class, except where the first class fare can be demonstrated to be the most economical option.

Train travel should be booked via the office as soon as is practical to ensure that the most economical cost is incurred. Please travel at off-peak times unless absolutely necessary.

Taxis

The use of a taxi is not an entitlement. Use of a taxi is only permitted:

- where there is not an appropriate form of public transport available
- where the colleague has to transport significant heavy baggage (eg. kit or equipment)
- there is concern for the safety of staff (eg. late night travel)
- where multiple colleagues are sharing a taxi, therefore making it a more cost effective solution than public transport
- when the colleague has an appropriate receipt

Car travel

The EHA will reimburse travel to colleagues where it is the most economical or efficient method of travel. All persons using their car for this purpose must hold appropriate insurance for business use.

Colleagues using a private car for business use can claim reimbursement at the following rates:

Up to 10,000 miles 30p per mile
Over 10,000 miles 25p per mile

For consistency please could all colleagues use the AA route planner tool on the AA website (www.theaa.com). England Handball will not reimburse travel expenses between an employee's home and place of work. Where a journey begins and ends at home, and employee can claim the full mileage minus their usual travel to work mileage.

For instance:

Home to work = 15 miles
Home to meeting = 75 miles

The employee can claim 60 miles for each leg of the journey (75 miles – 15 miles)

Car parking, tolls and other expenses

Where it is necessary for a colleague to purchase car parking tickets and toll charges, these shall be reimbursed on submission of an appropriate receipt of any ticket. As with all forms of travel, the colleague should consider the most economical and effective form of journey. This may include considering alternative routes – for instance is it essential that the colleague uses the M6 Toll, as opposed to other alternatives, such as the M42-M5 and the M1-A50. It could also include London congestion charge where there is a proven need for the colleague to drive within central London.

England Handball will not reimburse colleagues for any fines.

Subsistence

England Handball colleagues can claim for subsistence where there is additional cost incurred to what they would experience if they were not travelling.

Same day subsistence

- Colleagues cannot claim for personal lunch or refreshments. If there is an expectation to buy refreshments as part of a meeting (ie. held in a café or similar), then this can be claimed at a reasonable rate at the discretion of the line manager involved. The EHA recognises that this option is often more economical than hiring a meeting venue.
- Colleagues can claim for an evening meal where there is an expectation to wait for an off-peak train

Overnight accommodation

Overnight stays are appropriate when the destination is more than 100 miles away or the travel time is likely to exceed four hours in total from the colleague's usual office. It is also appropriate when colleagues are required to be in multiple locations on consecutive days, and the cost of an overnight stay is more economical than multiple trips.

The maximum rates are as follows:

- Inside the M25 £85 per night (up to, including breakfast)
- Outside the M25 £60 per night (up to, including breakfast)

It may be more cost effective for colleagues to stay outside of London and park and ride, than to stay in the capital. Where breakfast is purchased separately, colleagues can claim up to £5 per day. Accommodation should be booked via the office, unless in exceptional circumstances.

Overnight subsistence

When it is appropriate for a colleague to stay away from home overnight, subsistence can be claimed at the following rates:

- Inside the M25 £15 per day (up to)
- Outside the M25 £12 per day (up to)

Under no circumstances can colleagues claim alcohol as a subsistence expense, even when taken with a meal. If appropriate, a colleague can have alcohol with their evening meal, but this must be deducted from any receipt. It is also worth bearing in mind that when staying away overnight colleagues are representing England Handball and that alcohol should only be consumed in moderation.

Appendix 4 : Staff Expense Claim Form



Travel and Out of Pocket Expenses Form

Mileage

Date	Journey from	Journey to	Reason for Journey	Rtn Jny ✓	No of mls	30 p p/m	Total claim £	Nominal codes office use only
						0.3	0.00	
						0.3	0.00	
						0.3	0.00	
						0.3	0.00	
						0.3	0.00	
						0.3	0	
						0.3	0	
						0.3	0	
Sub total							0	

Sub total Expenses (purchase & travel by public transport etc.)

Date	Item/Purchase	Reason for purchase	Cost
Sub Total			0

Other Fees

Date	Course	Venue	Cost £
Sub Total			0

Total cost to be claimed - Mileage							0
---	--	--	--	--	--	--	----------

Total cost to be claimed – Expenses	0	
Total cost to be claimed – Tutor Fees	0	
Grand total claim	0	

Name			
Address			
Address			
Postcode		Telephone Number	

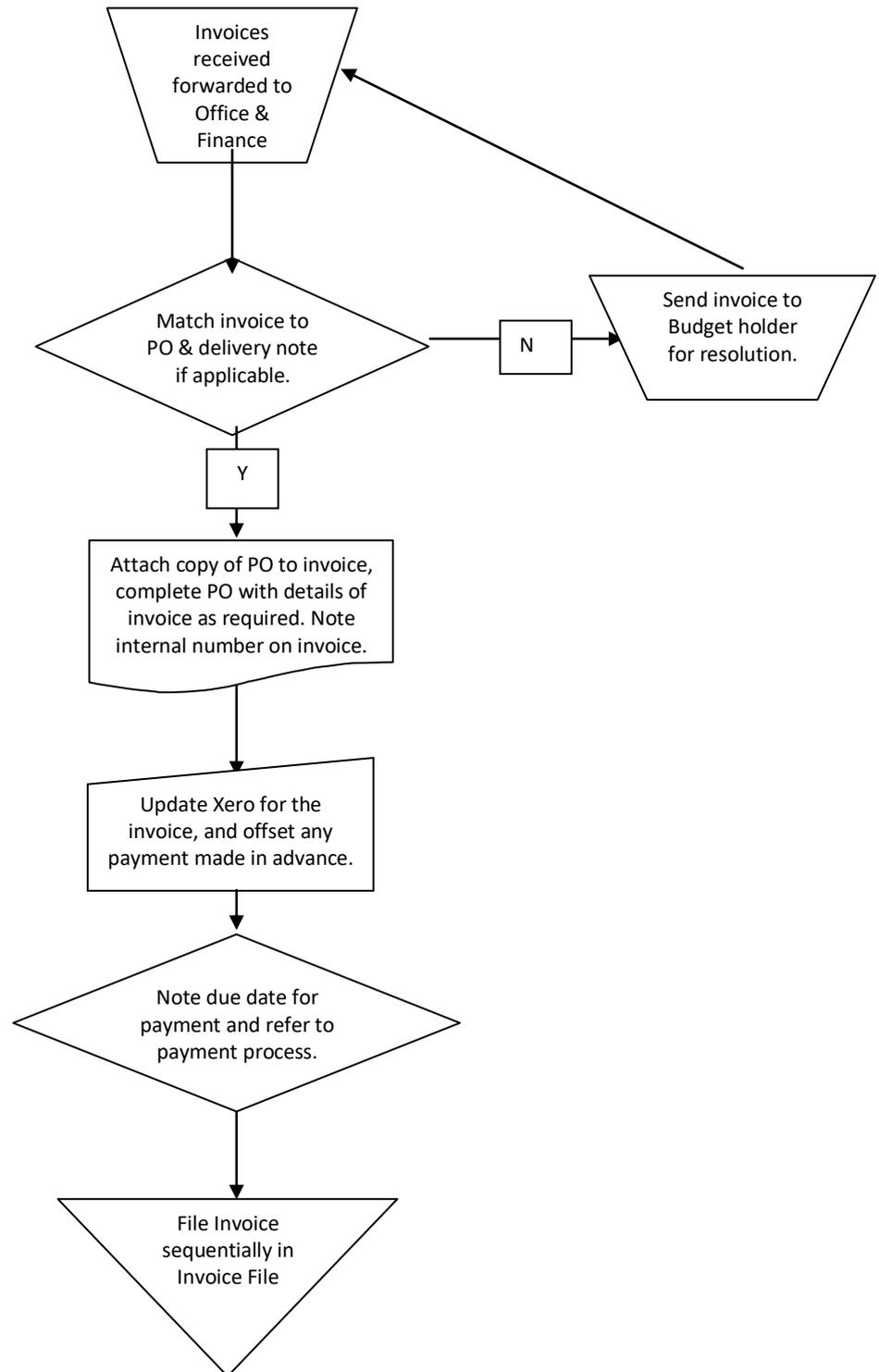
Bank Name			
Bank Address			
Sort Code		Bank Account number	

Signature	
-----------	--

For Office use only

Date	Authorised by	Date paid	Method of payment	Initials
			BACS/Cheque/Cash	

Appendix 5 : Supplier Invoices flowchart



Appendix 6: Invoice Request Form

INVOICE REQUEST FORM

This form must be completed for any goods or services for which payment is to be made to the England Handball Association. All necessary information should be provided and the form authorised by the Chief Executive before being passed to the Office & Finance Manager who will raise the official invoice.

Date:		Staff Name:	
Name of supplying company/individual:		Address:	
Contact Name:		Tel No:	
Email:			
Details of goods/services to be provided:		Delivery date for goods/services:	
Delivery Address (if not main office):			
Cost of goods/services:		Quantity:	
Total Cost (inc VAT if applicable):		Cost centre code	
Staff member (signature):		Authorised by (signature):	
For Office Use Only:			
Date Invoiced:		Invoice raised by:	
Invoice reference:			

Appendix 7: Cost Centre & Nominal Ledger Codes

Performance budget codes

4031	Lottery Grant Income - Performance	Sales
4052	Regional Academy Payments	Sales
4102	AASE Funding	Sales
	GB U18 Boys & Girls Programmes	Direct
6102	Support	Costs
	U16 Regional Programmes -	Direct
6106	NW,WM,E,SE	Costs
	Sport Structures - Learner Registration	Direct
6107	& IV	Costs
		Direct
6210	Referees/Officials	Costs
		Direct
6211	Resources - Performance	Costs
		Direct
6212	AASE/travel	Costs
7003	Performance Staff Salaries	Overhead
7008	Non-Salary costs - Training Exps	Overhead
		Direct
8301	AASE support staff/partners	Costs
8302	AASE Venue Hire	Overhead
8303	AASE Coach Hire Transport	Overhead
8305	AASE Tablets & Equipment	Overhead
8306	AASE Expenses	Overhead
8307	AASE BNU @ SMS (Travel to SMS)	Overhead
8308	AASE BNU Coach Development	Overhead
8542	Regional Academy Camp	Expense
8543	Referee Fees (RA Comp)	Expense
8544	Kit	Expense
8545	Assessor Costs	Expense
8546	Thomas Sport	Expense

Delivery Budget codes

	Lottery Grant Income -	
4032	Participation	Sales
4080	EHA Contribution	Sales
4081	IHF/IOC Funding	Sales
		Other
4144	Sportivate Income	Income
		Direct
5042	Club conference	Costs
		Direct
5043	FE-HE Activator	Costs
		Direct
5044	Flagship schools	Costs
		Direct
5045	U15's competition	Costs

6005	Marketing Manager	Direct Costs
6201	Publicity & Marketing	Direct Costs
6704	National coaching audit	Direct Costs
8547	National Delivery Partners Manager	Expense
8548	Regional Delivery Partners Managers	Expense
8550	Competition & Events Manager	Expense
5071	Referee payments - expenditure	Expense
5072	Tournament fees - expenditure	Expense
5073	Fines - expenditure	Expense
4901	Referee payments - income	Sales
4903	Tournament fees - income	Sales
4904	Fines - income	Sales

Coaching & workforce budget codes

4034	Lottery Grant Income - Coaching and Welfare	Sales
4046	Intro to teaching handball	Sales
4048	Handball Leaders Award	Sales
4049	QTS Coach Award	Sales
4053	1st 4 Sport L2 (Street Games Pathway)	Sales
4057	Street Games Handball Activator	Sales
4068	EHA Level 1	Sales
4069	EHA Level 2	Sales
4070	EHA Referees	Sales
4082	EHA L1 closed courses	Sales
4083	QTS	Sales
4084	G4G	Sales
4085	Activator open courses	Sales
4086	Activator closed courses	Sales
4087	CPD	Sales
6003	Coaching & Workforce Administrator	Direct Costs
6004	Workforce Development Day	Direct Costs
7002	Coaching and workforce manager	Overhead
7005	Tutor Fees and Expenses	Overhead
8400	Course Fees & Expenses - Other awards	Direct Costs
8402	Redevelopment of the pre L1 course	Direct Costs
8551	1st4sport payment L2	Expense
8552	Tutor & Assessor fees & expenses	Expense

8553	Venue costs	Expense
8554	IV	Expense
8555	Course Marketing & Videos	Expense
8556	Course reviews and developments	Expense
8557	Volunteers academy	Expense

Central costs budget codes

4000	Registration fees	Sales
4024	External Sponsorship	Sales
4035	Lottery Grant Income - Central Costs	Sales
4044	EHA Funding Contribution	Sales
4054	England Handball Shop	Sales
4065	British Handball Funding	Sales
4201	One off event revenue	Sales
4400	Fines and Appeals	Sales
5036	Commercial & Sponsorship Manager	Direct Costs
5039	EHA Online Shop Expenditure	Direct Costs
6209	Trophys	Direct Costs
7000	Gross Salaries	Overhead
7001	CEO salary	Overhead
7006	Employers N.I.	Overhead
7011	Employer Pension	Overhead
7013	Staff Training	Overhead
7014	Telephone	Overhead
7015	ICT	Overhead
7016	Printing and Stationery	Overhead
7017	Postage	Overhead
7018	AGM Costs	Overhead
7021	Rent	Overhead
7031	Board Expenses	Overhead
7035	Insurance	Overhead
7043	Website Maintenance	Overhead
7045	Childcare voucher admin charges	Overhead
7404	Central travel expenses	Overhead
7601	Audit and Accountancy Fees	Overhead
7602	Consultancy Fees	Overhead
7701	General Office Expenses	Overhead
7900	Bank Interest Paid	Overhead
7901	Bank Charges	Overhead
7906	Exchange Rate Variance	Overhead

8000	Depreciation Plant/Machinery Depreciation	Overhead
8001	(8001)	Overhead
8002	Furniture/Fitting Depreciation	Overhead
8201	Subscriptions	Overhead
8203	One off Event	Overhead
8204	Cup final costs	Overhead
8560	Contribution to Delivery Budget	Expense

Appendix 8: Public Interest Disclosure Policy

The Public Interest Disclosure Act 1999 gives legal protection to employees against victimisation for publicly disclosing legitimate concerns. This policy is designed to enable employees to raise concerns internally about malpractice or wrongdoing within the EHA, without fear of reprisals.

Employees should raise concerns if they suspect:

- financial impropriety or fraud,
- failure to comply with legal obligations,
- criminal activity,
- dangers to health & safety,
- improper conduct or unethical behaviour, and/or
- actions contrary to EHA policies, procedures or instructions.

This policy and procedure are not intended to be a mechanism for staff to challenge decisions with which they disagree or to settle personal scores, but is reserved for raising serious concerns about malpractice.

The Public Interest Disclosure Act sets the following rules:

- The disclosure must be made in the public interest,
- There must be a reasonable belief that it is substantially true,
- Employees must not act maliciously or make false allegations, and
- Employees must not seek any personal gain.

No action will be taken against individuals making allegations in good faith which are found to be untrue after investigation. If, however, the allegations are judged to be malicious, disciplinary action may be taken against the individual.

Procedure for making a protected disclosure

Concerns should initially be reported to an appropriate manager, the Chief Executive or a Board director. If necessary, employees may be supported by a fellow worker or trade union representative.

The complaint will be investigated as speedily as possible and the individual informed of what action, if any, is to be taken.

Confidentiality

Employees making a protected disclosure in good faith will not suffer any detriment and all disclosures will be treated in a confidential manner. Employees are encouraged to make signed statements of any disclosures they may make, but the identity of the individual will normally be kept confidential unless he or she agrees otherwise. However, for example in the case of criminal activity where the police may become involved, it may not be possible to guarantee anonymity.

Appendix 9: Fraud Response Plan

What to do if you suspect that a fraud has occurred, or believe that inappropriate behaviour is putting the EHA at risk of fraud

You should report the matter at the earliest opportunity to your Line Manager, or the Chief Executive.

Apart from reporting to one of these officials, you should be discreet to ensure that other staff are not harmed by allegations which may prove unfounded and that the (possible) perpetrator is not forewarned of any investigation which may follow.

What an informant can expect

The Public Interest Disclosure Act 1998 provides certain rights and protections for a member of staff who "blows the whistle" by raising concerns. See the EHA Public Interest Disclosure Policy for details of what disclosures are protected.

An informant has the right to have his/her identity protected if they so wish. None of the officials to whom they are asked to report a fraud will reveal the source of information, unless they are given permission by the informant.

The informant can also expect to be kept informed of subsequent action. This will not be at a detailed level (e.g. if the concerns were general, it might not be appropriate to provide details of who is being investigated) but informants have the right to know:

- whether an investigation is still underway (and if so whether there is any further role they might play in this);
- whether the concerns were ill-founded or there has been insufficient evidence to follow them up;
- whether disciplinary/legal action was taken as a result;
- whether changes have been made to procedures as a result.

What to do if an informant feels their concerns are not being taken seriously

If an informant feels that their concerns have not been investigated seriously enough, the following actions are open to them:

- report the matter to another of the senior managers named as fraud investigators;
- report the matter to the Chief Executive;
- report the matter to a Board Member;
- report the matter to the National Audit Office/External Auditors.

The EHA would generally expect the informant to "escalate" in the order indicated, i.e. to give the opportunity for the concerns to be investigated internally before raising matters externally. When it is reasonable for matters to be raised externally, and the protection that is provided if this is done, is covered in the Public Interest Disclosure Act which is summarised in the EHA Public Interest Disclosure Policy.

How suspected frauds will be investigated

The EHA is committed to investigating any case of suspected fraud. The manner of investigation and responsibility for it will be discussed and agreed between the Chief Executive, Board and, where appropriate, the line manager. **The Internal Audit service** will be involved at this stage if this has not already happened. Any proposal to engage other consultants to assist in the investigation must be approved by the Board. They will have regard to the severity of the case, whether specialist expertise is required to investigate it and the extent to which such expertise is already available within the organisation.

In the case of unsubstantiated allegations the aim of the initial investigation will be to assess as quickly as possible whether there is prima facie evidence of the need for further investigation.

The Chief Executive will be responsible for notifying the Internal Audit Service. Such notification will take place when there is reasonable suspicion: unsubstantiated allegations will not normally be reported. In reporting to the Chief Executive, his/her approval will be sought for continued investigations.

Any other reporting or internal discussion of the case should be strictly on a "need to know" basis only and must be specifically authorised by one of the above. Where information has been provided by an informant, that person's identify will not be disclosed without their permission.

Subsequent action

Staff involved in or suspected of being involved in impropriety will be subject to the provisions of the EHA's Disciplinary Procedure. In addition, the EHA will report the matter to the police if that is appropriate.

Any decision on suspension of individuals from duty will be taken by the Chief Executive in consultation with the other officials named above. Individuals suspended from duty will not be permitted access to the building or communication with other staff. They will be required to hand in keys, fobs, staff passes and any other EHA equipment as requested by the Chief Executive.

If an employee under suspicion of fraud is not suspended from duty, the Chief Executive will give consideration to restricting and/or monitoring their access to financial and other systems as appropriate. Arrangements will be made to safeguard evidence.

During the investigation further reports will be made to the Chief Executive as appropriate, but not less than quarterly, and his/her approval sought for continued investigation.

Malicious/reckless allegations

Allegations made maliciously or recklessly without reasonable grounds for believing them to be true, may constitute harassment and as such are covered by the EHA's code of conduct.