



Financial Procedures

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01. FOREWORD

“Financial Management is everyone’s responsibility”.

The financial procedures and policies set out in this document are a primary responsibility for both the directors and staff members of Athletics Ireland. The purpose of these policies and procedures is to ensure that the organisation reduces any financial risks appropriately and to enable Athletics Ireland staff to perform their duties efficiently and effectively. As you are aware, public money is entrusted to us from Sport Ireland, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (referred to as Department) and other Government agencies. It is important that we have a responsible attitude towards its expenditure and financial administration. This comprehensive document is essential for improving our financial management, administration and is part of our Journey for the implementation of the Governance Code. As with all organisations, this document works within an ever-changing environment and consequently from time to time the policy and procedures will be changed and updated periodically.

Athletics Ireland has overall responsibility for the system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve organisational objectives and can only provide reasonable and not absolute assurance against material misstatement or loss. The Finance Committee’s function is to review the annual Financial Statements, Budgets, Management Accounts, and internal control matters.

Athletics Ireland and its Directors are committed to achieving the highest standards of corporate governance and ethical business conduct. I am confident that this document will support you towards improving the financial administration of this organisation and therefore I ask you to read them carefully so that you can firstly understand and secondly play your part in improving the efficiency and effectiveness of our financial operations. The board and I greatly appreciate your help in adopting and implementing the processes as outlined in this publication.

Hamish Adams
Chief Executive Officer

9th December 2020

02. FRAMEWORK OF ATHLETICS IRELAND

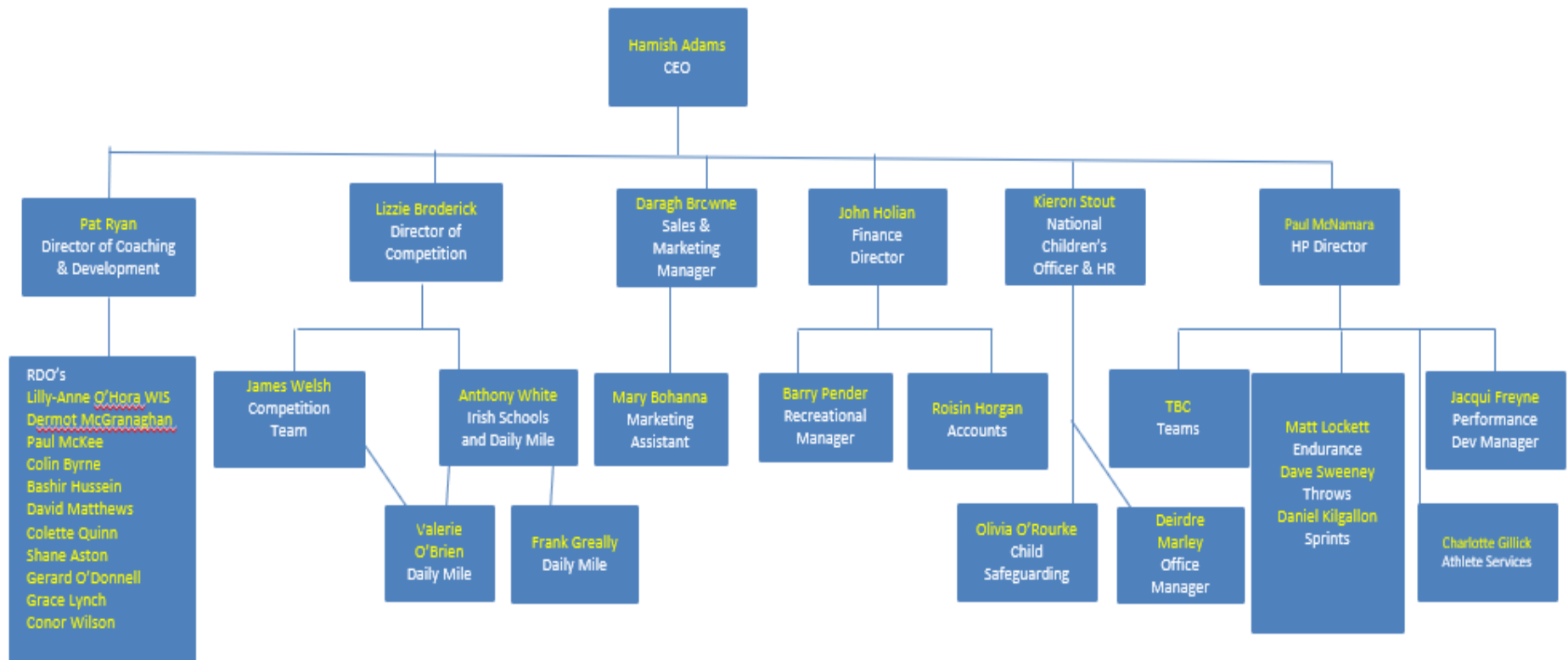
Athletics Ireland is a Company Limited by Guarantee with Memorandum and Articles of Association which was set up in 2009 and is required to comply with the Companies Acts. Athletics Ireland is the recognised National Governing Body in the Republic of Ireland for the promotion and development of Athletics. Athletics Ireland administers any public funding from Sport Ireland, the Department and other Government agencies. It is a non-profit making organization. There are 16 Directors on the Board of Athletics Ireland, the Board comprises of:

- 1 President
- 5 Chairs of Principle Committees (High Performance, Coaching & Development, Competition, Juvenile and Finance/Risk)
- 3 Representatives from (Irish Universities, Irish Schools and Athletics Northern Ireland)
- 4 Provincial Representatives (Ulster, Leinster, Munster, and Connaught)
- 3 Co-opted

The framework for Athletics Ireland's financial accountability is set out in the Memorandum and Articles of Association.

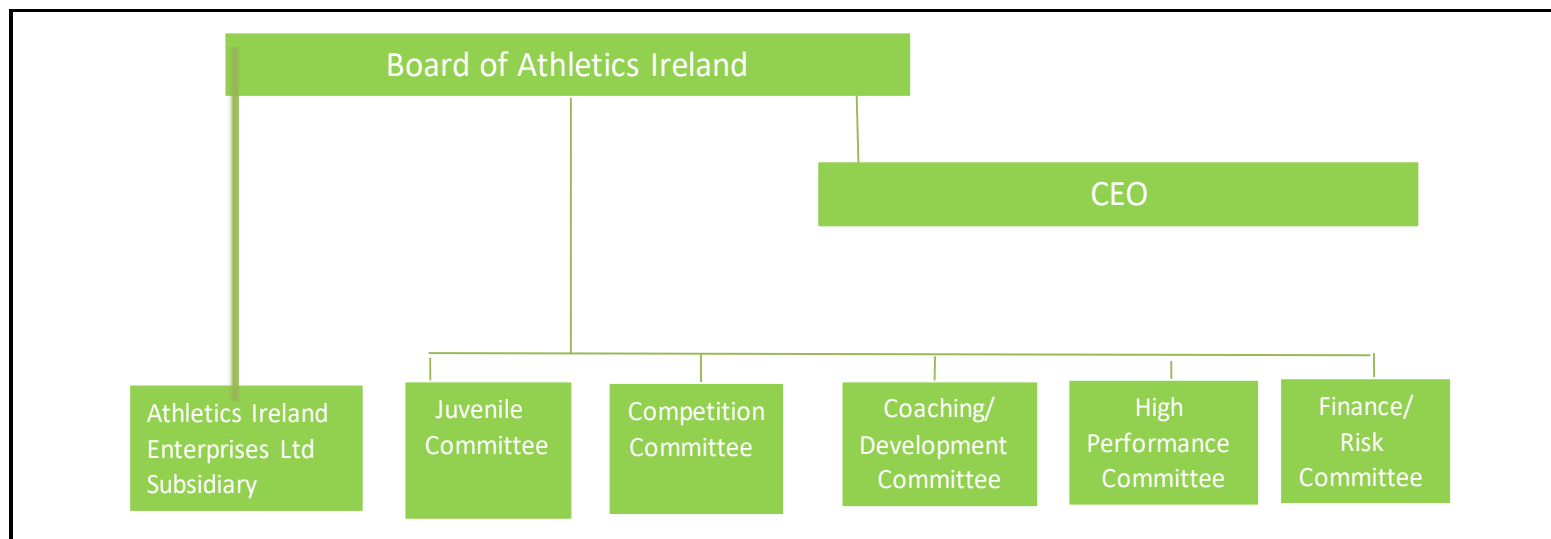
- The financial year end is 31 December, and an audit must be carried out every year.
- Audited accounts need to be sent to members by the end of March, 30 days in advance of the AGM/Congress. The Financial Statements will be approved by the Board at the March meeting.

03. STAFF ORGANISATION CHART 31ST DECEMBER 2020



04. ORGANISATION'S COMMITTEES AND SUBSIDIARY

Athletics Ireland has several Principal Committees and one Subsidiary company called Athletics Ireland Enterprises Ltd:



Each Principle Committee has terms of Reference which set out the areas of responsibility for each Committee. The Committees are linked to the Departments included in the Staff Organisational chart. Each Principal Committee has its own Risk Management Policy, Budget and members are updated in relation to non-compliance.

05. PRINCIPLES, RISK, INTERNAL CONTROL AND GOVERNANCE

Principles

The Board has adopted the following general principles that are applicable to the financial policies and procedures that are contained in this document:

- A commitment to reflect and support the mission statement of the organisation into the policies and procedures contained in this publication.
- A commitment by the Board members, management and employees to competence and integrity and the development of an appropriate culture to support these principles.
- Compliance with the general principles as outlined in “The Governance Code” for good Governance of Community, Voluntary and Charitable Organisation in Ireland. For the avoidance of doubt the Finance Committee acts as the Audit Committee as described in the Governance Code checklists of compliance.
- Communication of appropriate agreed standards of business behaviour and control consciousness to managers and employees (e.g., through written codes of conduct, formal standards of discipline, performance appraisal).
- An appropriate organisational structure within which business can be planned, executed, controlled, and monitored to achieve the organisation’s objectives and in order that it can manage its financial affairs accordingly.
- Allocation of sufficient time and resources by the Board, management and the organisation to internal control and risk management issues.
- The creation of an environment that promotes learning within the organisation on risk and control issues, including the provision of relevant training.
- Appropriate delegation of authority, with accountability, which has regard to acceptable levels of risk.
- A professional approach to the reporting of matters related to internal control and attaining standards of corporate and professional excellence throughout the organization.

Risk

The Board manages and controls risk appropriately by establishing internal controls. Risk includes all the uncertainties and opportunities that an organisation faces. Risks need not, and often cannot, be eliminated, but risks should be reduced to a level that is acceptable to the organisation. It is the responsibility of management to assess risks, reduce risks where appropriate and consider future events that cannot be predicted with absolute certainty. When an organisation has developed and implemented a

comprehensive risk management process, it should be in a stronger position to maintain a sound system of internal control. The setting of clear, documented Corporate and Department objectives is a precondition for risk management.

In many organisations, risk management has developed from the insurance function. However, risk management should be concerned with more than just the insurable risks. It includes all the uncertainties and opportunities that an organisation faces. These risks may be analysed as follows:



This document only intends to address and minimize the **financial** risks that Athletics Ireland may deem acceptable.

When identifying risks, managers will identify the symptoms of risk. However, to enable risks to be effectively managed the underlying cause will have to be identified.

Responsibility for risk management rests ultimately with the Board who should retain responsibility for the major risks facing the organisation. However, all levels of managers and staff should be responsible for the management of risk in their area.

- Risk management requires the following steps: establish a business framework; identify and evaluate risks; measure risks; control the most important risks; monitor and review arrangements for corrective action.
- Risks may be reduced by improving internal controls. If the risk is too great for the organisation and it is not practical to reduce the risk, then the risk should be avoided.
- Insurance is the usual way of transferring risks, especially high impact risks that cannot be accepted. As an alternative, the risk may be transferred by contracting out certain functions or through joint ventures.
- A full review of the risks that the organisation faces should be undertaken at least once every three years. In addition, each year the risk management process at each level within the organisation should be formally reviewed. The risks that have crystallised and any changes to the impact or likelihood of each significant risk should also be considered.
- One way to achieve this is to combine this process with existing business planning routines such as revising the strategic plan or developing annual budgets. This could be achieved by requiring Directors to complete and report risk matrices or maps for their area of responsibility.
- Where necessary further action should be agreed to deal with unacceptable outstanding risk and management should report to the board on the results of this risk review process.

A monitoring process provides reasonable assurance to the board that there are appropriate control procedures in place for all the organisation's financially significant business activities and that these procedures are being followed. There should be formal procedures to identify changes and weaknesses in the business, the organisation's policies and procedures and its environment, which will require changes to the system of internal financial control.

Internal Control

The Board has established a Finance Committee with terms of reference, which has the authority, resources, and means of access to investigate any items within its remit. The Board appreciates that sound internal controls are essential in the organisation to ensure the orderly and efficient conduct of business.

Internal control includes all the policies and procedures adopted by the Board and include the control environment and control procedures. It forms an important part of managing the organisation's finances but can be expected to provide only reasonable assurance, not absolute assurance, to the Board.

Management has a significant role in the development and communication of ethical values and resolving control issues throughout the organisation. Staff also have a professional responsibility to understand, comply with and implement the organisations policies and procedures in their work practices.

The Board's internal control systems attempt to ensure that the following internal controls are implemented:

Internal Controls	Objective
Safeguarding of assets	Assets are safeguarded on behalf of Athletics Ireland
Segregation of duties	Error and fraud are minimised & likely to be detected
	Responsibilities are allocated to ensure that key tasks are segregated
	Segregated duties include custody, authorisation & approval, recording & execution of a specific transaction
Physical access controls	Only authorised personnel have access to the records & assets
Authorisation & approval limits	Appropriate responsible persons should have authorisation/approval limits for transactions
Management control	Information can be prepared & disclosed in a timely, efficient and informative manner
Arithmetical & accounting controls	Complete & accurate accounting records are kept so financial transactions can be recorded & disclosed
	Procedures to ensure the reliability of data processing & information reports
Supervision & periodic reconciliation	Variiances between actual & budgets are managed & monitored
	Routine and impromptu checks of the control activities are conducted on a regular and structured basis
Human resource control	Staff adhere to organisational policies & procedures
	Systems excellence will be a function of the competence & integrity of those who are responsible for operating it
	The recruitment, training and remuneration of appropriately qualified and experienced staff
Compliance review	The organisation and its staff adhere to statutory and relevant regulatory requirements

Note Kit supplies are considered assets and require safeguarding and access control.

The management and ultimately the Board should ensure that there is a strong focus on the role and expertise of the Finance Department to ensure that finance personnel are conversant with all developments and best practice in this area. The Finance Director has the responsibility to ensure that the organisation adheres to and enforces the policies and procedures stated in this document.

As part of realising the above, it is the responsibility of the Board, CEO, management, and employees of the organisation to communicate immediately to the Finance Director,

any material changes or deviations to the policies and procedures as outlined in this document. Any material changes in the organisations policies or procedures must be communicated to and sanctioned by the Finance Committee and then approved by the Board.

Governance

Athletics Ireland's governance is mainly concerned with sporting, economic and social goals and between individual and communal goals. The governance framework is there to encourage the efficient use of resources and equally to require the stewardship of those resources. The foundation of any structure of organisational governance is disclosure and the commitment by management to implement governance principles such as transparency, accountability, fairness, and responsibility.

In considering the effectiveness of internal financial control and procedures, the Board should have regard to the criteria set out below, recognising that these criteria should be interpreted in accordance with the statement of principles as discussed above.

An effective relationship between governance and management must involve a consensus about the extent and terms of delegated authority. The table below outlines the distinction between the contribution to the work of the organisation by the Board, and the staff. The effective conduct of Athletics Ireland's business depends upon these distinctions being agreed by the Board, understood, and respected by all.

Role of the Board	Role of Staff
Accountable to the members of Athletics Ireland	Accountable to the Board
Determines agenda, priorities & governance standards in line with legislative & regulatory standards	Proposes structure of the business, advancing sports policy priorities & advice
Agrees the principles of policy & strategy	Develops policy & strategy in line with guidelines
Sets budgetary provision against policy priorities	Produces budget proposals & allocate resources in line with stated priorities & criteria
Monitors the implementation of policies, including decisions by management	Implements policy including decision making within agreed policy & budget parameters
Develop key performance indicators for measuring the impact of its strategies	Propose implementation targets
Ensures that good management systems & structures are in place & properly deployed	Responsible for the design & implementation of appropriate management systems
Appoints the CEO, agree & monitor responsibilities & performance targets	The CEO appoints other staff subject to Budget approval of Board in line with Strategic Resource Plan
Assess its own performance and review its own needs	Responsible for the performance of the organisation and its staff
Overview of key issues facing Athletics Ireland & exercises its experience, judgment & wisdom in articulating policy priorities	Provides technical & professional expertise to quantify strategic opportunities & costs, and conduct Athletics Ireland's business on a day-to-day basis
Balances the needs of different stakeholders, establishing priorities & values in partnership relationships	Represents Athletics Ireland in relations with stakeholders & manages relationships
Protects and promotes the security & reputation of Athletics Ireland	Promotes & respects the authority of the Board
Recognises the professional & career commitments of staff	Recognises the voluntary commitment made by members of the Board
Board approved Stratgic Resource plan	Implement Strategic Resource plan

Reserves Policy

The reserves policy requires:

- Reserves be maintained at a level which ensures that Athletics Ireland core activity could continue during a period of unforeseen difficulty e.g., pandemic.
- The reserves must be maintained in a readily realisable form in a separate bank account of the organisation.
- The reserve limit is set annually, and Board approved. The guideline is based on a percentage of turnover of previous years audited accounts e.g. In 2021 this represents 8% or approximately €400,000.

The calculation of the required level of reserves is an integral part of the organisation's annual planning, budget and forecast cycle and will be presented to the Board for approval every January.

The Board has the authority to formally authorise access to the reserves at any time for a strategic priority or emergency or for any matter deemed significant by the Board.

The Reserve should be lodged into a separate bank account.

06. FINANCE COMMITTEE

Purpose

The purpose of this Section is to set out the Board's policies and procedures for the functioning of the Finance Committee.

The terms of reference for the Finance Committee are published to the website and found

https://www.athleticsireland.ie/downloads/other/Finance_and_Risk_Committee_TOR_24_Feb_2020_Approved.pdf

Policy Objectives

The objectives of the Board's Finance Committee are to ensure that:

6.1 The Finance Committee functions are in adherence with best practice.

6.2 Ensuring financial compliance.

6.1 The Finance Committee functions are in adherence with best practice.

6.1.1 The Finance and Risk Committee which shall consist of a Chair elected at Congress and six (6) individuals, three (3) of whom shall be elected at Congress and three (3), at least one of whom must be a Board Member, will be appointed by the Board.

The Finance & Risk Committee meets at least four times a year and their role and responsibilities are set out in its terms of reference.

- Responsible for presenting and preparing the annual financial budget for the Association.
- Preparing, designing, and implementing policies and strategies to minimise the Association's exposure to risk.

6.1.2 Agenda items covered by the Finance Committee include Risk Register, Governance / Internal Controls, and Review of Monthly Accounts year to date and year end forecast, Review of Financial Statements and Budget.

6.1.3 The role of the Chair of the Finance Committee includes reviewing the Financial Statements with the Finance Director before the Finance Committee meeting. The Chair will review the Finance Committee minutes before circulation, prepare agenda, and chair the meeting. The Chair will also answer queries with the CEO at Board meetings.

6.1.4 To ensure the interests of stakeholders are protected and to assist in the communication process, new additional challenges are contributing to an expansion of the role of the Finance Committee which includes a review of:

- Increased use of technology in the form of networks, the internet, websites all of which have revolutionised the communication process.
- Increasing complexity of transactions, accounting standards and regulatory requirements.
- Heightened interest in organisational performance and the resulting responsibility of management for full and fair disclosure of results and financial position.
- Public concern about corporate and organisational ethics. There is increasing recognition by organisations that their reputation is a critical factor in the determination of its value and existence. The media and many other stakeholders are paying more attention to ethical issues and consequently more resources are now being devoted to ethical programmes.

- The accountable framework that identifies, evaluates, and reports on the organisations risk management processes.

6.1.5 The guiding principles for the Finance Committees include:

- Members are independent and add value to decision making.
- Comprises of suitably qualified members in compliance with Governance Code Requirements.
- Is allocated sufficient resources in order that it can discharge its responsibilities.
- There is effective communication and information flow between the Finance Committee and external auditors.

6.1.6 The Finance Committee should ensure that adequate accounting systems are in place so that responsibilities to various stakeholders are discharged.

6.1.7 Athletics Ireland spend most of its funds on projects and salaries which are funded by Government grants. The Finance Director will circulate Terms and Conditions of any grants to the Finance Committee so that it can assure itself that any expenditure of grant income adheres to the terms and conditions as outlined by Sport Ireland, the Department, and any other Government Agencies. A statement from the auditor must be included in the Financial Statement that the grants were expended for the purposes intended.

6.2 Ensuring financial compliance.

6.2.1 It is the responsibility of the Finance Committee to ensure Athletics Ireland is compliant with applicable laws, regulations and accounting standards ensuring that the organisation's affairs are conducted in accordance with legal and regulatory obligations.

07. ACCOUNTING POLICIES

Purpose

The purpose of this Section is to set out the Board's policies and procedures in governing and implementing the accounting policies for Athletics Ireland.

Policy Objectives

- 7.1 Appropriate accounting policies are adopted by Athletics Ireland.
- 7.2 Accounting policies are based in a legal framework, authorised and implemented.
- 7.3 Accounting policies adopted are reviewed regularly to ensure they are appropriate and provide a true and fair view.
- 7.4 Sufficient information is disclosed in the financial statements to enable users to understand the accounting policies adopted and how they have been implemented.
- 7.5 Disclosures of the accounting policies in the financial statements are correctly stated.
- 7.6 The Board adopts financial Statements assertions.

7.1 Appropriate accounting policies are adopted by Athletics Ireland.

The current accounting policies for Athletics Ireland are as follows:

Accounting Policies

These financial statements have been prepared by the Athletic Association of Ireland Company Limited by Guarantee in accordance with accounting standards issued by the Financial Reporting Council, including FRS 102 “The Financial Reporting Standard applicable in the UK and Ireland”. It is a public benefit entity.

Basis of Preparation

The financial statements are prepared on the going concern basis, under the historical cost convention, (as modified by the revaluation of certain tangible fixed assets) and comply with financial reporting standards of the Financial Reporting Council and the Companies Act 2014.

The financial statements are prepared in Euro which is the functional currency of the company.

The Directors have availed of the provision of Section 291(5) of the Companies Act 2014 to use a format for the financial statements that better describes the activities of a company not trading for a profit. The main change being the replacement of the title “profit and loss” with the title “Income and Expenditure” and consequential changes in descriptions of certain items to be consistent with the descriptions appropriate to the not-for-profit sector.

Income & Expenditure

Income resources

Income consists mainly of government grants and other income generated by the company. These are included in the financial statements only when realised or realisation of which can be assessed with reasonable certainty. Grants where entitlement is conditional on the delivery of a specific performance by the company, are recognised only when the company becomes unconditionally entitled to the grant.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT as it cannot be recovered and is reported as part of the expenditure to which it relates.

Tangible Fixed Assets**Cost**

Equipment and fittings are recorded at historical cost or deemed cost, less accumulated depreciation, and impairment losses. Cost includes prime cost, overheads and interest incurred in financing the construction of tangible fixed assets. Capitalisation of interest ceases when the asset is brought into use.

Depreciation

Depreciation is provided on equipment and fittings, on a straight-line basis, to write off their cost fewer residual amounts over their estimated useful economic lives.

The estimated useful economic lives assigned to sport equipment, office equipment, and computer equipment are as follow:

- Sports Equipment - 20% straight line on cost
- Office Equipment - 25% straight line on cost
- Computer Equipment - 25% straight line on cost

The company's policy is to review the remaining useful economic lives and residual values of all classes of fixed assets on an on-going basis and to adjust the depreciation charge to reflect the remaining estimated useful economic life and residual value.

Fully depreciated fixed assets are retained in the cost of equipment and related accumulated depreciation until they are removed from service. In the case of disposals, assets and related depreciation are removed from the financial statements and the net amount, less proceeds from disposal, is charged or credited to the income statement.

Impairment

Assets not carried at fair value are also reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is defined as the present value of the depreciated replacement cost obtainable as a result of the asset's continued use.

If the recoverable amount of the asset (or asset's cash generating unit) is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the profit and loss account unless the asset has been revalued when the amount is recognised in other comprehensive income to the extent of any previously recognised revaluation. Thereafter any excess is recognised in the income and expenditure account.

If an impairment loss is subsequently reversed, the carrying amount of the asset (or asset's cash generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation) had no impairment loss been recognised in prior periods. A reversal of an impairment loss is recognised in the income and expenditure account.

Group accounts

The company and its subsidiary combined, meet the size exemption criteria for the group and the company is therefore exempt from the requirement to prepare consolidated financial statements by virtue of Section 1214 of the Companies Act 2014. Consequently, these financial statements deal with the results of the company as a single entity.

Inventories

Inventories comprise consumable items and goods held for resale as well as clothing for international teams. Inventories are stated at the lower of cost and net realisable value. Cost is calculated on a first in, first out basis and includes invoice price, import duties and transportation costs. Net realisable value comprises the actual or estimated selling

price less all further costs to completion or to be incurred in marketing, selling and distribution.

At the end of each reporting period inventories are assessed for impairment. If an item of inventory is impaired, the identified inventory is reduced to its current value.

Trade and other debtors

Trade receivable and other debtors are recognised initially at fair value and subsequently less any provision for impairment. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due to the company according to the original terms of receivables. All movement in the level of the provision required are recognised in the income and expenditure account.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

Trade and other creditors

Trade and other creditors are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Investments

Fixed asset investments are stated at cost less provision for permanent diminution in value.

Provisions

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provision is measured at the present value of the expenditure expected to be required to settle the obligations using a pre-tax rate that reflect market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

Grants

Grants relating to tangible fixed assets are treated as deferred income and released to the Income and Expenditure Account over the expected useful lives of the assets concerned. Revenue grants are credited to the Income and Expenditure Account as the related expenditure is incurred.

The directors confirm that all grants receivable were expended for the purposes for which they were intended. Details of Grant Income received, and expenditure has been provided to the Auditors who will write to the Government Organisation providing the grant to confirm that the grant was expended for the purposes intended. It has been confirmed by Sport Ireland that the Company will remain eligible for funding in the future provide that they abide by the terms and conditions of all grant schemes.

A note in the accounts will state the Govt Dept that has provided the grant.

Foreign Currencies

Transactions denominated in foreign currencies converted into Euro at standard rates during the year are included in the Income and Expenditure Account for the year.

Monetary assets and liabilities denominated in foreign currencies are converted into Euro at exchange rates ruling at the balance sheet date and resulting gains and losses are included in the Income and Expenditure Account for the year.

Personal Retirement Savings Accounts (PRSAs)

Athletics Ireland operates Personal Retirement Savings Accounts. In compliance with the provisions of the Pensions Act 1990 (as amended), Athletics Ireland has appointed Personal Retirement Savings Account (PRSA) providers.

7.2 Accounting policies are based in a legal framework, authorised, and implemented.

- 7.2.1 Basis of Preparation: The financial statements are prepared in accordance with generally accepted accounting principles under the historical cost convention and comply with financial reporting standards of the Financial Reporting Council.
- 7.2.2 Legislation: Athletics Ireland is a Company Limited by Guarantee; Financial Statements are prepared in accordance with the Companies Act 2014.

7.3 Accounting policies adopted are reviewed regularly to ensure they are appropriate and provide a true and fair view

- 7.3.1 The Finance Director should discuss with the Auditors if there are any new accounting policies to be included in the Financial Statements and bring this to the Finance Committee for approval.
- 7.3.2 Athletics Ireland should judge the appropriateness of its accounting policies to its circumstances against the objectives of relevance, reliability, comparability, and understandability. The constraints that should be considered are the need to balance the different objectives (stakeholder's interests, internal control etc.), and the need to balance the cost of providing information with the likely benefit of such information to users of the financial statements.
- 7.3.3 Financial Reporting Standard (FRS) 102 sets out the judgements to be followed in selecting accounting policies and the disclosures needed to help users to understand the accounting policies adopted and how they have been applied. The FRS defines accounting policies, and estimation techniques used in implementing those policies.

A list of judgement in developing and applying an accounting policy is set out below:

- (a) relevant to the economic decision-making needs of users; and
- (b) reliable, in that the financial statements
- (c) represent faithfully the financial position, financial performance, and cash flows of the entity

- (d) reflect the economic substance of transactions, other events, and conditions, and not merely the legal form
- (e) are neutral, i.e., free from bias
- (f) are prudent and
- (g) are complete in all material respects

7.3.4 Accounting policies should be consistent with Accounting Standards and Company Legislation.

7.3.5 Athletics Ireland should adopt accounting policies that enable its financial statements to give a true and fair view.

7.4 Sufficient information is disclosed in the financial statements to enable users to understand the accounting policies adopted and how they have been implemented.

7.4.1 The objective of disclosures is to enable the accounting policies adopted by Athletics Ireland to be understood by users having a reasonable knowledge of business, economic activities and accounting and a willingness to study with reasonable diligence the information provided.

7.4.2 Where an accounting policy is prescribed by, and fully described in, an accounting standard or legislation, a brief description of the policy will satisfy disclosure requirements.

7.4.3 Where an accounting policy is not prescribed by an accounting standard, a fuller description will be provided.

7.5 Disclosures of the accounting policies in the financial statements are correctly stated.

7.5.1 A description of each of the accounting policies and estimation techniques that is material in the context of the entity's financial statements should be disclosed.

- Details of any changes to the accounting policies that were followed in preparing financial statements for the preceding period.

7.5.2 Accounting policies in the financial statements are correct, in line with best practice and reflect the most recent accounting standards (e.g., FRS 102)

7.6 The Board adopts Financial statement assertions.

7.6.1 Financial statement assertions are the representations of the Board that are embodied in the financial statements. By approving the financial statements, the Board is making representations about the information therein. These representations or assertions may be described in general terms as follows:

Existence:	an asset or a liability exists at a given date;
Rights and obligations:	an asset or a liability pertains to the Association at a given date;
Occurrence:	a transaction or event took place which pertains to the Association during the relevant period;
Completeness:	there are no unrecorded assets, liabilities, transactions or events, or undisclosed items;
Valuation:	an asset or liability is recorded at an appropriate carrying value;
Cut off:	a transaction or event is recorded at the proper amount and revenue or expense is allocated to the proper period; and
Presentation and Disclosure:	an item is disclosed, classified, and described in accordance with the applicable reporting framework.

7.6.2 The External Auditors as part of their annual audit will seek to obtain audit evidence to support each financial statement assertion.

08. INCOME

Purpose

The purpose of this Section is to set out the Board's policies and procedures in governing and administering income for Athletics Ireland.

Policy Objectives

The objectives of the Board's income policies and procedures are to ensure that:

- 8.1 All receipts are accurately recorded and banked.**
- 8.2 Public financial procedures on income are observed.**
- 8.3 Grants are correctly administered and accounted for**
- 8.4 All Income is invoiced in a timely basis.**
- 8.5 Debtors are managed effectively and efficiently.**

8.1 All receipts are accurately recorded and banked.

8.1.1 Athletics Ireland's largest source of income is the different grants it receives from Sport Ireland which is lodged into Athletics Ireland's account by electronic funds transfer. Athletics Ireland can also receive Capital Grants from the Department and other Government Agencies.

8.1.2 Athletics Ireland receives income from other sources, including:

- Registrations and Affiliations
- Competition and Related Activities
- Coaching and Development
- Recreational Events and Programmes
- Sponsorship
- Other Commercial Activities
- Other Income- Trusts
- Grants from Third Level Institutions, County Councils, Others towards staff cost.

	Income					
	Sport Ireland Grants	Other Grants	Registration & Affiliations	Competition & Related Activities	Coaching & Development	Recreational Events
Departments						
Entry Fees						
Club Affiliation Fees						
Juvenile Membership						
Senior Membership						
Permits						
Gate Receipts						
Recreational Events Entry Fees						
Coaching Course						
Coaching Regional Squads						
Rec Races - Transaction Fee						
Dev Courses- Ath. Leader						
Assistant Coach Courses						
Sponsorship						
Management Fee						
Summer Camps						
Outside Competition						
Athlete Contributions						
Nat awards Tickets						
Dev Coaches Network Endurance						
Dev - Coaches Network TF						
Core Grant						
Perf Core Grant						
Sports Council Mentor grant						
Sports Council Athlete Funding						
Perf Carding income PIP						
DTT&SSports Cap grant						
Perf Intl Race meeting refunds						
Juv Entry Fees						
Gate Receipts - Juvenile Competitions						

8.1.3 Lodgements are administered by Athletics Ireland in the following manner:

- All incoming post is opened by the Office Manager as soon as it arrives unless it is Private and Confidential.
- All cheques received are lodged using Athletics Ireland's lodgement book within 3 working days of receipt by the Finance Director.
- All Competition and Coaching Education event/programmes are set up on the Eventmaster/Entry4Sport system online to ensure most of participation pay online by credit card which minimised the cash/cheques being received. The Eventmaster/Entry4Sport system is reconciled to the cash received which is then entered on Sage. Where this is not possible, it is the responsibility of the staff at the event to collect and receipt the fees.
- Cheques received from partner agencies must be presented to the budget holder or Finance Director where they will be receipted and lodged to the current account.
- Night Safe Keys are used to lodge the money directly into AIB after the event rather than bringing the cash back to the office. Night Safe Keys are available for AIB in Finglas, Tullamore and Athlone.
- The Finance Director normally makes lodgements on a Thursday.
- Cash /cheque received should be passed to finance as soon as possible with a "Cash Count Sheet" which include the name of the event, date, notes and coin denomination and totals. The Accounts Assistant will record all monies received manually on a Cash Count Sheet in conjunction with the person who gave them the cash. This sheet should be signed by the budget holder and the Finance Director when the cash passes as they are custodian of the unlodged money. If there is a difference to the actual count on the day of the event an explanation for the discrepancy should be written on the count sheet. The Accounts Assistant will prepare a single cash lodgement form for each event and put in separate envelopes for the Finance Director to lodge in the bank.
- A note of who the cheque was from is made on the back of the lodgement stub, a photocopy of the cheque is also kept if there are any subsequent queries.
- When making a lodgement details are filled on the reverse of the bank lodgement slip, and lodgement books are retained.
- Each lodgement is recorded in the lodgement ledger book by the Accounts Assistant who records what the receipt relates to, the lodgement slip number and the amount.
- The cash receipts on Sage is updated daily by the Accounts Assistant from the following:
 - Cash/Cheques received from the lodgement ledger book.
 - Automated credits received when they appear on the bank statement.
- Most income is received automatically into the bank account rather than lodging cheques. Staff should email the Finance Assistant of any details, notifications they receive to enable ease of identification and accurate coding on Sage.

The Process for collecting fees and receipts for the various sources on income is set out below:

Senior Competition Entry Fees

- Competition Committee decide on the fee.
- Entry form put on Athletics Ireland website.
- Participant entries and payments are made online.
- A reconciliation of entry fees received for participant entries is undertaken.

Senior Competition gate receipts

- The admission fees are agreed by the Competition Committee.
- Gate personnel and security are appointed.
- Electronic payments via Contactless payment are encouraged on the gate. Terminals to take payment are ordered from AIB by the Finance Dept. These terminals from AIB are maintained/set up, brought to/from events and securely stored by the Comp Dept. After the event, the Comp Dept access the terminal and email a report to the Accounts assistant which matches the lodgement.
- All counting of notes and coins should be completed on a Competition Gate Count sheet. This should be signed and dated by at least two of the Personnel Appointed and returned to the Competition staff member on site.
- Any cash taken from the receipts to pay car park helpers should be signed by the recipient that they received the money.
- The Gate Personnel are given a float, after the event the cash is reconciled by them and given to a Competition staff member to lodge using the AIB Night Safe Key.
- The Gate Personnel involved will submit a mileage expense form and paid by bank transfer.

Juvenile Gate receipts

- A member of the Juvenile Committee will request a float cheque.
- Gate Personnel are appointed.
- Any cash taken from the receipts to pay car park helpers should be signed by the recipient that they received the money.
- After the event, the cash is reconciled.
- A Finance Officer of the Juvenile Committee will lodge the cash to Athletics Ireland bank account.
- The Accounts Assistant checks the bank to reconcile the amount lodged.
- The Gate Personnel will submit a mileage expense form and be paid by bank transfer.

Registration fees

- Cheque registration fees are recorded by the Registration Manager who records them on the registration system. Cheques received are analysed by club and membership type.
- Cheques are photocopied and checked to the reconciliation sheet by the Accounts Assistant and lodged every Thursday.
- Most registration is facilitated online using the credit card system.
- The Accounts Assistant uploads credit card transaction on Thursdays, these are reconciled by club and membership type, the amount credited to the bank account is reconciled to the amount uploaded on the credit card system.

Athletic Leader/Coaching Course

- Dates and venues are decided by the Coaching/Development Director in Spring and Autumn.
- Fees are published on the application form.
- Application forms are sent to clubs and put on Athletics Ireland website.
- Application forms and fees are returned to the Coaching Department.
- Most Coaching Course participants pay for courses online.
- The numbers partaking in courses is agreed with Coaching Ireland.
- The Regional Development Officer will be advised of who will pay on the day.
- After the course, the Regional Development Officer will lodge the fees or bring them to the office. A reconciliation of course fees will be carried out.
- The Finance Director will check the course fees, reconcile to the course sheet, and lodge the money.

Regional Coaching/Development days

- Dates and venues are decided by the Coaching/Development Director in Spring and Autumn.
- The calendar and application form are sent to athletes who are qualified to attend.
- Fees for the event for participants who did not enter online should be collected at registration on the day.
- The coach fees are banked by the Regional Development Officer shortly after the course using a lodgement book.
- Most coaching courses are paid for online.
- A report is sent to the Coaching Director advising on how many participated, course income and cost.
- The Finance Director checks the amount received and lodged the money to the bank.

Other event - Coaching Conference

- Fees are agreed by the CEO.
- Publicity materials are printed, and the fees included.
- Credit card virtual terminals are set up with Stripe to take credit card bookings.

- Cheques are sent to the Coaching Department, reports of all income are prepared after the event.
- The Finance Director reconciles all income to the report and lodges the money.

Events with third Party Organisations

- The staff member negotiating the event with the sponsor, 3rd level institution or Local Sports Partnership should discuss how payments of Athletics Ireland invoices to them will be made. Often these agencies use a Purchase Order system which Athletics Ireland need to quote on their invoice so this should be clarified. Other details to be collected are where to send the invoice, contact details of the accounts department so we can request payment and expected days credit being requested so the cashflow can be prepared.
- Invoices are emailed to customers by the Accounts Assistant.

Recreation Events – Owned Events

- The Recreation Manager prepares a business case giving entry fees for similar events for the same distance and location. This is reviewed by the Finance Director and Marketing and the agreed fee and/or transaction fee is included in all advertising material. The event is set up on the Eventmaster online system. The Stripe system is used to receive funding into the Bank account.
- The Accounts Assistant reconciles the lodgements by downloading a batch report from Stripe into Excel daily. The total of the entry fees on the Excel report should match the amount lodged into the Online Entry Bank Account by Stripe (takings on Friday, Saturday and Sunday will be lodged as one amount). Each fee on the Report includes a Eventmaster Order Number which can be for any of the events that are open for Entry.
- The Accounts Assistant allocates the entry fees by downloading a Finance Report from the Eventmaster system by date. This report will identify the order number and event. The Accounts Assistant allocates a column on the Stripe Report for each event identified on the Eventmaster Finance Report. A Sage Department Number is set up for any new events. Once all entries have been allocated to an event the total for each event is entered on Sage, so it matches the lodgement.
- If the event does not sell out, cash only entry fees will be accepted at both the number collection location or on the day at a Late Registration desk. All late participants should complete a Late Entry form. A stock of numbers will be allocated for late entries and is reconciled to the late entry forms. The price for late entries is agreed by the Recreation Events Manager and the Finance Director and advertised in the final few days as “Cash Only Entry fees”. Notices will also be displayed at the venue. All entry money should be sorted and kept in the Petty Cash box. A small float of €20 and €10 notes is requested from the Finance Department to give change.
- Two people will count the cash into denominations and complete a cash count sheet. The count sheet will be signed, and the Petty Cash will be given to the

Recreation Events Manager. If the late entry fees are due to be over €3,000, the Finance Director will attend, complete a lodgement slip and lodge the cash bag in the AIB Finglas night safe. If the late entry fees are due to be less than €3,000 the Recreation Manager will put the cash box in the boot of his car and keep it safely until he returns to work where it is counted again with the Accounts Assistant.

- Cash used for disbursements such as food, petrol, or volunteer payments, etc should be signed for and the receipt kept in the petty cash box. The Accounts Assistant will reconcile these and raise a cheque so that the total receipts for the event are captured.
- The price for the Sale of Tee shirts is agreed between the Recreational Events Manager and the Finance Director and advertised. A list of tee shirts sold is kept and reconciled against stock and cash received from sales. This cash should be kept separate from cash for late entries.

8.2 Public Financial Procedures on income are observed.

8.2.1 Sport Ireland provides funding for current expenditure and the Department provide grants for the capital programmes of sporting organisations within Ireland.

8.2.2 Government Departments and Government Semi-State Organisations pay grants to finance the activities undertaken by bodies inside or outside the central government sector. As with any other type of departmental expenditure grants are subject to statutory and financial authorities governing the disbursement of money provided by the Oireachtas.

8.2.3 The conditions attached to the grant income will depend upon the level of detailed control the Department or Semi-State organisation is required to exercise under the authorising legislation or, in the absence of statutory conditions, it may wish to exercise.

8.2.4 Grants are payments by a sponsor Department or Semi-State organisation to finance part of the costs of National Governing Bodies, which operate at arm's length from the Department and Semi-State Organisation. The payment of grants will be subject to terms and conditions as determined by Sport Ireland or the Department. However, these Government organisations would not seek to exercise detailed control over the day-to-day expenditure of a National Governing Body.

8.2.5 Grants from Sport Ireland for current expenditure (Core, High Performance, Women in Sport, Carding, Healthy Ireland, Keep Well, European Week of Sport, Resilience Funds and Dormant Accounts) are made in advance of expenditure being incurred, normally the payment is 75% of the annual grant paid in

January/February and the remaining 25% of the grant is paid following the mid-year review and submission of reports and financial statements.

- 8.2.6 Sport Ireland will receive a revised Budget approved by the Board which will include the actual grant allocation for the year.
- 8.2.7 Grants for capital expenditure are advanced based on the submission of actual invoices to the Department.
- 8.2.8 Capital expenditure quotes are received, and application made to the Department by the CEO/Capitalisation Committee (Director of Finance, Coaching, Performance, Operations and Technical Committee)
- 8.2.9 Capital Equipment Invoices received are approved for payment by the CEO. A reconciliation of capital expenditure payment to grant application is kept by the Finance Director and circulated as part of the monthly report pack for the Finance Committee and the Board.
- 8.2.10 The Controller and Auditor General has statutory powers of inspection over the books, accounts and other records of 'any person for a financial year in which the person received any moneys directly from a Minister of the Government or a Department, or directly from the Central Fund if the amount or the aggregate of the amounts received constitutes not less than 50 per cent of the gross receipts of the person in that year.
- 8.2.11 Athletic Ireland must complete and submit to Sport Ireland the standard application form along with any relevant documentation annually.
- 8.2.12 Athletics Ireland will only be funded if the terms and conditions of Sport Ireland for the previous year have been fulfilled.
- 8.2.13 A report must be prepared showing the performance which reflects the goals as stated in the application form. The outcome/progress in relation to each of these outlined goals should be highlighted. These goals should reflect the stage of implementation of the yearly action plan. The goals should be Specific, Measurable, Achievable, Realistic and Time bound (SMART).
- 8.2.14 Grants will usually be paid in one of the following payment cycles:
 - 2 stage payments cycle 75% and 25% (e.g., National Governing Bodies)
 - 2 stage payments cycle where percentages can vary (e.g., Dormant Accounts)

4 stage payments cycle issued quarterly 25% (e.g., Carded Athletes)

- A Mid-Term Review Report of goals outlined in the application form.
- Accounts for the previous year. The financial statements must identify separately all grants paid by Sport Ireland and the most recent accounts must be forwarded to Sport Ireland once they become available. Specific criteria in relation to financial statements are documented per the guidelines issued by Sport Ireland. Athletics Ireland receives over €200,000 from Sport Ireland, they must have a statement from their auditor stating that the grants were expended for the purposes intended. A separate letter of engagement and fee should be agreed with the Auditors, The Project Director and the Finance Director should agree on the preparation of the file to be reviewed by the auditor, this should be prepared in advance.

8.3 Grants are correctly administered and accounted for

- 8.3.1 A formal application for current grants must be submitted to the Sport Ireland. Sport Ireland will announce the amount of the approved current grants- Core, Women in Sport, High Performance, Carding and Dormant account. A revised budget will have to be resubmitted to Sport Ireland which includes the approved grant amounts. Once this is received, together with a Tax Clearance Status Access Number, compliance with Code of Ethics and Anti-Doping, the 1st payment will be issued by EFT. As part of the Mid-year review process a copy of the signed Financial Statements must be submitted together with approved budget versus actual expenditure report. Once all queries are answered the 2nd grant payment will be issued by Sport Ireland.
- 8.3.2 In the case of Sports Capital grants, supporting documentation must be provided to the Department. The Department will announce the amount of the approved Capital Grants. The Sports Capital Equipment will be purchased, and the supplier paid. Copies of Bank Statements showing the payment to suppliers and original Invoices, quotes, delivery dockets etc will be submitted to the Department. Athletics Ireland must have an up-to-date Tax Clearance Certificate. Payment of the Capital Grant will be issued by the Department by EFT. The Finance Director ensures that all funding received by Athletics Ireland is spent for the purposes for which it has been granted.
- 8.3.3 The timetable for processing and administering current grants is as follows:

Athletics Ireland : Current Grants

Stage	Process	Date	Responsibility
1	Submission of Application form and Budget	October	Finance Director
2	Notification of Grant approved	November	Sport Ireland
3	Submission of revised budget based on approved grant	December	Finance Director
4	Receipt of 1st Grant from Sport Ireland	January/February	Sport Ireland
5	Submission of signed Financial Statements and reports	July/August	Finance Director
6	Receipt of 2nd Grant from Sport Ireland	September/October	Sport Ireland

Stage	Process	Date	Responsibility
1	Submit online Application form for Capital Grant	February	Finance Director
2	Notification of Capital	September	Department
3	Purchase Capital Equipment	After notification of grant	Finance Director
4	Submit copy of bank statements, Invoices, quotes, delivery docket etc to Department	Once all capital equipment has been purchased	Finance Director
5	Receipt of Capital Grant from Department	1 Week after Request	Department of Transport Tourism and Sport
6	Asset Register for Equipment to identify location, calculate Depreciation and Match to release of Grants	Financial Year End	Finance Director

8.4 All Income is invoiced in a timely basis.

- 8.4.1 All staff should send details of any sponsorship contract to the Finance Department so that invoice can be raised on a timely basis.
- 8.4.2 Invoices should be paid within 30 days of the invoice date, staff should not agree terms outside this range without written permission of the Finance Director.

8.4.3 Staff should discuss with new customer the process the Finance Department follows to invoice the customer correctly and secure payment in a timely manner.

8.4.4 Staff should get an email address and Purchase Order number from the customer, the bank details for Athletics Ireland will be on the sales invoice issued.

8.4.5 The Accounts Assistant will issue invoices for Sponsorship, Courses and Corporate Team events.

8.5 Debtors are managed effectively and efficiently.

8.5.1 The Accounts Assistant must:

- Review aged debtor analysis report weekly.
- Reconcile the debtor ledger balance to the general ledger control account monthly.
- Email Debtor Statements to outstanding debtors monthly.
- Ring all Debtors whose payment are outstanding more than 45 days and obtain reason for late payment and agree payment dates, this should be confirmed in writing and any further contact should be documented.

8.5.2 The Finance Director should review and monitor the following monthly:

- Aged debtor reports.
- Average debtor days.
- Overdue customer accounts as a percentage of accounts receivable.
- Turnover by customer reports for the year to date.
- Test and review the debtor aged list for credit balances.
- Advise the Finance Committee and CEO of any Debtor that is not paying.
- Discuss with the Finance Committee and CEO if a long outstanding debtor should be issued with a legal letter.
- At the year end the Finance Director should prepare a list of bad debts and doubtful debts for the Finance Committee. This report should include detail of the collection process undertaken and recommendation to minimise this type of bad debt reoccurring.
- Accrue for all goods and services provided in the month that have not been invoiced.

09. PROCUREMENT

Purpose

The purpose of this Section is to set out the policies and procedures in administering procurement expenditure.

Policy Objectives

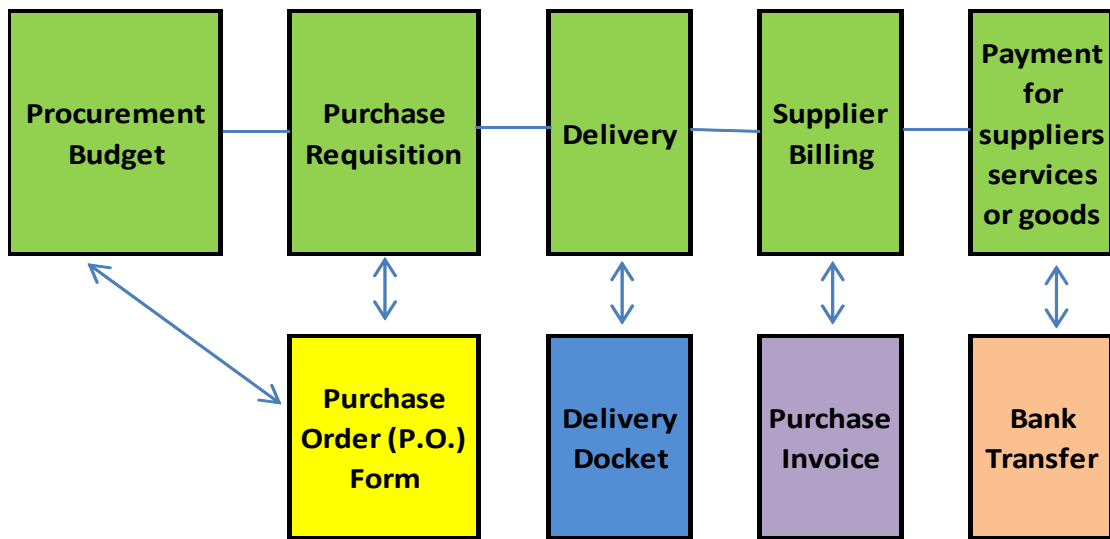
The objectives of the Boards' procurement policy and procedures are to ensure that:

- 9.1 Expenditure is properly planned, authorised and in line with budget proposals.
- 9.2 Tender agreements are in line with Best Practice.
- 9.3 Purchases are competitively priced, quality driven and sourced from reliable suppliers with the relevant technical expertise.
- 9.4 A Supplier quotation process is carried out to achieve value for money.
- 9.5 All expenditure must be approved and authorised.
- 9.6 Only goods or services ordered are accepted and recorded.
- 9.7 Expenditure is accurately recorded and allocated in the accounts system.
- 9.8 Payments are only generated for goods and services which have been received.
- 9.9 Creditors are managed effectively and efficiently.

9.1 Expenditure is properly planned, authorised and in line with budget proposals.

- 9.1.1 It is the responsibility of the Board and management to ensure that all budget constraints have been incorporated into any purchasing policy they adopt.

The procurement process can be summarised as follows:



9.1.2 Purchase orders should only be generated for approved commitments in line with budget proposals and must be authorised by management. Each Budget holder has responsibility to control expenditure for their Department and ensure that they have not exceeded their approved budget. If a Department head believes that the budget will be exceeded, they must discuss this with the Finance Director/CEO and identify other costs savings to ensure the overall Year End Forecast is still achieved. A Purchase Order cannot be placed with a supplier until this has been done.

9.1.3 Three quotes from separate suppliers should be obtained when purchasing goods and services costing over €1,500 (excluding VAT). A full tendering process should be applied for proposed Capital Expenditure exceeding €25,000 (excluding VAT) in accordance with the criteria as illustrated in the table below:

Procurement Thresholds				
Procurement	Contracted goods and services	Authorisation and Approval	Documentation	Minimum Quotes
Threshold	(excl. VAT)			

Capital Equipment	Over €25,000	CEO	Tender/Contract	Tender
Over	€5,000	Budget holder	Purchase Order/Contract	3 Quotes
Between	€1,501-€4,999	Budget holder	Purchase Order/letter acceptance	3 Quotes
Between	€1-€1,500	Budget holder	Purchase Order/email acceptance	1 Quote

9.1.4 Three written quotes are required for applications for Sports Capital Grants with the Department. A written product specification should accompany all requests for Quotations to suppliers.

9.2 Tender agreements are in line with Best Practice.

9.2.1 Formal bidding and tendering controls must be observed as part of the procurement process for Sports Capital Equipment.

9.2.2 The tendering process for Athletics Ireland can be broken into two stages:

Initially it is the responsibility of the Board and the Management to determine that there is a case for applying for Sports Capital Grants, there should be documentary evidence of the following:

1. Description of the intended purchase and a specification where appropriate
2. Reason for purchase and the scope of the project
3. Detailed written discussions approved by appropriate Department Directors outlining the Departments objectives as part of the organisations strategic plan.
4. Estimated cost.
5. Proposed life of the project
6. Deliverables expected from the project.
7. Project management arrangements for management and staff
8. Criteria for selection

Secondly the tender process should include:

9. Send out the Request for Tenders (RFT) to suppliers including a schedule of Documents in Appendix and Order.

10. An outline of the supply requirement according to the budget and the organizations requirements.
The RFT should include:

Standard terms and conditions of trade, including penalties for late delivery and inadequate quality.

Tender process description.

Closing date and addressee for bids.

Requirement to supply a written bid.

Confidentiality clauses.

Request for potential supplier to provide references.

Complaints procedures, specifying an internal independent contact point.

Define and approve the criteria for the bid selection, incorporating the criteria for supplier selection including price.

9.2.3 Tender bids must be stored securely and kept sealed until closure date. Bids must be opened in the presence of at least **two** staff members. The Finance Director will identify bids which do not comply with the invitation to tender process. Tender bids should be sent to a secure email controlled by the Finance Director.

9.2.4 Grade and record each bid response against the criteria and rank the results.

9.2.5 Document and authorise the reasons for supplier selection. Record reasons for supplier rejection. Send out rejection letters giving the reasons for rejection.

9.2.6 The responsibility for reviewing and authorizing the final bids must be made by at least two personnel one of whom must be either a member of the management team, CEO, or a member of the Board.

9.3 Purchases are competitively priced, quality driven and sourced from reliable suppliers with the relevant technical expertise.

- 9.3.1 Normally, the supplier offering the most competitive quote should be engaged assuming all the specific criteria (e.g., quality, deliverability, reliability, technical issues, etc) has been satisfied.
- 9.3.2 Where bidding and tendering is not required, establish procedures to ensure that the best quality and price is obtained, including:
- Annual negotiation of prices with comparison to market prices. Document and retain evidence of all comparisons and price reviews.
 - Annual review of the performance and trading history of key suppliers
- 9.3.3 Define and approve the criteria for selection of approved suppliers, including:
- Notice periods.
 - Availability of supply and frequency of delivery.
 - Quality of product and service levels.
 - Credit vetting agency references and other customer references.
 - Review whether supplier is a member of trade organisation, ISO 9000 accredited or equivalent.
- 9.3.4 Once a supplier has been selected, agree all payment terms and service levels accordingly. Suppliers are normally paid after 30 days by bank transfer. There is a daily limit set on internet banking of €100,000, the day the salaries are paid will impact the amount that can be paid to suppliers.
- 9.3.5 All quotes from separate suppliers should provide a similar quality standard of goods or service and the supplier selected should conform to standards of excellence as expected by Athletics Ireland.
- 9.3.6 A Purchase Order should be completed by the budget holder detailing the product specification, quantity, date, location for delivery and agreed price, this should be emailed to the supplier whose quote was successful. Unsuccessful suppliers should be contacted and thanked for supplying a quotation. Information should be kept on file as to why the supplier was not successful in their quotation.
- 9.3.7 All quotations received should be maintained on either paper or electronic files on the S drive of the Athletics Ireland office.
- 9.3.8 Where a new supplier is being used then a “New Supplier Form” including their bank details and email address for remittance purposes should be completed.

9.3.9 Suppliers may be removed from the “Approved Supplier List” or asked to carry out corrective action if the results of a performance review necessitate such action. Such requests should always be in writing to ensure a paper trail.

9.3.10 The organisation should ensure that the following is adhered to as part of their procurement contract/agreement negotiations:

- Maintain a policy specifying the circumstances in which a formal contract is required from suppliers.
- Negotiate contracts where appropriate with all key suppliers.
- Limit the duration of contracts to a maximum term of four years unless a longer period is specifically authorised at CEO or Board level.
- Use contract template drafted by Athletics Ireland’s solicitor; only seek legal advice if terms and conditions are different. Changes to the template can only be done by the Finance Director who will note the document version control number.
- Set standard terms and conditions for all contracts and agreements, including:
 - Service level agreements and monitoring against these service levels.
 - Copyright (if applicable), confidentiality and the right to audit.
 - Notice periods and procedures for contract re-negotiation and termination.
 - Penalty clauses.
 - Intellectual Property.
 - Responsibilities for insurance.
 - Point at which title to goods is transferred.
 - Invoicing and Payment (terms, conditions, and arrangements).
 - Price review dates.
 - Liability for lost or damaged product.
 - A non-Disclosure Agreement where a supplier has a relationship with a competitor.

9.3.11 Only CEO/Director of Finance can authorise contracts over €5,000.

9.3.12 It is the policy of the organisation not to engage in the purchase of goods or services on behalf of employees for personal use.

9.3.13 For new projects/events a project file should be set up giving details of the Local Organizing Committee roles and responsibilities regarding different types of activities and expenditure. A project budget should be drawn up with the Finance Department which will include identification of preferred suppliers and expected quantities. Written Purchase Order should be completed and sent to suppliers giving supplier address and getting them to complete a new supplier form.

9.3.14 Any Director who has an association with the company and who are expected to benefit from decision to do business with that company cannot be present at a discussion about that company or its competitors. An annual request to all Directors should be undertaken to get them to advise of any company that they may have an interest in.

9.3.15 Annual contract maybe put in place with suppliers if there is the possibility of achieving cost savings from single sourcing. Cost of storage need to be discussed with the supplier in question. To ensure competition and guarantee in emergencies a small order should be placed with an alternative supplier at least once a year.

9.4 A Supplier quotation process is carried out to achieve value for money.

9.4.1 Every 2 years between September and December, budget holders should undertake a new quotation process for the following business year to ensure that Athletics Ireland continue to receive value for money.

9.5 All expenditure must be approved and authorised.

9.5.1. Purchase Orders should be automatically generated from approved commitments in line with budget proposals. Management should ensure all budget constraints have been incorporated into any purchasing policy they adopt.

9.5.2 All expenditure incurred by Athletics Ireland involving third party suppliers must be approved and authorised on a Purchase Order form in accordance with the limits as illustrated in the Procurement Threshold Table.

9.5.3 Purchase Orders for goods or services should be administered by each Department using Excel. The reference number will be a combination of the Department Reference, the year, and the unique PO number e.g., "REC PO 18-1234"

9.5.4 Once the individual Department have completed the Purchase Order form it should be filed in the designated folder until the invoice is received. The original Purchase Order should be attached to the invoice and submitted to Finance for payment.

The Excel copy of the Purchase Order should be emailed to Finance together with the digital copy of the invoice. The email should state please accept this as authorisation of the attached expenditure. Only one PO/Invoice should be sent on

each email as the email and attachments will be filed on the S drive by the Accounts Assistant for future review by the auditor.

9.5.5 Property and equipment hired by Athletics Ireland is not covered under the terms of our insurance and therefore it is important to ensure that these items are insured in full by the company who owns them. Athletics Ireland should not be held liable for any loss or damage that may occur where necessary.

9.5.6 A Corporate Credit card is issued to the company in the name of the CEO to pay for expenses such as flights, hotels, and emergencies. Every month the CEO is issued with a copy of the statements and a Credit Card Payment Form, the following must be complied with before sign-off by the Chair of the Finance Committee:

- Description of the expenditure.
- Receipts attached.
- Signed by the Department Head acknowledging that the expenses were necessary incurred on behalf of Athletics Ireland.
- The Accounts Assistant will reconcile the Credit Card Payment Form to the Statement.
- All expenses of the President and CEO are approved by the Chair of Finance.
- All credit card payments must be authorised with a bank code sent by text to the mobile of the CEO.

9.5.7 Staff using the Corporate Credit card must ensure that it is used in a responsible manner and complete the Credit Card payment form and attach any receipts. The Accounts Assistant will advise the Finance Director of any staff non-compliance. Subsequence non-compliance will be reported to the CEO/HR Manager for discipline per the staff handbook.

The Excel copy of the Credit Card Payment form together the digital copy of receipts should be emailed to Finance. The email should state please accept this as authorisation of the attached expenditure. Only one Credit Card Payment form / Receipt should be sent on each email as the email and attachments will be filed on the S drive by the Accounts Assistant for future review by the auditor.

9.5.8 In the event that the Corporate Credit Card has been used fraudulently, the Finance Director must be informed immediately, the credit card company will be contacted to cancel the credit card. The credit card company will be contacted to

refund the amount of the fraudulent transaction. Any annual/monthly payments that were set up on the cancelled credit card will have to be cancelled e.g., subscription. A new credit card will have to be applied for and monthly/annual payments reset up.

9.6 Only goods or services ordered are accepted and recorded.

- 9.6.1 The Budget holder should ensure all delivery dockets are validated and checked against both the physical delivery and Purchase Order prior to authorisation. All delivery dockets must be retained.
- 9.6.2 The Budget holder must attach the original purchase invoice to the delivery docket and the original Purchase Order and forward these documents to the Accounts Assistant for checking and then payment.
- 9.6.3 The individual who ordered the goods should accept responsibility for all deliveries relating to their order and ensure:
- Only goods of the required quality are accepted.
 - Goods returned are accurately recorded and monitored.

9.7 Expenditure is accurately recorded and allocated in the accounts system.

- 9.7.1 The Office Manager opens all the post and date stamps them. All statements received by email should be forwarded to the Finance Department. All creditor statements and finance correspondence will be immediately forwarded to the Finance Director who reviews all information received and allocates the post to the Accounts Assistant.
- The invoices are distributed to the individual who ordered the goods/service for approval and to send it to finance for payment with the relevant Purchase Order. The Accounts Assistant will enter relevant details onto Sage. The invoice, Purchase Order and delivery document are checked by the Accounts Assistant before a bank transfer is processed and distributed for signing by the relevant signatories.
- 9.7.2 All suppliers should be asked to submit invoices via email. Where a paper copy is received the staff member should scan the document and use this. Suppliers must supply invoices itemising fees, commissions, and expenses where appropriate.

9.7.3 Purchase invoices should be checked to ensure that:

- the product or service (monetary amounts, description, and volume details) on the invoice matches the Purchase Order (and the details as outlined in the contract) and the specifications as agreed between the supplier and the Association.
- Credit notes are received for goods that are returned to suppliers, this occurs if the quantity or price does not agree to the amount ordered.
- Invoices which do not match the Purchase Order are queried with the supplier by the individual ordering the good/service and the invoices are not processed by the Finance Department, until the difference has been resolved.

9.7.4 Athletics Ireland's accounts system automatically generates transactions numbers, and this is the number that is written on the purchase invoice and credit note, invoices are filed using this number.

9.7.5 Duplicate invoices can be prevented by ensuring:

- Supplier statements are reconciled to Sage monthly by the Accounts Assistant
- Each invoice is matched to a Purchase Order.
- Photocopies of invoices should not be used.

9.7.6 Access to inputting purchase invoices is restricted to personnel who are not associated with purchase ordering, goods receipt, and master file maintenance and payment authorisation duties.

9.7.7 The budget holder must email the scanned copy of the invoice and the PO to the Accounts Assistant stating they approve the invoice for payment. This email is proof of acceptance that the goods were "Delivered as per specification". The PO must include the Sage nominal and Department code; If there are coding errors the Accounts Assistant will bring it to the attention of the budget holder to minimise the risk of recurrence. The Accounts Assistant will make amendments on Sage for incorrect entries as requested by the Finance Director.

9.7.8 The Accounts Assistant is responsible for ensuring that all expenditure is properly supported with relevant documentation, correctly coded in the nominal ledger, approved, authorised and ready for payment.

9.7.9 The Budget holder will contact the supplier with any problems or queries with an invoice. This must be done as soon as possible after receiving an invoice.

9.7.10 Management should be responsible for authorising invoices after validating that the goods or services have been received. The invoice should agree to the

Purchase Order and be in line with the terms and conditions/specification as agreed between the Association and the supplier.

9.8 Payments are only generated for goods and services which have been received.

- 9.8.1 A Bank Transfer signatory can only authorise relevant invoices after validating that the goods or services have been received, authorised and match to the original Purchase Order. In addition, the bank transfer signatories should ensure all details on the invoice and the bank transfer are proper and correct prior to authorising.
- 9.8.2 Only authorised signatories as set out in the banking procedures section of this document is authorised by the Board to sign bank transfers.
- 9.8.3 The person who authorises and approves the ordering of goods or services **CANNOT** also be the same signatory certifying payment. If the CEO or Finance Director authorise an invoice, they cannot authorise the bank transfer. To minimise instances both should therefore delegate authorisation of invoices to another staff member. However, a schedule of bills of a confidential nature should be made that cannot be delegated. In such instances the President or Chair of Finance should authorise payments.
- 9.8.4 The Finance Director and third-party authorisation is required for netting of third-party payments and receipts (contras).
- 9.8.5 The Accounts Assistant will maintain an up-to-date schedule of standing orders and direct debits and match these to specific invoices.
- 9.8.6 The Finance Director is responsible for setting guidelines for holding and releasing disputed invoices for payment.
- 9.8.7 The following is an outline of the procurement payment process:

1. All purchase invoices, purchase order and delivery dockets are emailed given to the Accounts Assistant.
2. The Accounts Assistant ensures the details are correct and recorded on Sage.
3. The Accounts Assistant will ensure the Nominal and Department code are correct.
4. The invoice, purchase order and delivery docket where appropriate must be authorised via email by the budget holder ordering the goods/services.
5. The Accounts Assistant will check all the details.
6. The Accounts Assistant will issue a bank transfer.
7. Two cheque signatories will authorise the bank transfer.
8. Completed bank transfers with the attached documentation are filed by date. And marked "Paid".

9.9 Creditors are managed effectively and efficiently.

9.9.1 The Accounts Assistant must:

- Review aged creditor analysis report weekly.
- Reconcile the creditors ledger balance to the general ledger control account monthly.
- Reconcile the aged creditors listing to supplier statements monthly.

9.9.2 The budget holder must follow up any outstanding invoices with suppliers.

9.9.3 The Finance Director should review and monitor the following:

Monthly

- Aged creditors report.
- Test and review for duplicate payments

Quarterly

- Average creditor days.
- Turnover by supplier reports for the year to date.
- Test and review the creditors aged list for debit balances.

Annually

- Accrue for all goods and services received in the month that have not been invoiced.

10. TRAVEL AND MISCELLANEOUS EXPENSES

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering travel and miscellaneous expenses incurred by staff/tutors/Committee and Board members on behalf of the organisation.

This section should be read in conjunction with the staff handbook that covers the main issues pertaining to this section.

Policy Objectives

The objectives of Athletics Ireland's staff expense policies and procedures are to ensure that:

- 10.1 Travel guidelines comply with Best Practice.
- 10.2 A clear policy for claiming expenses is communicated to staff.
- 10.3 Reimbursement of travel and miscellaneous expenses are wholly necessarily and exclusively incurred on behalf of the Association.
- 10.4 All expense forms are authorised and approved.

10.1 Travel guidelines comply with Best Practice.

10.1.1 Work related travel is undertaken in an effective and cost-efficient manner, consistent with Athletics Ireland's commitment to provide safe travel and excellent service to all members. Athletics Ireland's travel policy as detailed in the staff handbook includes the following general principles:

- The payments of travel costs are intended to cover the costs wholly and necessarily incurred by staff in their conduct of official business away from their base of work and is not intended to be a source of emolument or profit.
- Expenses are reimbursed through the approval of expense claim forms available from the Finance Department. The rates of payment are those approved by Revenue.
- Employees are not entitled to claim travel expenses to and from their home to their place of work during normal working hours. If there is a requirement for out of hours or 6th day working, then a claim can be made. However, approval in advance should be requested and when the travel claim is made a note should be added to the claim as to why it occurred and who authorised it. Where an

office holder or employee, in the performance of their duties, begins a business journey directly from home or returns directly to home, then the expenses of travel that may be reimbursed without deduction of tax are the lesser of those incurred on the Journey between:

- (a) home and the temporary work location; or (b) the normal place of work and the temporary work location

10.1.2 Mileage expenses will only be processed if staff and tutors have submitted to the Accounts Assistant a letter from their insurance company indemnifying Athletics Ireland in the event of an accident. Checks for a valid driving license should be made on an annual basis.

10.1.3 The personal use of Athletics Ireland vehicles is only permitted in emergencies or for early morning meetings or with approval from the CEO. These vehicles are not fitted with safety equipment for children and children should not be carried in these vehicles.

10.2 A clear policy for claiming expenses is communicated to staff.

10.2.1 A clear policy for claiming travel expenses is specified in detail in the staff handbook and includes guidelines on:

- General Procedures
- Hotels and accommodation
- Travel
- Expenses (mileage rates, taxis etc.)
- Travelling overseas

10.2.2 The Association maintains a policy on cash advances including:

- Cash advances are processed on an exceptional basis only e.g., imprest for foreign travel.
- Approval requirements (signed by CEO)
- Disbursement and reimbursement procedures (Imprest are paid by bank transfer, petty cash or part of salaries and recouped through salaries)

10.2.3 All expense claims that are not covered by the Travel policy must be approved by their respective manager/CEO (where appropriate) and are termed miscellaneous expenses.

10.2.4 Expenses that will be reimbursed include - mileage, hotels, taxi. If there is any emergency miscellaneous expense, then the corporate credit card should be used, and the budget holder and Finance Director should be informed.

10.2.5 Employees must pay all costs in advance, and then submit claims for reimbursement.

10.2.6 Mobile phones are provided to staff for business use, the package allows for unlimited national calls. Any personal international calls must be reimbursed by cheque or deducted from expense claim. Data and phone roaming packages are in place for staff who travel regularly.

10.2.7 Where possible the Board and staff should keep expenses to a minimum and as part of this process all expenses where possible should be invoiced to the organisation.

10.2.8 A list of authorising signatories is maintained including specimen signatures for approving expense claims.

10.3 Reimbursement of travel and miscellaneous expenses are wholly necessarily and exclusively incurred on behalf of the Association.

10.3.1 It is the responsibility of the expense claimant to ensure that the claim form is arithmetically accurate, that the correct rates are used and is complete with relevant supporting documentation attached to the expense claim form. The Accounts Assistant will also record the cumulative mileage for each claimant in line with Revenue guidelines.

10.3.2 The expense claim must comply with the regulations in the staff handbook and be authorised and approved by the CEO prior to submission to the Accounts Assistant.

10.3.3 All expense claims must be approved in line with budget limits. Only budgeted foreign travel should be undertaken. Any foreign travel outside the budget should be discussed with the CEO and cost savings/revenue increase identified to minimize the net cost. Accommodation costs will be covered with valid receipts and only in cases where the recipient has received prior approval from the Finance Director.

10.3.4 The claimant must complete and sign the standard expense claim form detailing:

- Date of expenditure
- Time starting and finishing travel.
- Reasons for the expense
- Expense type/category
- Total amount claimed.
- Home Address

10.3.5 Expense claims must be submitted and authorised. Expense claims that are more than three months old must be authorised by CEO. All authorised expense claims will normally be paid as part of the next electronic payment run.

10.3.6 The Accounts Assistant must check all expenses to original supporting documentation where appropriate and ensure the claim is approved and authorised prior to processing.

10.3.7 The Accounts Assistant will notify the claimant if their claim is not:

- Arithmetically accurate
- Authorised and approved.
- Supported by original documentation where necessary.

10.3.8 The Accounts Assistant must stamp the claim form “paid” and retain the forms and attached documentation for future management reference and audit requirements.

10.3.9 Travel costs which are being reimbursed by a third party can be availed of provided the CEO has given permission.

10.4 All expense forms are authorised and approved.

10.4.1 All claims for travelling and miscellaneous expenditure should be submitted on the appropriate approved expense claim form. The rates of payment for travel are those approved by the Board and Revenue compliant.

10.4.2 All staff expense forms should be authorised by the CEO except in the case of the Finance Director and CEO, whose expenses must be approved by the Chair of the Finance Committee.

The Excel copy of the Expense Claim form together the digital copy of receipts should be emailed to Finance/CEO. The email should state please accept this as authorisation for the Month of XXX expenses on the attached Expense claim. Only one month Expense Claim form / Receipts should be sent on each email as the email and attachments will be filed on the S drive by the Accounts Assistant for future review by the auditor.

10.4.3 Board members and Committee members use the "Meeting Attendance Sheet" to claim mileage, this is approved by the CEO.

10.4.4 Tutors must submit their expense claim on the official "Tutor Expense Claim Form" these expense claim forms must have valid supporting documentation attached, which must be authorised by the Director of Coaching. Expenses should only be authorised when all final documentation has been received from the tutor.

10.4.5 Officials attending senior competitions, juvenile events and coaching course must complete an expense claim form which is signed off by the budget holder and paid after the event by electronic transfer.

11. WAGES AND PAYROLL

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in administering payroll. The objective is that all employees are paid in accordance with their agreed contracts of employment and that the association meets its statutory obligations.

Policy Objectives

The objectives of Athletics Ireland's payroll policies and procedures are to ensure that.

- 11.1 All staff pay, and benefits are at the authorised rates in force at the time and have the necessary approval in line with CEO and Board decisions.**
- 11.2 Amendments to the payroll master file are authorised, accurate and complete.**
- 11.3 Statutory and voluntary deductions are appropriately authorised and correctly deducted.**
- 11.4 Third party submissions and payments are timely and accurate.**
- 11.5 All payments and statutory documentation given to staff are timely, accurate and paid to bona fide employees.**
- 11.6 Payroll master file and payroll processing are secure and confidential.**
- 11.7 Payroll accounts and reports are reconciled and reviewed monthly.**
- 11.8 PRSA's are correctly stated and accounted for.**
- 11.9 Terminations of employment are properly assessed, authorised, and recorded.**
- 11.10 Third party funders of staff are invoiced.**

11.1 All staff pay, and benefits are at the authorised rates in force at the time and have the necessary approval in line with CEO and Board decisions

11.1.1 The rates of pay are set according to the employee contract. Part-time staff are paid based on the hours worked, each Department budget holder sends a list of the hours worked to the Finance Director on the last Tuesday of the Month to be processed on Wednesday and paid by EFT on the last Friday of the month (in December salaries are paid the last Friday before Christmas). The process of recording the hours worked is agreed with the Department head to enable the timely processing of the payroll.

11.1.2 Pay

Rises

The CEO and HR Manager will get Board approval for staffing structure required to deliver that year's approved Operating Plan.

The CEO will make recommendations to the Remuneration Committee (consisting of President, Chair of Finance and CEO) on salary levels and bonuses for direct reports following annual performance reviews in January.

The CEO and HR Manager will review and approve new staff contract salary levels. The CEO will approve pay rises for non-direct reports, bonuses, and temporary staff loans.

11.1.3 The HR Manager will provide the Finance Director with the completed New Employee Payroll Detail form, the details from which are entered on the payroll master file, including PPS number, date of birth, bank details and next of kin.

11.1.4 The HR Manager will advise the Finance Director of any Pay rises, new staff starting salaries and leavers holiday entitlements.

11.1.5 Staff are not paid for any overtime done instead they can claim "Time Off in Lieu" (TOIL) this is recorded on the HR system on the internet and is approved by their manager. TOIL must be claimed within one month of the work being done.

11.2 Amendments to the payroll master file are authorised, accurate and complete.

11.2.1 The Finance Director sets a timetable for the dates by which information must be submitted for processing when each payroll will be paid and when the general ledger will be updated.

11.2.2 Any errors in the administration of the payroll will be remedied by the Finance Director as soon as possible after they have been recognised and, where appropriate, such remedy will involve consultation with the staff affected. Staff should notify the Finance Director of any anomalies in their pay/deductions. If an overpayment has been made the member of staff and the Finance Director will agree a schedule of repayment.

11.2.3 The Finance Director is responsible for the monthly wage inputting and processing. Employee salary rates and details are only changed with formal Board or CEO approval.

11.2.4 Any updates or changes to salary rates and details should be approved by the HR Director.

11.2.5 It is the responsibility of the Finance Director to:

- Seek approval from the HR Manager for any additions, deletions, and amendments to the payroll master file.
- Process employee details for any new employees.
- Remove employees who have left the organisation in advance of the next payroll.
- Seek approval for all amendment.

11.2.6 As per employee contracts Athletics Ireland pay employees sick pay inclusive of social welfare payments then employees must sign Social Welfare forms for payments to be paid directly to Athletics Ireland.

It is the responsibility of the HR Manager to get the necessary forms signed by the employee and the Finance Director to ensure the money is received and amend any tax credits if requested to do so.

11.3 Statutory and voluntary deductions are appropriately authorised and correctly deducted.

11.3.1 Thesaurus Payroll calculates Net Pay payable to each employee, Pension deductions, Voluntary Deduction Information and Universal Social Charge.

11.3.2 The tax rates are fixed in accordance with tax legislation.

11.3.3 It is the Finance Director's responsibility to ensure that the payroll software is updated annually to reflect any changes in the tax system after the Minister for Finance's budget.

11.3.4 The payroll software automatically calculates the PAYE, PRSI and Universal Social Charge based on the tax-free allowance and Universal Social Charge bands for each individual employee.

11.3.5 The Finance Director utilises the PAYE modernised system that inputs new tax credits, Universal Social Charge bands and Local Property Tax Deductions as

soon as they are received from the Revenue Commissioners and reviews for accuracy and completeness; this is also checked monthly on Revenue online system for any changes in staff's circumstances. This determines each employee's appropriate PAYE and Universal Social Charge deduction. Staff are responsible for dealing directly with Revenue in relation to their tax affairs.

11.3.6 PRSI is based on the employee's salary and PRSI code which is based on the terms and conditions of each employee's contract of employment.

11.3.7 The following deductions may only be applicable to certain members of staff and must be formally agreed in advance and authorised by employees with the HR Manager and Finance Director:

- Pensions (PRSA providers)
- Staff Loans
- Other voluntary deductions (Cycle to Work Scheme)

11.4 Third party submissions and payments are timely and accurate.

11.4.1 Thesaurus provides electronic reports for monthly tax returns. The PAYE, PRSI and Universal Social Charge amounts payable produced by payroll software is sent to the Revenue Commissioners ROS (Revenue online) website which deducts the appropriate amount from Athletics Ireland's bank account. This return should be submitted by 23rd of the following month.

11.4.2 Once a monthly return is made to the Revenue Commissioners using the "ROS" system an "Acknowledgement" is sent confirming the tax, PRSI and USC deducted. The "Acknowledgement" is an electronic receipt detailing the deductions that have been debited from Athletics Ireland's bank account.

11.4.3 Thesaurus provides written reports of voluntary and pension amounts deducted from employees' salaries. These deductions are paid to the appropriate external entity in line with agreed payment terms, monthly.

11.5 All payments and statutory documentation given to staff are timely, accurate and paid to bona fide employees.

11.5.1 All salary payments are processed monthly and paid directly into staff's bank accounts. The payroll is run monthly.

11.5.2 The Finance Director and CEO must approve all wage payments prior to net pay details being sent to the bank for processing. All pay slips (detailing the wage calculations) are filed together with a spreadsheet and with any other relevant additional information. The Finance Director prepares a schedule for the CEO and Chair of Finance for each employee detailing net pay for this payroll and the previous payroll with explanations for variances such as pay rise, tax change, etc. This is emailed to the CEO and Chair of Finance for authorisation once they are satisfied all the employees are bona fide and the details and amounts are correctly stated.

11.5.3 The Chair of the Finance Committee must approve the gross monthly salary of the CEO, Finance Director and any staff receiving gross payment over €5,000.

11.5.4 Staff leaving dates on Payroll (formerly P45) must be updated promptly within statutory guidelines.

11.5.5 The Finance Director e-mails payslips to all employees following the monthly wage run.

11.5.6 The wage processing timetable is as follows:

Tuesday:	All hours worked by part-time staff are sent by the budget holder to the Finance Director.
Wednesday:	Salaries and deductions are inputted and processed by the Finance Director for all employees. The salary gross to net report and payslips are approved and authorised by the Finance Director, CEO and Chair of Finance Committee.
Thursday:	The net pay details are forwarded to the bank.
Friday:	The bank processes the salaries file and payslips are e-mailed to employees.

11.6 Payroll master file and payroll processing is secure and confidential.

11.6.1 The Finance Director and CEO are the only employees who have specific password access to Thesaurus. The payroll master file is stored on his computer. If the Finance Director is on leave, he processes the payroll in advance and delays the payment date.

11.6.2 All hardcopy employee details; payroll records and reports are kept in a secure fireproof cabinet. Access is restricted to the HR Manager and Finance Director.

11.6.3 Thesaurus is on the server which is stored on the Cloud and backed up nightly.

11.7 Payroll accounts and reports are reconciled and reviewed monthly.

11.7.1 Thesaurus produces a monthly Gross to Net Pay Report detailing totals of gross wages, statutory deductions, voluntary deductions, and the net pay due. Summary excel reports are prepared for each of the Departments. The information from these reports is transferred manually to the accounts system by the Finance Director.

11.7.2 The Finance Directors responsibility is to ensure that the payroll accounts and reports are reconciled to the monthly management accounts. The following are part of this process:

- Print off monthly gross to net payroll reports from the payroll software.
- Identify and review the nominal ledger codes for each respective transaction and compare to the excel payroll by department summary.
- Review salary journals posted to ensure the payroll figures have been transferred correctly to the accounts system for each Department from the gross to net payroll report.
- Reconcile the Balance Sheet and Profit and Loss amounts in relation to payroll transactions at the end of each month.
- Ensure that the Department Directors monitor their respective payroll cost as part of their monthly review of actual versus budgeted costs and communicate any deviation accordingly.

Finally, the Finance Director should review and sign off all payroll reconciliations to the management accounts.

11.7.3 The net wages from Thesaurus are posted to the net salary control account on Sage. The Finance department receives a receipt from the bank detailing the total amount deducted from Athletics Ireland's bank account for the monthly salary. This amount is posted to net salary control account in Sage. Net salary control should be reconciled monthly and balance to zero.

11.7.4 "Electronic Funds Report" produced by payroll software should be reconciled to the net pay amount from the gross to net report.

11.7.5 The Bank Payment Report for the payment of wages and Revenue reports outlining direct debits should be compared against Athletics own records for accuracy.

11.7.6 Separate general ledger account for each type of payroll related cost and deduction (i.e., wages and salaries, employers PRSI etc.) should be maintained.

11.7.7 Review all deductions and benefit calculations periodically for completeness and accuracy.

11.7.8 It is the responsibility of the Finance Director to ensure that the Payroll compliance checklist is completed and signed every month.

11.8 PRSA's are correctly stated and accounted for

11.8.1 The organisation currently deducts contributes for PRSAs from staff's salary if they have opted for a PRSA contract with Irish Life or Aviva for a specific amount to be deducted monthly. The amounts to be deducted are invoiced monthly by the PRSA providers.

11.8.2 It is the responsibility of the HR Manager to organise regular presentation by PRSA providers Irish Life and Aviva.

11.8.3 It is the responsibility of the Finance Director to keep the pension deduction schedule up to date with staff PRSA contributions.

11.8.4 It is the responsibility of staff to set up PRSA contracts and advise the HR Manager.

11.9 Terminations of employment are properly assessed, authorised, and recorded.

11.9.1 It is the responsibility of the HR Manager to inform and provide a copy of any documentation to the Finance Director for any of the following:

- A copy of written procedures used and followed for terminating an employee's employment in line with statutory guidelines.

- Inform the Finance Director of all leavers, their Time in Lieu, and unpaid holidays due.
- A copy of all severance payments authorised by the Board.
- Maintain a separate personnel file for all documentation relating to the employee termination and provide a copy to the Finance Director if requested.

11.9.2 It is the responsibility of the HR Manager to:

- Recover all the organisations assets, for example, identification cards, computers, keys to the property, swipe cards, mobile phones, etc.

11.9.3 It is the responsibility of the Finance Director to:

- Recover all amounts owed by the employee to the organisation such as employee loans, personal mobile phone costs.
- Confirm they have made the staff member a leaver on the payroll (formerly issue the employee with a P45) upon cessation of their employment.

11.10 Third party funders of staff are invoiced.

11.10.1 Staff that are funded by third party organisations are paid through the Athletics Ireland payroll and the Accounts Assistant generates an invoice every month based on the percentage of funding provided.

11.10.2 The cost of salaries is included in the overall salaries and the funding by the third-party funder is included in Management fee income.

12. FIXED ASSETS

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in relation to capital expenditure.

Policy Objectives

The objectives of Athletics Ireland's capital expenditure policies and procedures are to ensure that:

12.1 Capital expenditure is properly planned, budgeted, approved, and authorised.

12.2 Purchases are correctly identified as capital expenditure.

12.3 All capital expenditure must adhere to Athletics Ireland procurement policies.

12.4 All fixed assets are depreciated and correctly valued.

12.5 Disposal of fixed assets are correctly stated and accounted for

12.6 A fixed asset register is maintained and reconciled to the management accounts.

12.7 Tangible assets are safeguarded and secure.

12.1 Capital expenditure is properly planned, budgeted, approved, and authorised.

12.1.1 Capital expenditure must be properly planned, budgeted, approved, and authorised as outlined in the budget section of these Financial Procedures.

12.1.2 All capital expenditure must be in line with approved budget limits.

12.1.3 No capital expenditure is acquired or contracted for without prior approval by the CEO and above a certain threshold by the Board.

12.1.4 There are no 'company' cars provided by the "organisation" unless otherwise approved by the Board.

12.2 Purchases are correctly identified as capital expenditure.

12.2.1 A tangible fixed asset is an asset held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and are expected to be used during more than one year.

12.2.2 Costs directly attributable to bringing a tangible fixed asset into working condition for its intended use, such as costs of transport, installation, commissioning, consultants' fees, non-recoverable taxes, and duties, are also capitalised.

12.2.3 It is Athletics Ireland policy to capitalise tangible fixed assets that cost in excess **€500**. Items acquired below this figure are treated as an expense and written off to the income and expenditure account. Where several items of similar use (e.g., furniture) are purchased at the same time and their combined price exceeds €500, all the items become a tangible fixed asset and are capitalised.

12.2.4 When a tangible fixed asset is purchased then the asset purchased should be in line with the capital budget to ensure approval has been authorised by the Board or the CEO.

12.3 All capital expenditure must adhere to Athletics Ireland procurement policies.

12.3.1 All expenditure is subject to the guideline for “Procurement” as set out in these Financial Procedures.

12.3.2 All expenditure incurred by Athletics Ireland involving third party suppliers must be approved and authorised on a Purchase Order in accordance with the Procurement Thresholds Table and the procurement procedures.

12.4 All fixed assets are depreciated and correctly valued.

12.4.1 *Depreciation* is defined as the systematic allocation of the depreciable amount of an asset over its useful life.

12.4.2 As per the statutory financial statement’s depreciation is calculated on costs in equal annual instalments over the useful life of the assets. The “useful life” is the period over which an asset is expected to be available for use by an entity or the number of production or similar units expected to be obtained from the asset by an entity. The “depreciable amount” is the cost of an asset, or other amount substituted for cost, less its residual value. *The residual value* is the estimated amount that an entity would currently obtain from disposal of an asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

12.4.3 Each asset is depreciated by a fixed percentage (25%), this is based on the annual calculation of depreciation at the start of the year, figures are recorded in the monthly management accounts and then reconciled and recorded in July and December on Sage. The class of tangible fixed assets and their respective rates of depreciation are as follows:

Sports Equipment	25%
Office Equipment	25%
Computer Equipment	25%

12.4.4 The Finance Director posts the journal relating to depreciation for the July and December accounts. The fixed asset register reflects the NBV (the net book value – being cost less accumulated depreciation and impairment losses) of fixed assets.

12.4.5 The Finance Director reviews the fixed asset register periodically with a view to removing assets which are no longer in use, obsolete or whose written down value is zero at the end of the financial year. These assets should be included in the financial statements and be retained on the fixed asset register for administrative purposes.

12.4.6 Capitalised fixed assets are generally not revalued upwards. Assets not carried at fair value are reviewed for impairment whenever events or circumstance indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The premises used by the organisation are rented from Athletics Association Enterprises Limited a subsidiary of Athletics Ireland.

12.5 Disposal of fixed assets are correctly stated and accounted for

12.5.1 The Finance Director decides when to dispose of an asset. An annual review for disposals within the fixed asset register should be carried out by the Finance Director prior to completion of the capital budget.

12.5.2 Most capital expenditure as seen by the depreciation policies above reflects that the assets have a life span of four years. Usually office equipment, furniture, fixtures, and fittings are not sold but are written off once they have been fully depreciated.

12.5.3 All disposals must be authorised and approved by the Board in cases where the disposal value of the asset (i.e., NBV at time of sale) exceeds the value of **€1,000** annually. In all other cases disposals must be authorised and approved by the CEO. When negotiating disposals, the optimum price should be ascertained which should reflect the market value of the asset at the time of disposal; the transaction should be documented and approved by the Finance Director. Any bids should be sealed and sent to the Finance Director.

12.5.4 The disposal proceeds received for an asset should be properly recorded as a sale of assets. The asset should be removed from the fixed asset register and the cost of the disposed asset should be posted to the fixed asset disposal account.

The accumulated depreciation to the date of disposal of the asset should be posted to the fixed asset disposal account. This will determine the profit or loss on the disposal of the asset.

12.5.5 The information relating to any fixed assets disposed for nil value or determined to be obsolete, this type of disposal must be authorised and approved before being recorded, documented within the fixed asset register, and reflected in the accounts by way of journal entry.

12.6 A fixed asset register is maintained and reconciled to the management accounts.

12.6.1 The fixed asset registers in excel must be reconciled every 6 months to the management accounts.

12.6.2 A copy of the purchase invoice for each fixed asset must be retained and referenced to the fixed asset register in a separate fixed asset file.

12.6.3 An annual spot check/verification of fixed assets should be carried out to ensure the assets are still situated and accounted for as detailed in the fixed asset register. Annually a full detailed audit should be carried out on the fixed asset register and independent confirmation must be obtained for any assets held off-site.

12.6.4 A fixed asset register will be maintained in Excel recording the following details:

Date:	Date of purchase
Supplier:	Name of supplier
Invoice Number:	Supplier invoice number related to purchase
Department/Off site:	Description of the asset's location within the building and if offsite the specific location and person responsible for safekeeping
Athletics Ireland Responsibility:	Person responsible within organisation for asset

Tag (Station) Number:	Each asset will be separately tagged and referenced for security and internal control purposes
Model:	Specific model details of asset
Serial Number:	The serial number of each asset will be noted and documented
Description:	Full Description of each asset
Cost:	Purchase cost of the asset
Classification:	Each asset is subdivided into six further fixed asset classifications namely: 1. Sports Capital Grants 2008 2. Sports Capital Grants 2012 3. Sports Capital Grants 2014 4. Sports Equipment 5. Office Equipment 6. Computer Equipment

12.7 Tangible assets are safeguarded and secure.

12.7.1 Capitalised fixed assets are closely safeguarded and will remain at the main premises Northwood, Santry or Tullamore unless management approval has been authorised. In terms of physical security, the fixed assets are adequately protected on site and an annual spot check/verification of fixed assets are carried out. In addition, there is a comprehensive alarm system.

12.7.2 All fixed assets are the property of Athletics Ireland and will remain situated in general at the main premises - Unit 19 Northwood Court.

12.7.3 All the assets listed on the balance sheet should be adequately insured and reviewed annually by management.

12.7.4 It is of vital importance that there is adequate insurance to cover any movements or transfer of assets off site from the main premises.

12.7.5 Property and equipment hired by Athletics Ireland is not covered under the terms of their insurance and therefore it is of vital importance to ensure that these items are insured in full by the company who owns them, and that Athletics Ireland is not held liable for any loss or damage that may occur.

12.7.6 All data and computer software are backed up daily and stored on the Cloud.

12.7.7 There are no charges or liens placed on fixed assets unless approved by both the CEO and the Board.

13. BANKING AND CASH

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering banking and cash transactions for the organisation.

Policy Objectives

The objective of Athletics Ireland's banking policies and procedures are to ensure that:

13.1 Only reputable financial institutions are dealt with and relationships formalised.

13.2 Short, medium, and long-term funds are managed efficiently and effectively.

13.3 All bank and cash transactions are authorised and accurately accounted for

13.4 Bank Transfer and Cheque signatories are complete, approved, and authorised.

13.5 Petty cash is safeguarded and accurately recorded.

13.6 Foreign currency transactions are accurately recorded.

13.1 Only reputable financial institutions are dealt with and relationships are formalised.

13.1.1 Athletics Ireland currently has 4 Allied Irish Bank accounts which are in Main Street Finglas.

- AIB Main Account
- AIB Carding bank account (ring fenced carding funds)
- AIB Race Income Account (online entry)
- AIB Schools Account (ISAA income and Expenditure)
- AIB Reserves Account (New to be opened in 2021)

13.1.2 The Board is required to pass a resolution authorising any new facilities and bank accounts and ensure that all bank accounts opened are in the name of the organisation.

13.1.3 If an additional bank account is opened to satisfy funding conditions from an external organisation to administer specific funding. Management should inform the Board of all new bank accounts and obtain prior approval for all letters of support, guarantees, pledges and indemnities.

The Finance Director should complete all statutory forms and bank mandates for all accounts specifying there are a minimum of two authorised signatures and the

limits attached to each signatory for all activities conducted with the bank. Specimen signatures are held in the Finance Department. The Finance Director will get proof of identity and addresses from the Directors.

13.1.4 Currently there is an overdraft facility that has been negotiated with the bank. There are currently no loans, securities or guarantees in existence or under negotiation with the organisation.

13.2 Short, medium, and long-term funds are managed efficiently and effectively.

13.2.1 The Board assigns responsibility for preparing and monitoring cash flow forecasting to the Finance Director and Finance Department.

13.2.2 It is the responsibility of the Finance Director to:

- Prepare regular short-term cash flow forecasts to ensure that there are sufficient funds in the bank to pay salaries, Revenue, and suppliers.
- Record actual cash flows and analyse the variances against forecasts.
- Identify and rectify the causes of variances in cash flows to prevent reoccurrence.

13.3 All bank and cash transactions are authorised and accurately accounted for

For controls over cash receipts, refer to Income section and for controls over electronic payments, refer to Purchase procedures.

In addition, the following procedures should be adhered to:

13.3.1 The bank transfer signatory should not under any circumstances be the person authorising a request for payment.

13.3.2 The Finance Department should maintain an up-to-date list of all direct debits for each bank account detailing the:

- Beneficiary
- Amount, frequency, and period
- General ledger account to be debited.

13.3.3 All direct debit and amendments are authorised by two bank signatories.

13.3.4 All direct debit mandates must be copied and retained on file and amendments are authorised by two bank signatories.

13.3.5 Safeguard all lodgement books and lodgement stubs.

13.3.6 It is the Accounts Assistants responsibility to reconcile all bank statements to the cashbook and general ledger every week and resolve all unreconciled items. The Finance Director should sign off the monthly bank reconciliations, authorise all adjusting entries and make decisions about any out-of-date cheques.

13.3.7 The Accounts Assistant should check the accuracy of bank charges, interest paid regularly when debited to the current account.

13.3.8 All Suppliers are paid by Internet banking; cheques are only issued in emergencies. The Finance Director, CEO, Chair of Finance Committee and President of the Board act as cheque signatories for internet banking. The Accounts Assistant will record on each invoice the date they have recorded it on banking online.

13.3.9 A Corporate Credit Card is used by staff for expenses such as flights, hotels, and emergencies. Every month a copy of the statements and a Credit Card Payment Form are reconciled, the following must be complied with before sign-off by the Chair of the Finance Committee:

- Description of the expenditure.
- Receipts attached.
- Signed by the cardholder acknowledging that the expenses were necessary incurred on behalf of Athletics Ireland.
- The Accounts Assistant will reconcile the Credit Card Payment Form to the Statement, any differences are reconciled monthly.

13.4 Bank Transfer and cheque signatories are complete, approved, and authorised.

13.4.1 Bank Transfer signatories should ensure all details on the invoice and supporting documentation and correct prior to signing the bank transfer.

13.4.2 A signatory who authorises and approves procurement and other invoices **CANNOT** also be the same bank transfer signature certifying payment. All payment must be authorised by **2** cheque signatories.

13.4.3 The following are the bank transfer signatories and authorisation limits:

<u>Role</u>	<u>Bank Transfer Signatory Limit</u>
Chief Executive	€5,000
Finance Director	No ceiling
Chair of Finance Committee	No Ceiling
President	No ceiling

Payments up to €5,000 can be signed by the CEO and Finance Director, payments more than €5,000 are signed by Finance Director and either Chair of the Finance Committee or President of the Board.

Any payment to the CEO or Finance Director regardless of the amount must be co-signed by the Chair of Finance.

Split transactions should be notified to the Chair of Finance for approval to ensure the spirit of these limits is adhered to.

13.4.4 Payments to suppliers occur weekly on a Thursday. Budget holders need to have all the necessary paperwork with Finance by close of business on Monday especially for new supplier.

13.4.5 All invoices are processed on Sage, an aged creditors report is prepared by the Accounts Assistant, the Finance Director and Accounts Assistant decide on the total value of creditor to be paid that week. From August to December a cash flow must be prepared showing expected Grants, Events and Debtors for the next 3 months so there will be sufficient funds to pay wages, PAYE/PRSI and suppliers in December.

13.4.6 A schedule of creditor to be paid is agreed, these are entered on each creditor account on Sage by the Accounts Assistant, this is printed off and used as part of the bank reconciliation.

13.4.7 Using iBusiness Banking, bank transfers are entered for each individual creditor payments.

13.4.8 Cheque books must be kept in a fireproof secure cabinet, access to which is limited. Blank cheques should never be pre-signed, spoiled /cancelled cheque should be kept for audit review.

13.4.9 The Accounts Assistant carries out the Bank reconciliation by the fifth working date of the month. Outstanding cheques are monitored to ensure they are cashed within a reasonable time, suppliers are contacted if a cheque is not cashed within 2 months of being issued. This will be reviewed by the Finance Director.

13.5 Petty cash is safeguarded and accurately recorded.

13.5.1 An upper limit on the amount of cash to be held at the premises is €5,000 at any one time. The Finance Director has the authority to authorise a petty cash withdrawal to be used as a float for Events.

13.5.2 Only authorised personnel have access to the petty cash box which is always secure.

13.5.3 Set limits for cash floats for Events.

13.5.4 Complete a petty cash voucher for all disbursements and include supporting documentation and retain on a separate file.

13.5.5 The Accounts Assistant must:

- Record all floats given out for events.
- Reconcile the floats given back after the event.

13.5.6 The Finance Director must:

- Independently review all float reconciliations.

13.6 Foreign currency transactions are accurately recorded.

13.6.1 All foreign purchase invoices are converted at the foreign exchange rate on the day the invoice is paid and recorded on Sage.

13.6.2 Foreign income is converted at the foreign exchange rate on the day of the lodgement and recorded on Sage.

14. STOCK

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering stock.

Policy Objectives

The objectives of Athletics Ireland's stock policies and procedures are to ensure that:

14.1 A stock count is carried out annually.

14.2 Stock Valuations are maintained and reconciled to the annual Financial Statements.

14.3 Stocks are safeguarded and secure.

14.1 A stock count is carried out annually.

14.1.1 The Competition and Recreation Department count their stock of Medals held by Athletics Ireland.

14.1.2 A template stock count sheet is used as the type and description of Medal does not changed from year to year.

14.1.3 The Finance Director will review the sheets and compare to the previous year to identify any major variance.

14.2 Stock Valuations are maintained and reconciled to the annual Financial Statements.

14.2.1 The Accounts Assistant and Finance Director value each item of stock based on the original cost or the net realisable value:

- Undated Championship Medals - valued at cost, these medals will be used the following year.
- Dated Championship Medals – valued at cost less the cost of removing the date and replacing the date on the medal.
- Recreation Undated Medals – valued at cost, these medals will be used the following year. If the event is not confirmed as a future event, then write off 25% in year 1, 25% in year 2 and the balance in year 3.
- Dated Recreational Medals- written off at the time of the event.
- International Clothing – at cost from Joma/supplier

14.2.2 The value of all the items included on the stock sheet are totalled and put into excel to determine the total value.

14.2.3 The total valuation for stock is included in the balance sheet of the financial statements.

14.3 Stocks are safeguarded and secure.

14.3.1 The Stock of Recreational medals are kept in the Santry warehouse and the Competition medals are kept in a cabinet at the Northwood Offices.

14.3.2 The Recreational Department and the Competition Department look after their own medals.

14.3.3 International clothing is kept in Ustoreit Finglas.

15. TAXATION

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering taxation.

Policy Objectives

The objectives of Athletics Ireland's taxation policies and procedures are to ensure that:

15.1 VAT is correctly accounted for by the organisation.

15.2 PAYE-PRSI is administered and accounted for correctly.

15.1 VAT is correctly accounted for by the organisation.

15.1.1 VAT (Value Added Tax) is defined as a tax on the supply of goods and services, which is eventually borne by the final consumer but collected at each stage of the production and distribution chain. Athletics Ireland cannot reclaim VAT and consequently suffers VAT on inputs. In effect VAT will increase the cost of all goods and services to which it applies and should be included in such costs. The VAT on fixed assets should be added to the cost of the fixed assets.

15.2 PAYE-PRSI is administered and accounted for correctly.

15.2.1 Thesaurus generates reports on amounts payable to Revenue Commissioners.

15.2.2 The payroll package provides printed written reports for monthly returns. The PAYE, PRSI and USC amounts payable are sent to the Revenue Commissioners secure website and the relevant amount is paid from Athletics Ireland's bank account by ROS bank transfer. This return should be made by the 23rd of each proceeding period.

15.2.3 Once a return is made to the Revenue Commissioners an official electronic document is sent to Athletics Ireland detailing the amounts. An electronic receipt is sent from the Revenue Commissioners once the deduction has been debited from Athletics Ireland's bank account.

16. NOMINAL LEDGER AND JOURNALS

Purpose

The purpose of this section is to set out Athletics Ireland's policies and procedures in governing and administering the nominal ledger and journals for the organisation.

Policy Objectives

The objectives of Athletics Ireland's nominal ledger and journal procedures are to ensure that:

16.1 Data entry is authorised, accurate, complete, posted in the correct period and has adequate supporting documentation.

16.2 All journals posted to the nominal ledger are documented and properly authorised.

16.3 The chart of accounts is complete, and all changes are authorised and accurate.

16.4 Management and control accounts are reconciled and reviewed monthly.

16.5 Access and security to the account's software is controlled.

16.1 Data entry is authorised, accurate, complete, posted in the correct period and has adequate supporting documentation.

16.1.1 The Finance Director will circulate the month end and year end timetables detailing:

- When each ledger will be closed for processing payments.
- When the nominal ledger will be closed for "back posting".
- When management will review each report.

16.1.2 Before the beginning of each financial year, the Finance Director will set up the calendars on all ledgers to coincide with the financial statements period ends.

16.1.3 The Department heads will identify accruals and prepayments to be included in the accounts.

16.1.4 The Finance Director will print all necessary financial reports before closing the nominal ledger each month and implement adequate filing procedures to ensure completeness of physical records.

16.1.5 The Finance Director should review all financial reports for accuracy, completeness prior to submission and/or distribution of results to the Directors, Board meeting or preparation of the financial statements.

16.1.6 The Finance Director should identify, document, review and authorise all reconciling items between the nominal ledger and third-party documentation.

16.1.7 The Finance Director will reconcile the annual financial statements to the year-end figures on Sage.

16.2 All journals posted to the nominal ledger are documented and properly authorised.

16.2.1 The Finance Director will authorise all journals with sufficient narrative and documentation to fully support each entry.

16.2.2 The Finance Director includes accruals and prepayments in the monthly management accounts and posts journals to Sage for year-end accruals and prepayments for the financial statements. The calculation of accruals and prepayments is done by the budget holder.

16.2.3 The following fields are set as compulsory input fields on the Sage journal input screen:

- Journal reference
- Accounts/nominal code
- Department
- Description
- Amount

16.2.4 Set the system to validate data input in the above fields where applicable.

16.2.5 Review and update details of all recurring journals each month.

16.2.6 Limit nominal ledger journal entry access to the Finance Director.

16.2.7 Restrict access to process past period journals to the Finance Director.

16.3 The chart of accounts is complete, and all changes are authorised and accurate.

16.3.1 Ensure that the Chart of Accounts (COA) is set up in sufficient detail to comply with both management and financial statement reporting requirements.

16.3.2 All new accounts, amendments to COA and inactive accounts to be deleted should be done by the Accounts Assistant after discussion with the Finance Director.

16.4 Management and control accounts are reconciled and reviewed monthly.

16.4.1 The following list of nominal ledger accounts should be reconciled monthly:

- Bank
- Creditors
- Debtors
- Prepayments and accrual accounts
- All balance sheet control accounts

16.4.2 Establish a timetable detailing monthly deadlines and responsibilities for the performance and review of nominal ledger reconciliations.

16.4.3 Ensure that the Finance Director approves and authorises the “monthly account checklist” completed and signed by the Accounts Assistant.

16.4.4 Review Department expenditure before closing the general ledger for the period.

16.4.5 It is the responsibility of the Finance Director to ensure that there is a clear audit trail with supporting documentation for all the transactions in the monthly management accounts.

16.5 Access and security to the account’s software is controlled.

16.5.1 Access control to Sage is restricted to individuals responsible for processing accounting data.

16.5.2 Access levels appropriate to each finance employee is restricted to enter data appropriate to their level.

16.5.3 Files saved on the network are backed up nightly to the Cloud.

17. BUDGETING

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering the budgeting process for the organisation.

Policy Objectives

The objectives of Athletics Ireland budgeting policies and procedures are to ensure that:

17.1 Determine short and long-term strategies for the organisation and obtain Board approval.

17.2 Finance committee functions are in adherence with best practice.

17.3 Budgets are effectively planned, monitored, and authorised for each Department.

17.4 Budget assumptions and transactions are accurately recorded.

17.5 Quarterly reviews of Budgets are carried out.

17.6 Capital expenditure should be planned, budgeted, and monitored efficiently and effectively.

17.7 Budgets should be prepared in an efficient and timely manner.

17.8 Budgets should be monitored and reviewed periodically.

17.1 Determine short and long-term strategies for the organisation and obtain Board approval.

17.1.1 Strategic planning, management control and operational control form the planning and control framework within organisations. Budgets are central to the process of planning and control.

17.1.2 The Board and CEO should review the actual expenditure and budget against the strategic plan to ensure the organisations goals are being maintained and in line with Board expectations.

17.2 Finance Committee functions are in adherence with best practice.

17.2.1 The Finance & Risk Committee is a sub-committee of the Board and the main functions and matters that it should consider are as follows:

- Monitor and implement the systems, or other means, for timely identification of warnings of future risks and uncertainties the organisation might face.
- Review the budget produced by the organisation, and the quality of the systems in place for producing this information is kept up to date.
- Clarify and approve the key assumptions underlying the budgets appear appropriate in the circumstances.
- Resolve any disagreements between Directors.
- Document and review the sensitivity of budgets to variable factors both within the control of the Board and outside their control.
- Review any obligations, undertakings or guarantees arranged with other organisations (grant recipients and suppliers) for the giving or receiving of support.
- The Finance Committee may need to consider whether the budgets are realistic, whether there is a reasonable expectation that the budgets are likely to resolve any problems foreseen and whether the Board are likely to put the budgets into practice effectively.
- Review the master budget for the organisation prior to submission to the Board for approval.

17.3 Budgets are effectively planned, documented, and authorised for each Department.

17.3.1 For the successful operation of the organisation there must be sufficient, timely and accurate information available to the Board. Budgeting is a key aspect in converting the strategic goals of the Board into monetary values.

17.3.2 The organisation prepares and monitors three budgets:

1. **Master Budget** prepared by the Finance Director for 1 year based on an annual plan approved by the Board.
2. **Department Budget** for 1 year prepared by each Department Director, co-ordinated and managed by the Finance Director.
3. **Capital Budget** for 1 year prepared by each Department Director, co-ordinated and managed by the Finance Director.

17.3.3 The Finance Director is responsible for the following aspects of the budgetary process:

- Setting an annual plan for approval by CEO and the Board.
- Align all expenditure within the relevant nominal ledger codes in accordance with the organisations chart of accounts to establish a defined link between the budget and actual expenditure.

- Monitor and update all actual expenditure against budgets. Calculate, report, and explain variances as part of the monthly management accounts reporting process to the CEO and the management team.

17.3.4 The Finance Director should ensure all expenditure is under adequate Department budgetary control and as part of this process provide the management team with the following:

- Budget framework for expenditure by Department.
- Reporting framework for Budget holders to monitor actual versus budgeted performance.
- Responsibility framework for Department Directors for the monitoring of their respective cost centres.

17.3.5 The Department Director is responsible for the following aspects of the budgetary process:

- Prepare and authorise written proposals detailing specific budgets and objectives for their Department plans and the resources required to manage them. These budgets should be reasonable, not excessive relative to the benefits accruing and represent value for money wherever possible.
- Written policies and procedures for each Department and type of expenditure should be drawn up and communicated with stakeholders of the Department. These policies should be saved by date order and reviewed annually by the Department head and their committee.
- Compare actual costs to both budget amounts and previous year balances monthly. Department heads can spend up to their approved annual budget, visibility of overspends and early action to mitigate impact is essential, any overspend need to be approved with cost saving or revenue increase to reduce impact of overspend.
- Review the variance report monthly to analyse over and under spends and comment on these deviations.
- Be responsible for reporting variances by either written or electronic format to the Finance Director and the CEO.

17.4 Budget assumptions and transactions are accurately recorded.

17.4.1 All assumptions in the preparation of each Department's budget must be coordinated by the Finance Director to ensure consistency.

17.4.2 Budgets for the organisation are prepared on a zero base.

17.4.3 All Department assumptions must be clearly stated and documented. Aspects of the process should include:

- Background to each item of expenditure
- Measurable objectives (financial and non-financial)
- Activity description (stating how objectives will be achieved)
- Financial summary (detailing all costs)
- Ensuring authorisation limits for commitments are in line with predetermined authorisation levels.

17.5 Quarterly reviews of Budgets are carried out.

17.5.1 Department heads accept there will be at least quarterly reviews of budgeted expenditure in the light of updated forecasts of annual revenue and impact of unexpected event on expenditure. Discussions will take place with all Department heads to try and reduce, delay, or cancel no essential activity to reduce expenditure or fast track new profitability and cashflow opportunities.

17.6 Capital expenditure should be planned, budgeted, and monitored efficiently and effectively.

17.6.1 It is for the Board to approve the strategic capital expenditure plan at the Department and organisational level.

17.6.2 All proposed capital expenditure over €5,000 must be approved by the Board. The capital budget is submitted to the Board where the expenditure is either approved or dismissed. If the capital budget is approved, the assets can be purchased for the following financial period. If, however, the budget is rejected then no action is taken. Consequently, the asset can be entered on subsequent year's proposals and the Board will decide based on information relevant to the period in question.

17.6.3 The CEO will approve and authorise capital expenditure up to €5,000, spending above this is reviewed by the Chair of the Finance Committee. Sports Capital equipment is reviewed by the Technical and Finance Committee.

17.6.4 It is the responsibility of the Finance Director to compile a strategic capital expenditure plan for the organisation and all Departments including at a minimum:

- Asset or project description
- Reason for purchase
- Estimated cost.
- Proposed useful life of the asset.
- Detailed written discussions approved by each Department Director outlining the Departments objectives as part of the organisations strategic plan.

17.6.5 The Finance Director will assign responsibility for the management of all capital projects to a delegated employee with the agreement of management. Any overspends must be reported immediately by this employee to the Department Director.

17.6.6 Capital expenditure proposals or projects over €5,000 must be prepared, agreed, and authorised with management.

17.6.7 Prepare a capital expenditure proposal for all purchases or projects to include:

- Description and justification of spend.
- Budgeted amount
- Three alternatives options for proposed expenditure
- Justify reason for selection made.
- Whether capital expenditure was included in the strategic/financial plan
- Method of financing
- Timing of expenditure
- Authorisation

17.6.8 Capital expenditure and the limits of authority should be in line with the organisations procurement policies.

17.7 Budgets should be prepared in an efficient and timely manner.

First Draft- October

17.7.1 It is the responsibility of budget holders to discuss with the Chair of the Committees any priorities /new initiatives for the following year by the 31 October. Operating plans are drawn up to show actions that will be carried out for Core, Women in Sport and High Performance to enable the budget to be implemented and key performance indicators are agreed.

17.7.2 It is the responsibility of the Finance Director to prepare the Budget Draft Document based on the Year End Forecast at the end of September by Department which includes the previous year data for income and expenditure. The High-Performance Department are given a template from that year in the Olympic 4-year cycle for competitions and known locations. The High-Performance Department will draw up a list of competitions, identify the number of athletes expected to compete and the support staff needed to maximise the chances of winning medals. Roles and responsibilities should be documented.

17.7.3 The CEO will advise on expected income such as membership, sponsorships, and negotiations with funders like Sport Ireland.

17.7.4 The CEO will advise on areas of expenditure reserved for the CEO such as Legal and Consultancy costs.

17.7.5 The HR Manager and CEO will advise on any new staff positions, pay rates and expected pay rises.

17.7.6 The Finance Director will advise on all overhead costs.

17.7.7 A required saving figures will be allocated to Administration and subsequently allocated to Departments.

17.7.8 Budget holders discuss new initiatives with the Finance Director that they “would like to do if there was additional funding “, these are included in the Department budget.

17.7.9 The Finance Director will meet Department heads to validate their assumptions.

17.7.10 The CEO will review the draft before submission to Sport Ireland in November.

17.7.11 The first draft is discussed with Committees and Staff from October-December.

17.7.12 The annual performance plans and funding requests from Athletes are reviewed by the Director of Athletics and Performance Director before submitting to Sport Ireland.

Second Draft- Early January

17.7.13 All income and costs are either “Committed (have to do)” or “uncommitted (like to do)”, this enables subsequent changes.

17.7.14 Sport Ireland give the CEO an indicative figure for Core and HP grants allocations.

The CEO and Finance Director will review the first draft to reduce the scope/scale of activities, delay or cancel activities to reduce costs to match the funding allocated.

17.7.15 The second draft is circulated to the Finance Committee who will give input on Surplus/Contingency.

17.7.16 Additional fund-raising Recreational Events may be added if required.

17.7.17 A more up to date Year End Forecast is used to provide a more accurate comparison with the second draft of the budget.

17.7.18 The Budget holders and committees review the second draft and advise adjustments. Revised Key Performance Indicators will be agreed, and monthly report format agreed.

Third Draft- Early February

17.7.19 Once Committees have given feedback; the Finance Committee review the third draft and recommend changes for the Board who approved the recommendations. An updated submission is made to Sport Ireland.

17.7.20 After the third draft, changes are only made in the Year End Forecast.

Budget Planning Cycle

External Environment	Internal Environment	Completion Date	Draft
Membership levels, Sponsorships, Hosting Events, Recreational events	CEO, Budget holders, HR Manager and Committees provide figures to the Finance Director who prepares the Budgets	October	First
	CEO & Finance Director reduce costs, Finance Committee decide on contingency, Budget holders & Committee review adjustments	Early January	Second
Organisation budget allocated by Sport Ireland early February	Board allocates budgets to business Departments	Early February	Third

17.8 Budgets should be monitored and reviewed periodically.

17.8.1 It is the responsibility of the Finance Director to ensure that the master budget is reviewed by management, CEO, and the Board as appropriate.

17.8.2 The Budget should be reviewed against actual performance monthly.

17.8.3 Any changes or strategic realignments should be documented, and the Board should formally be advised.

Budget Monitor and Review Cycle

Review Process	Internal Environment	Completion Date	Organisational Responsibility
Review actual expenditure against Master budget and Department budget	Review by management	Monthly	Finance Director
Review actual expenditure against Master budget and Department budget and prepare a variance report for the Board	Review by management, Finance Director and CEO	Monthly	Finance Director

18. REPORTING

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in governing and administering the reporting process for the organisation.

Policy Objectives

The objectives of Athletics Ireland's reporting policies and procedures are to ensure that:

18.1 Reports reflect the short, medium, and long-term strategies for the organisation.

18.2 Reports follow best practice, legal and regulatory guidelines and provide a true and fair view of the organisation's activities.

18.3 Reports are effectively planned, documented, and authorised for the organisation.

18.4 Reports are consistent, and assumptions clearly stated.

18.5 Reports should be monitored and reviewed periodically.

18.6 Reports should be prepared in an efficient, effective, and timely manner.

18.1 Reports reflect the short, medium, and long-term strategies for the organisation.

18.1.1 The Board and CEO should determine and prepare the long-term strategic plan for the organisation which should reflect the broad strategies in attaining the goals of the organisation as outlined in the strategy statement.

18.1.2 It is the CEO's responsibility to review the final strategic reports for the organisation prior to submission to the Board for approval.

18.1.3 Strategic planning, management control and operational control form the planning and control framework within organisations. Reports should reflect this process.

18.1.4 The Finance Director should review all financial reports of the organisation to ensure the organisations goals/requirements are being maintained and in line with Board expectations.

18.2 Reports are following best practice, legal and regulatory guidelines and provide a true and fair view of the organisation's activities.

18.2.1 It is the Boards responsibility to ensure that the organisation clearly addresses the stakeholder's requirements in their reporting.

18.2.2 The Board may need to consider whether the reports are realistic, whether there is a reasonable expectation that the reports are likely to resolve any problems foreseen and whether the Board are likely to put the reports into practice effectively.

18.2.3 The financial statements are prepared in accordance with generally accepted accounting principles and comply with financial reporting standards of the Financial Reporting Council to provide a true and fair view of the organisation's activities.

18.2.4 Reports produced by the organisation should be prepared and presented in line with best practice, and within the legal and regulatory guidelines applicable to the organisation.

18.2.5 It is management's responsibility to monitor and implement report systems, or other means, for timely identification of warnings of future risks and uncertainties the organisation might face.

18.2.6 It is the Finance Director responsibility to review the report information produced by the organisation, and the quality of the systems in place for producing this information is kept up to date.

18.2.7 It is the Department Directors responsibility to ensure that their requirements are being addressed with the provision of appropriate information and reports.

18.3 Reports are effectively planned, documented, and authorised for the organisation.

18.3.1 For the successful operation of the organisation there must be sufficient, timely and accurate information available to the Board. Reporting is a key aspect in converting the strategic goals of the Board into monetary values.

18.3.2 The Finance Director prepares and monitors three report types:

1. Department Reports (Budget holders):

- Management Account by Department against Budget for Month, Year to Date and Year End forecast
- Balance Sheet
- Cashflow
- Summary Income and Expenditure in Sport Ireland Budget format
- Summary Income and Expenditure in Financial Accounts format

2. Accounts Pack (Finance Committee) the Finance Director prepares

- Explanations on variances from Budget or previous Year End Forecast on accounts
- Review previous minutes and report updates on action items.
- Take minutes of meeting and ensure action items are implemented in a timely manner.

3. Summary Slides (Board) the Finance Director prepares summary slides for the CEO to present to the Board. Slides presented include each Department Income and Expenditure with notes on items over €10,000.

18.3.3 The Finance Director is responsible for the following aspects of the reporting process:

- Review the reporting process annually with CEO and management prior to approval with the Board.
- Align all expenditure with the relevant nominal ledger account codes in accordance with the organisations chart of accounts to establish a defined link between actual and budgeted expenditure.
- Monitor and update all actual expenditure against forecast. Calculate, report, and explain variances as part of the monthly management accounts reporting process to CEO and the management team and 10 times a year report directly to the Finance Committee and the Board.
- The Finance Director should ensure all expenditure is under adequate Department control and as part of this process provide the Department with the following:
 - Report framework for expenditure by Department
 - Reporting framework for Directors to monitor actual versus reported performance.
 - Responsibility framework for Department Directors for the monitoring of their respective cost centres.

18.3.4 The Department Director is responsible for the following aspects of the reporting process:

- Prepare and authorise written proposals detailing specific reports and objectives for their Department plans and the resources required to manage them.
- Review the Department variance report monthly to analyse over and under spends and comment on these deviations. Maintain the day-to-day account of their budget in associated programmes, seminars, and event to ensure costs are controlled against budget.
- Reports are reflective of the Departments operations and activities.

18.4 Reports are consistent, and assumptions are clearly stated.

18.4.1 Reports are prepared on a consistent basis and in an agreed standardised format.

18.4.2 All assumptions in the preparation of each Department's report must be coordinated by the Finance Director to ensure reliability. Clarify, approve, and clearly state the key assumptions underlying the reports appropriate in the circumstances.

18.4.3 The Finance Director must approve and authorise amendments or changes to the report format for the organisation. If there is a significant departure from current reporting framework, then the CEO can authorise this to reflect a policy change for the organisation and subsequently obtain approval at the next Board meeting.

18.5 Reports should be monitored and reviewed periodically.

18.5.1 It is the responsibility of the Finance Director to ensure that the reporting framework is reviewed by management, CEO, and the Board as appropriate.

18.5.2 Budget holder must notify the Finance Director of any budget variance/anomalies on revenue/costs advising how they will impact the Departments Year End Forecast and the plan to recover this variance.

18.6 Reports should be prepared in an efficient, effective, and timely manner.

18.6.1 It is the responsibility of the Finance Director to ensure that the organisation prepares reports in an efficient, effective, and timely manner.

18.6.2 The current reporting cycle for the organisation is set out in tabular format below:

Summary of Athletics Ireland’s “Reports” Cycle				
External Environment	Internal Environment	Completion Date	Organisational Responsibility	Stakeholders
N/A	Monthly Management Accounts	2 nd Wednesday of the Month	Finance Director	Athletics Ireland
N/A	Review monthly actual expenditure against Master Budget and Department Budget.	2 nd Wednesday of the Month	Finance Director	Athletics Ireland
N/A	Review actual expenditure against Master Budget and Department Budget and prepare An Accounts	A week before the Finance Committee meeting	Finance Director	Athletics Ireland

	Pack for the Finance Committee			
N/A	Summary Slides of Budget versus actual to be presented to the Board by the CEO	A week before Board meeting	Finance Director	Athletics Ireland
Draft Financial Statements	12 months Management accounts year ended 31st December	28th February	Finance Director	CEO / Auditor
Financial Statements	Financial Statements year ended 31st December	31st March	Finance Director	All stakeholders

19. AUDIT/CONGRESS/AGM

Purpose

The purpose of this Section is to set out Athletics Ireland's procedures for preparing for the annual external audit and Congress/AGM.

Policy Objectives

The objectives of Athletics Ireland's policies and procedures for the external audit and Congress are to ensure that:

- 19.1 Reconciliations are carried out in advance of the audit.
- 19.2 Schedules link to the figures included in the Financial Statements.
- 19.3 Draft Financial Statements are prepared.
- 19.4 The Audit is completed in a timely manner in conjunction with the Finance Committee and the Board
- 19.5 Financial Statements are presented at Congress/AGM.
- 19.6 Progress on the implementation of the Code of Governance

To minimise the audit fees and time auditor will need to carry out this work the following should be prepared by the Finance Director in advance of their visit.

- 19.1 Reconciliations are carried out in advance of the audit.

19.1.1 The Finance Director will carry out the following reconciliations:

- Reconciliation of depreciation charge.
- Reconciliation of Intercompany account with Athletics Ireland Enterprises Ltd.
- Bank and Visa cards reconciliation statements.
- Prepare control accounts for all bank account, debtors, creditors, wages, tax, and pension.
- Review Aged Debtors and make provision for bad debts.
- Undertake stock take of medals.
- Aged Creditors and evident of payment in the following year.
- Reconciliation of Financial Statements to management Accounts.
- Reconciliation of Financial Statement to Sport Ireland Budget.
- Ensure that the Trial balance and allocation for Income and Expenditure and Balance Sheet items is in same format as previous years accounts.
- Report on variance between previous year and this year giving detail on membership, sponsorship, carding.

19.2 Schedules link to the figures included in the Financial Statements.

19.2.1 The Finance Director will prepare schedules which link to the figures included in the Financial Statements:

- A fixed Asset schedule and a copy of invoices for all fixed asset additions
- A Schedule of prepayments and accruals. The information for the schedule of accruals will be provided by the budget holder.

19.3 Draft Financial Statements are prepared.

19.3.1 The Finance Director will prepare draft Financial Statements from the schedule and reports from Sage. The following additional sections will be added to the Financial Statements:

- Draft Directors report which will be reviewed by the Chair of the Finance Committee
- Schedule of the number of employees
- Related Party Transactions note
- Capital commitments.

19.3.2 The Finance Director proofreads and checks additional notes to the draft audit accounts.

19.3.3 The auditor will attend the Finance Committee meeting before the Board meeting to discuss the draft set of accounts and resolve any issues.

19.4 The Audit is completed in a timely manner in conjunction with the Finance Committee and the Board

19.4.1 In addition to the preparation of reconciliations and schedules the Finance Director will carry out the following to ensure the audit is carried out in a timely manner:

- Get copies of the minutes of both Board and Finance meetings send to the auditors at the end of December.
- Receive bank and solicitors' letter from the auditor and send out to the various bodies in early January.
- Promptly reply to any queries raised by the Auditors.
- Ensure Finance Statements are signed by the Directors and Auditors.
- Circulate Financial Statement to the members.

19.5 Financial Statements are presented at Congress.

19.5.1 The Finance Director will ensure signed accounts are circulated to members.

19.5.2 The Finance Director will prepare slides for the Chair of the Finance Committee for Congress and support with relevant notes as requested.

19.5.3 The Chair of the Finance Committee presents slides to Congress on the Financial Statements after the Auditor has read the audit report.

19.6 Progress on the implementation of the Code of Governance

19.6.1 The Chair and CEO will also advise on the implementation of the 75 Sub-principles and 5 Principles in the Code of Governance. Advise on the timeframe for implementation of the remaining items for compliance.

19.6.2 The CEO will be in contact with Carmichael House to ensure Athletics Ireland is implementing best practice and relevant staff will attend Sport Ireland workshops in relation to the Code to keep up to date with developments in the area.

20. COMPANY REGISTRATION OFFICE

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in submitting annual returns to the Company Registration Office.

Policy Objectives

The objectives of Athletics Ireland's policies and procedures are to ensure that:

20.1 The Annual Return is submitted on time.

20.2 All Company Registration Office requirements are met.

20.1 The Annual Return is submitted on time.

20.1.1 The Secretary to the Board will ensure that the following steps are completed for the Annual Return:

- The Form B1 is completed online.
- The abridged Accounts are prepared by the External Auditor, these accounts must include typed signatures for Directors and the Auditor.
- The President and the Chair of the Finance Committee sign the forms.
- Issuing of payment online to the Company Registration Office.
- Submission of form to CRO online with a pdf version of the accounts.
- Report to the Board that all CRO requirements have been met.

20.2 All Company Registration Office requirements are met.

20.2.1 The Secretary to the Board will ensure that the Company Directors have accurate status as directors with the CRO before the Annual Return Date.

20.2.2 Complete form B10 forms for new and retiring directors.

21. MISCELLANEOUS OTHER POLICIES

Purpose

The purpose of this Section is to set out Athletics Ireland's policies and procedures in relation to other items that require guidance for the sake of openness, fairness, and accountability.

Policy Objectives

The objectives of Athletics Ireland's policies and procedures are to ensure that:

21.1 Funeral Charitable Donations are made in a fair manner.

21.2 Tickets to international competitions are allocated in a fair manner.

21.1 Funeral Charitable Donations are made in a fair manner.

21.1.1 Volunteers and staff are an integral part of the delivery of athletics. When a bereavement occurs, agreement is reached between the President and CEO on somebody attending the funeral or removal to represent the Board.

21.1.2 Where it is not possible for someone to attend the funeral to represent the Board the President and CEO will agree an amount of donation that is made to a charity nominated by the family of the bereaved.

21.1.3 The CEO will email the Finance Dept to make the donation to the nominated charity online using the Company Credit card.

21.1.4 The President will inform the family of the donation once the donation has been paid.

21.2 Tickets to International Competitions are allocated in a fair manner.

21.2.1 Athletics Ireland receives funding from Sport Ireland and various other major sponsors. Developing good personal relationships between key staff/volunteers and these funders is important to ensure Athletics Ireland fully understand their needs, can update them on our own strategic goals and progress as well as ensuring they become long term supporters of our sport.

21.2.2 Any proposed gift of tickets to international competitions or hospitality should be discussed and signed off by the President, Chair of Finance, CEO and Marketing Manager.

21.2.3 Where possible events/ recipients should be identified and budgeted as part of the Marketing Dept Sponsorship servicing budget expense line.

21.2.4 Staff in receipt of gifts from any source must declare to appropriate manager as per staff handbook.

Note all references to Dept Transport, Tourism & Sport are amended to Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media

Page	Area	Amendments 5 th Feb 2021
	Front page	Version control updated
	Table of contents	Updated
	Foreword	Updated, grammar and CEO signature date
3	Staff Chart	Updated 31/12/20
4	Organisation Chart	Updated Competition Committee
5	Principles of Risk	Fin Committee acts as Audit Committee per Gov Code checklists
9	Internal Controls	“safeguarding of assets” and “physical control”- Add Stock to Assets, see note below table
12	Reserves Policy	New Policy for €400k
12	Finance committee	Finance & Risk Terms of Reference website link Meets 8 times per year Membership of Committee comply with requirements of Governance Code
13	Definition of F & R Com	Amended to constitution definition
16	Sports Equipment	Depreciation rate is 20% per annum
17	Inventory	Amended to include clothing for international teams
19	Grants	Note to accounts will state Govt Dept providing grant
25/43	Office Manager	Replaces Receptionist
24	Receipts	Amended for Schools/Get Ireland Running
25	Receipts	Security at Gates and use of Contactless payment
25	Entry fees	Amended Primo for Eventmaster/Entry4Sport
26	Entry Fees Receipts Gate personnel appointed	Removed Late Entry New
27	Gate Receipts	Amended for Security and Contactless
29	Entries	Removed Primo
30	Sport Ireland Funds	Amended for Dormant Funds, Resilience etc
31	Tax Clearance Access Status Number	Replaces Tax Clearance Cert
43	Purchase Orders/ authorisation	Updated for Excel and paperless
44	Purchase Orders	Amended for paperless system
46	Procurement Process	Amended for paperless system
49	Vehicle	Vehicle use
52	Expenses	Updated for Excel and paperless
53	Pay Rises	Clarification of composition of the Remuneration Committee
56-58	Payroll	Amended for PAYE modernisation
59	Access to Thesaurus payroll	Amended for CEO
65	Competition Equipment New Reserves account	Updated for new tagging system
70	Stock values	Updated for kit purchase
75	PAYE	Updated
92	Miscellaneous	New

