

Minutes of the Imperial College Union
Finance & Risk Committee
30 April 2015
Room 6, 16.30

PRESENT:

Lay Trustee	Colin Kerr – Chair (CK)
Officer Trustee	Alex Savell (AS)
Student Trustee	Thomas Lim (TL)
Student Trustee	John Winters (JW)
<u>Permanent Observers</u>	
Head of Finance	Malcolm Martin (MM)
Managing Director	Joe Cooper (JC)
Governance & Administration Manager – Clerk	Rebecca Coxhead (RC)

Observer: Jill Finney – Trustee Designate

Apologies: President – Tom Wheeler

1. CHAIR’S BUSINESS

NOTED:

- 1) Apologies were received from the President

2. DECLARATION OF CONFLICT – none

3. MINUTES OF LAST MEETING – 17 March 2015

NOTED:

- a) The minutes were passed as a true record of the meeting

RESOLVED:

- 1) **To pass the minutes of the last meeting as a true record.**

4. MATTERS ARISING

NOTED:

- a) In regards to action 5.1, *AS to include High Risk Activity on the next Health & Safety Committee agenda*, it was noted that the committee is scheduled to meet later in the term and this has been added to the agenda.
- b) In regards to action 6.1, *AS to take the discussion of commercial risk in regards to CX and report back to the next meeting of Finance and Risk Committee*, the following points were made:
 - i. The commercial risk of both HBar and CX are being considered as part of the budgeting process that is currently being undertaken. This will be reflected in the budget that the Committee will be considering at the next meeting.
 - ii. With CX, there is a challenge in tackling the drinking culture which was the main revenue source. The Commercial Services team has been working on events which don’t encourage binge drink, such as Battle of the Bands and are now starting to see repeat custom from new clients.

5. MONTH SEVEN - EIGHT MANAGEMENT ACCOUNTS

RECEIVED: The accounts were presented by MM

NOTED:

- a) Month 7 has two significant one-off adjustments were processed in February. The first affected the cost of goods in South Kensington Bar and second adjustment was in maintenance costs in Mini Vans.
 - i. Overall in a positive position ahead of budget.
- b) Month 8 shows a surplus in month which is positive against budget. This result has put the Union back on target to achieving and potentially exceeding the full year budget.
 - i. CSP expenditure is down against budget but it is anticipated that this will level by the end of the year. Month 8 is when the budgeting process for CSP's takes place which may explain the reduction of expenditure.
 - ii. HBar is continuing to track under budget. New events such as Wine Tasting are being trialled and being well received.
 - iii. The Legal costs in regards to lawyers being consulted about licensing issues for potential new income streams pertain to seeking advice from the Gambling Commission.
 - iv. Catering has been concentrating on improving core services. The Head chef was anticipated to be in place by now which has not yet occurred. However anecdotally the improvement in core services is being well received by clients.
 - v. Beit Venues has lost one of its block bookings however is still tracking on budget.
 - vi. Till shortages are within level of tolerance.
 - vii. Postgraduate Graduation is taking place next Wednesday which will be a positive trading day for the venues and retail.
 - viii. Budget holders are taking their responsibilities very seriously and the Head of Finance commended their efforts in achieving budget with particular reference to CX.

RESOLVED:

- 1) To recommend that the Trustee Board pass the Management Accounts.**

6. SUMMER BALL UPDATE

RECEIVED: The update was presented by AS

NOTED:

- a) This Friday, the headline act will be announced and the support act will be performing in Metric.
- b) Current sales numbers are ahead of last year. Aiming to sell out before the event and not have door sales.
 - i. The self-imposed capacity for the event is ~1500.
- c) The tender process for draft beer is including receiving a listing fee which will contribute towards Summer Ball income.

RESOLVED:

- 1) To accept the presented report.**

7. END OF YEAR CLOSE PROCESS

RECEIVED: The paper was presented by MM

NOTED:

- a) The presented paper is for information.
- b) CSP's are being communicated with at present with the timetable which they are expected to be adhering to.

RESOLVED:

- 1) **To note the paper.**

8. RESERVES POLICY

RECEIVED: The policy was presented by MM

NOTED:

- a) The Charity Commission give guidance to the level of reserves the organisation should have but there is no 'hard and fast' rule.
- b) There is a discussion to be had in regards to putting a monetary value around operational risk, such as loss of licence.
- c) Currently risks are being managed but formalising these could be improved.
- d) CSP's have not been included when calculating the amount.
- e) In regards to 3.2.6, it was agreed to add 'target' to before level.

RESOLVED:

- 2) **3.2.6 to read 'In light the above, the Union will maintain a target level of free reserves within a range of between two to four months average unrestricted expenditure which equates to between £800k and £1.5m.**
- f) It is assumed that College will not reduce the grant allocation to the Union however this may be a possibility as the Union is financially secure at present.
- g) MM has consulted with College in regards to the target amount of £1m and they have stated that this is a reasonable amount.
 - i. Board have scrutinised the reserve amount previously.
- h) Budget holders are encouraged to always strive to increase income and reduce costs but not at the detriment of the membership.
- i) Currently the Union has not had to draw on contingency and don't want to be in a position where it as seen as a 'cushion' for complacency.
- j) It was pointed that the messaging to the membership as to the purpose and benefit of the reserve needs to be communicated positively.
 - i. The Reserves Policy is a governance decision on the suitability of the Union and income from non-member activity is a major contributor to the surplus.
- k) In regards to point 3.2.5, Capital Plan and Commitment, the projections are calculation with the assumption of growth in the organisation.
 - i. Contingency falls in the projection amount against income as a percentage.
 - ii. There will be a shortfall in the pension scheme that be reflect in staffing costs.
- l) When the Annual Report is being compiled, there will be a commentary piece in regards to how the Union has performed in relation to meeting the reserves target.
- m) It was highlighted that there is income opportunity with the increase in student numbers, however students and teaching are moving away from SK campus so it is ensuring that the Union optimises the opportunities to be part of the off campus movement.
- n) The committee agreed to recommend to Board to pass the amended Reserves Policy.

RESOLVED:

- 3) **To recommend to Board to pass the amended Reserves Policy (See appendix)**

9. FINANCIAL PROCEDURES

RECEIVED: The procedures were presented by MM

NOTED:

- a) There has been various levels of consultation to get to the current draft of the procedures; Consultation with students, Union and College Staff and the auditors.
- b) The amendments are as follows:
 - i. 3.1.4 – amended on the recommendation where College receives the Annual Accounts rather than approve them which has occurred previously.
 - ii. 3.3.7 – external audit tender must occur every 5 years.
 - iii. 5.1.5 – Finance and Risk Committee must now approve the Budgeting Process Plan.
 - iv. 5.2.1 – Was reworded to take out ‘on a rolling basis’.

RESOLVED:

- 1) **Point 5.2.1 to read The Union’s three year strategic plan, which is approved by the Board of Trustees is underpinned by a long-term funding agreement with the College which is due to expire in July 2016.**

- v. 7.3.1 – College authorising external borrowing by the Union is not intended to take away the Union’s autonomy however it was requested that MM query College as to why College recommended to have this clause included.

ACTION:

1. **MM to query with College why they have requested to have the following clause included 7.3.1**The Union shall not borrow any external funds without the prior written authorisation of the Board of Trustees and written confirmation from College.

- i. 7.9.2 – mitigates collusion between involved parties.
- ii. 7.9.3 – Brings in to line what happens in practice. Collage and the Auditors are content with this process.
- iii. 9.2.4 – was reworded to change ‘must’ to ‘would’.

RESOLVED:

- 2) **Point 9.2.4 to read ‘The contract/agreement must normally be awarded to the lowest tender, after taking into account all relevant costs, relating to acquisition, servicing, quality, reliability, performance and disposal. The relevance of other factors, such as ethical considerations, would also be considered.**

- iv. 9.2.8 – it was agreed to add in ‘and utility’ in to the clause.

RESOLVED:

- 3) **Point 9.2.8 to read ‘The procurement of electrical appliances, items of equipment and motor vehicles must be undertaken with due regard to the EU directive 92/75/EC on energy efficiency. Ideally the most energy efficient option should be chosen but this must be balanced against the cost and utility of the item.’**

- v. 9.2.2 – Currently CSP’s do not evidence that they go out to tender or seek 3 quotations however they will be motivated by getting best value for money. It was recognised that this process needs to be formalised and there is a body of work around the Procurement Process.
- vi. 9.2.9 – Is a consideration with the Unions Green Impact in mind. It was suggested that this may impact on CSP’s where there is a balance between energy efficiency and cost. It was highlighted that the point states that the energy efficiency must be ‘considered’.

- vii. 9.5.1.4 – Adding the Student Activities Manager and Student Activities Coordinator to the authorisation of Event Budgets greater than £1000 was included on the recommendation of the Officer Trustees.
- c) The Internal Audit checks that the procedures are being adhered to.
- d) The Committee agreed to recommend to Board to pass the amended Financial Procedures.

RESOLVED:

- 4) To recommend to Board to pass the amended Financial Policy (See appendix)**

10. RISK MANAGEMENT

RECEIVED: A verbal update was given by MM

NOTED:

- a) The Auditors look over the Union's risk management and have made recommendations.
- b) The Board Away Day has highlighted that there is Strategic and Operational risks that exist outside of the current Risk Register.

11. APPOINTMENT OF EXTERNAL AUDITORS

RECEIVED: A verbal request was presented by MM

NOTED:

- a) MM recommended that Knox Cropper be appointed as the external Auditors for the next year.
- b) SORP is going to be having further changes initiated and Knox Cropper have given sound advice during the transition process.
- c) The committee agreed to appoint Knox Cropper as the External Auditors for the next Financial Year.

RESOLVED:

- 1) To appoint Knox Cropper as the External Auditors for the next Financial Year.**

12. ANY OTHER BUSINESS

12.1 - Apologies for next meeting

NOTED:

- a) AS gave his apologies for the next meeting of Finance and Risk Committee however he would have been heavily involved in the scrutinising of the budgets during the preliminary meetings.

12.2 – Internal Audit

NOTED:

- a) Early indications in regards to the Internal Audit are positive.

Meeting closed 19.00

Appendix

Reserves Policy

1. Introduction

- 1.1. The Charities Act requires that Trustees prepare an annual report and consider whether the Charity needs reserves and what level of reserves are appropriate.
- 1.2. A statement about the reserves policy must be published in the accordance with the Statement of Recommended Practise for Charities better known as the Charity SORP.
- 1.3. A reserve is part of a charity's unrestricted funds that is freely available to spend on any of the charity's purposes. This definition excludes restricted income funds and endowment funds, although holding such funds may influence a charity's reserves policy. Reserves will also normally exclude tangible fixed assets held for the charity's use and amounts designated for essential future spending
- 1.4. It is important to remember that Charity law requires any income received by a charity is to be spent within a reasonable period of receipt. Trustees should be able to justify the holding of income as reserves.

2. Fund Types

2.1. Restricted Funds

2.1.1. The restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority (eg in a public appeal) or created through legal process, but still within the wider objects of the charity. Restricted funds may be restricted income funds, which are spent at the discretion of the trustees in furtherance of some particular aspect(s) of the objects of the charity, or they may be endowment funds, where the assets are required to be invested, or retained for actual use, rather than spent.

2.1.2. The self-generated income (SGI) which the clubs, societies and projects (CSP) create is being regarded as the restricted funds of the Union and as such is excluded from the definition of being freely available to spend on any activity. The SGI is to be used exclusively for clubs, societies and project activities.

2.2. Unrestricted Funds

2.2.1. The surplus or remaining funds generated from the block grant, social enterprise activity, mini bus hire, events and advertising less all the associated expenditure constitute the unrestricted funds of the Union and as such are freely available to spend on any of the charity's purposes.

2.3. Designated Funds

2.3.1. Designated funds are part of the unrestricted funds which trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated.

3. Level of Reserves

3.1. There is no single level or even a range of reserves that is right for all charities. Any target set by trustees for the level of reserves to be held should reflect the particular circumstances of the individual charity.

3.2. When determining a level or range of reserves the following steps are outlined by the Charity Commission for consideration:

3.2.1. Step 1 - Understanding the nature of charitable funds held

3.2.1.1. Within the balance sheet of the Union fund balances can be classified into two categories being either restricted or unrestricted.

3.2.1.2. The restricted funds consist of Capital Grants and Student Activities (CSP SGI balances). As at 31 March 2015 the Capital Grant balance was £3,144,865. The fund represents historical funds provided by College to fund capital developments. This fund will reduce over the depreciated life of the capital asset as a small proportion is released each month as income to fund the depreciation charge.

3.2.1.3. The Student Activities balance as at 31 March 2015 was £1,058,668.

3.2.1.4. The unrestricted funds fall into two categories namely designated and general. The designated funds represent the funding of fixed assets and investments less the capital grant as well as the specific designation for capital purchases of £304,000 made last year.

3.2.1.5. Restricted and designated funds are excluded from the free reserves calculation.

3.2.1.6. The general or free reserve as at 31 March 2015 was £449,086.

3.2.2. Step 2 - Identifying functional assets

3.2.2.1. The Charities SORP specifically allows funds held as tangible fixed assets for charity use to be excluded from reserves. This recognises that certain assets will be used operationally and their disposal may adversely impact on a charity's ability to deliver its aims.

3.2.2.2. As at the 31 March 2015 the net book value (NBV) of Fixed Assets was recorded as £5,348,069 with just over £5.0m relating to the three phases of capital development for South Kensington. The remaining balance relates to equipment and mini-buses. Clearly all the fixed assets of the Union are essential to the delivery of our charitable aims and could not be disposed of without adversely impacting our operations.

3.2.2.3. The NBV of the Fixed Assets less the Capital Grant is therefore set aside as designated funds in the balance sheet and is excluded from the free reserve calculation.

3.2.3. Step 3 - Understanding the financial impact of risk

3.2.3.1. It is important to consider the financial impact of certain risks, if they occur, on the activities of the Union especially the financial impact of catastrophic events taking place.

3.2.3.2. The risk register has identified a number potentially significant strategic risks which would have a financial impact including the loss of our license to operate

trading outlets, loss of key staff, reputational risk with impact on funding streams and IT systems failure. The risk register is current under review and work has begun to quantify these risks and identify additional risks.

3.2.4. Step 4 - Reviewing sources of income

3.2.4.1. Appendix 1 below shows the indicative operating projection over the next three years. All the various income sources are shown in summary form.

3.2.4.2. We are now entering the final year of a three year funding arrangement with College. At present the funding for 16/17 and 17/18 is uncertain although it is not expected that funding from College will reduce.

3.2.4.3. Income from Commercial Services (£1.89m) and Retail (£1.06m) have a greater degree of volatility and an in year contingency of up to 5% is created each year to mitigate any potential income shortfall and to encourage managers to create more aspirational operating plans. The current level of contingency is £75,000 (2.5%).

3.2.5. Step 5 - Impact of future plans and commitments

3.2.5.1. At present, the process of compiling the next strategy has only just begun and it is impossible at this stage to tell how innovative the strategy is likely to be or indeed what resources will underpin it.

3.2.5.2. A ten year capital plan is currently being drafted which has a greater degree of detail than the previous plan. In order to ring-fence the capital resources needed for 15/16 a decision needs to be taken to designate the following year's capital expenditure at the same time the operational budget is approved.

3.2.5.3. There are a number of statutory changes in the pipeline in relation to financial reporting standards which will affect the amount of reserves needed to underpin pension liabilities and the year end provision for staff holiday pay.

3.2.6. Step 6 - Reserve Policy – Wording for Final Accounts

The trustees of the Union have reviewed the organisation's needs to generate free reserves in accordance with Charity Commission's guidance.

In the Trustees' view the Union needs free reserves in order to

- Ensure that funds are available to safe guard the Union for the benefit of our membership
- Ensure that the Union has sufficient cash during periods of volatile trade enabling the Union to meet its short term financial liabilities as they fall due
- Provide the financial resources to enable investment in premises, facilities and equipment to enhance the range of services the Union provides to its members
- Maintain sufficient funds to enable operational activities to be maintained, taking account of potential financial risks, uncertainties and contingencies that may arise from time to time

In light the above, the Union will maintain a target level of free reserves within a range of between two to four months average unrestricted expenditure which equates to between £800k and £1.5m.

4. Conclusion

- 4.1. The Union is currently in a transitional period having moved from a position of negative free reserves in July 2012 to a positive position of £449,086 as at 31 March 2015. It is expected that the value of reserves will reduce over the coming months due to the seasonal nature of Union activity.
- 4.2. The Reserve Policy and calculation of the desired free reserve balance needs to be reviewed at least on an annual basis by Trustees to ensure that the target reserve balance is sufficient for the needs of the Union.
- 4.3. During the next phase of development, consideration will be given as to whether the target reserve should be informed by the value of risks delineated on the risk register, rather than a general average basis. The Board of Trustees at its recent Away Day focused on risk management and there is a need to further develop risk awareness and risk assessment across the Union. The level of reserve will fluctuate according to the perception of risk and the financial strength of the Union.
- 4.4. Given the fact the free reserve balance is currently less than the target reserve, there is still a way to go and a determined focus is needed by trustees, officers, staff and members to ensure we remain on trajectory to achieve the reserve target within a reasonable timeframe.

Imperial College Union

Financial Procedures

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1 INTRODUCTION

1.1. Purpose

1.1.1 The purpose of these Financial Procedures is to document the procedures that must be adopted by all staff, officers and volunteers in the conduct of the financial transactions of Imperial College Union.

1.1.2 Staff and officers must understand and appreciate that these procedures are integral to the working of Imperial College Union and every individual has a responsibility to be familiar with the procedures and adhere to them. Failure to follow these procedures, or any revision to them formally issued from time to time, will be deemed a breach of Financial Procedures and may result in disciplinary procedures being commenced.

1.1.3 The Financial Procedures complement the Constitution and in the event of any conflict the Constitution is the overriding document of authority.

1.1.4 These procedures are reviewed annually by the Board of Trustees. If, during the interim period, any amendments or addendums are required then these will need to be approved also. Any changes should be identified via the re-dating of the manual and the maintenance of a log recording the changes. The financial procedures should then be re-circulated.

1.1.5 Information about the procedures that financially responsible officers of student groups must follow is available at www.imperialcollegeunion.org/training

1.2 Contacts

1.2.1 Should there be any need for any clarification with anything related to what is contained in the Financial Procedures, contact the Head of Finance and Resources, Finance Department or Managing Director.

2 FINANCIAL GOVERNANCE

Introduction

- 2.1 This section provides an overview of the key areas of responsibility relating to the financial governance and oversight of the Union.
- 2.2 Board of Trustees
 - 2.2.1 The Board of Trustees is the sovereign and governing body of the Union and exercises all the powers of the Union, subject to the provisions of the Constitution and its Regulations. The Board is made up of External Trustees, Elected Student Trustees, Appointed Student Trustees, Officer Trustees, an Alumni Trustee and Council Chair with the Managing Director being a permanent observer.
 - 2.2.2 The Board's membership shall be in accordance with the Constitution.
 - 2.2.3 The Board shall further the aims and objects of the Union and has primary responsibility for the Budget, Strategy and Governance of the Union.
 - 2.2.4 In accordance with the Constitution the Board of Trustees may override decisions made by other bodies of the Union.
 - 2.2.5 In accordance with the Constitution the Board of Trustees may delegate some of their powers or functions to any committee.
- 2.3 Finance and Risk Committee
 - 2.3.1 The Finance and Risk Committee has been delegated responsibility on behalf of the Board of Trustees for ensuring that the Union remains solvent and in sound financial health, that the Union complies with relevant legislation and regulations; for analysing and managing the Union's overall risk profile; for scrutinising any significant financial decisions made by the executive and management, and for providing support and guidance on the above issues to Union officers and management.
 - 2.3.2 The committee is appointed in accordance with the Constitution by the Board of Trustees and shall contain up to six members, including at least one External Trustee and one Student Trustee.
 - 2.3.3 The Deputy President (Finance & Services) and Head of Finance and Resources are ordinarily expected to attend and report to meetings of the committee.
 - 2.3.4 The Finance and Risk Committee has responsibility for the following:

- 2.3.4..1 To review and advise the Board of any matter that threatens or carries a serious risk to the Union and of any actions necessary to mitigate such risk.
- 2.3.4..2 To review the risk profile of the Union, approve appropriate risk management policies and procedures, monitor the compilation and implementation of the risk register and resulting action plans.
- 2.3.4..3 To annually review the effectiveness of risk management activity in the Union on the basis of regular reports.
- 2.3.4..4 To monitor the performance of existing audit systems and present reports to the Board of Trustees in respect of the results of any internal or external auditing exercises.
- 2.3.4..5 To review the terms of reference and scope of the external auditor, oversee the appointment, and monitor the performance of the external auditor.
- 2.3.4..6 To receive, scrutinise and approve the Union's annual budget and accompanying commentary prior to final submission to the Board of Trustees.
- 2.3.4..7 To receive, scrutinise and approve an annual capital expenditure budget and accompanying commentary and to receive regular reports on progress regarding any major capital projects.
- 2.3.4..8 To receive the Union's monthly management accounts and accompanying management report, discuss any variances to budget and agree any actions necessary to improve the Union's financial performance.
- 2.3.4..9 To offer an ultimate port of call for any urgent or highly sensitive concerns raised in respect of the Union's integrity, financial or otherwise.
- 2.3.4..10 To receive relevant documents in a timely manner, ensure that the Union's budgeting process is effective and efficient and to receive an annual timeline for the budgeting process from the Union's Head of Finance and Resources and Managing Director
- 2.3.4..11 To review and approve (or otherwise) budgets for major projects and events in accordance with the delegation of authority
- 2.3.4..12 To make other decisions of a financial nature as delegated by the Board.

2.4 President and Managing Director

- 2.4.1 The Union President is the Chief Executive of the Union.
- 2.4.2 The Union President manages the Managing Director with the support of the Chair of the Board of Trustees.
- 2.4.3 The day-to-day management of the Union is the responsibility of the Managing Director who has the delegated power to implement policy and strategy adopted by the Board of Trustees within the framework of the approved annual budget.

2.5 Head of Finance and Resources

2.5.1 The Head of Finance and Resources will ensure that the Union's Financial Procedures are observed and that the Union's assets are safeguarded.

2.5.2 The Head of Finance and Resources will be a permanent advisor to the Finance and Risk Committee.

2.6 Conflict of Interest

2.6.1 All financial transactions should be conducted with integrity and probity in order to preserve the good name of the Union. Consideration must be given to ensure that transactions are undertaken on an arms-length basis such that equitable, independent and objective agreements are established with suppliers and customers.

2.6.2 Whenever a situation arises, whether in a meeting or any other form of interaction that there is perceived to be any element of personal gain resulting from a financial transaction, a declaration of interest must be made and formally recorded.

2.6.3 When there are any personal or family interests which may impinge or might reasonably be deemed by others to impinge upon impartiality in any matter, particularly with reference to purchasing, such issues must be declared to the Managing Director, Deputy President (Finance & Services) or Head of Finance and Resources.

2.6.4 All Board Meetings and formal Sub-Committee meetings will include on the Agenda an opportunity for Board Members and other attendees to declare an interest in any of the scheduled discussions for that meeting.

3 AUDIT AND ACCOUNTS

3.1 Key responsibilities

3.1.1 The Education Act 1994 and charity law require the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Union and of the surplus or deficit of the Union for that period. In preparing those financial statements, the Trustees are required to ensure that they have:

3.1.1.1 Selected suitable accounting policies and applied them consistently

3.1.1.2 Made judgements and estimates that are reasonable and prudent

3.1.1.3 Stated whether applicable accounting standards have been followed subject to any material departures disclosed and explained in the financial statements

3.1.1.4 Prepared the financial statements on a going concern basis

3.1.1.5 Assured themselves that the Union is a going concern

3.1.2 The Board of Trustees will be asked by the external auditors to sign a letter of representation each year which acknowledges their responsibilities to this effect.

3.1.3 Charity reporting regulations, including the Statement of Recommended Practice (SORP), place financial reporting obligations on charity trustees. The main obligation of charity trustees in preparing accruals accounts is to give a true and fair view of the charity's incoming resources and application of resources during the year and of its state of affairs at the end of the year.

3.1.4 The Union's accounts shall be approved by the Board of Trustees following an initial recommendation from the Finance and Risk Committee. The final accounts are then received by the College's Audit Committee and College Council.

3.1.5 The Union's accounts must be signed by the Chair of the Board of Trustees for and on behalf of the Trustees within a timetable to be devised each year by the Head of Finance and Resources.

3.1.6 The Head of Finance and Resources shall co-ordinate the year-end processes required to produce a draft set of accounts in line with the relevant Charity SORP guidelines which meets the year end close timetable set out by College Finance.

3.1.7 The Trustees' Annual Report together with the financial accounts are to be made available to the public following audit by publishing them on the Union's website and filing at the Charity Commission.

3.2 Format of accounts

3.2.1 The financial year runs from 1 August to 31 July.

3.2.2 Charity accounts are comprised of a Statement of Financial Activities (SOFA), Balance Sheet and related notes. The SOFA is similar to an Income and Expenditure statement (*A template example of the current SOFA has been included at Appendix F, however the reader should note that a new Charity SORP not yet effective will make minor changes to this presentation*). A key area of difference is that expenditure needs to be presented across the following categories within charity accounts:

- Costs of generating funds (this category is not currently applicable);
- Charitable activities (defined as Social Enterprise, Student Activities and Development and Student Voice); and
- Governance costs (related to the oversight of the entity to allow it to operate and to generate information for public accountability, such as audit and accountancy, legal advice to trustees and costs of trustees meetings)

3.2.3 The balance sheet presents recognised assets and liabilities and the different categories of fund (including unrestricted funds, restricted and designated funds), as at 31 July. Fund categories can be defined as follows:

- Restricted funds relate to income for which conditions or terms have been imposed which restrict the way in which the money can be used, such as in relation to any capital grants or any specific activity-related grant including clubs, societies and projects self-generated funding.
- Unrestricted funds relate to remaining areas of activity including the block grant, commercial income, and therefore most areas of activity; and
- Designated funds relate to any unrestricted funds which the Union has decided to ring fence for specific purposes.

3.2.4 The Board of Trustees has determined that the reserves policy of the Union should be reviewed annually by the Finance and Risk Committee.

3.2.5 The accounts should be presented together with an annual report, which should be presented in line with the reporting requirements outlined in the SORP.

3.3 External Audit

3.3.1 The Union's Annual Accounts must be audited by the external auditor, whose principal task is to certify that the Union's Accounts give a true and fair view of the Union's financial affairs.

3.3.2 The External Auditor is appointed by the Board of Trustees and must be a member of a body of accountants recognised by English Law. To ensure independence, no person may be appointed auditor who is, or anyone whose partner is, a member (including a life member) of Imperial College Union.

3.3.3 The External Auditors of ICU as of the date of this procedure are:

Knox Cropper
8/9 Well Court
London, EC4M 9DN

- 3.3.4 The remuneration of the External Auditor in respect of their duties as auditor of the Imperial College Union is agreed from time to time between the Board of Trustees and the Auditor and is paid by ICU and reimbursed by College after an invoice is issued to them upon receipt of the External Auditor's invoice.
- 3.3.5 The External Auditor has the right of access at all reasonable times to the books, records, accounts and vouchers of Imperial College Union and of all the clubs and societies, projects and other volunteer run activities. The External Auditor is entitled to request from relevant staff, officers and volunteers such information and explanation as may be necessary for the performance of auditing duties.
- 3.3.6 The External Auditor makes a report at least once in every year and a copy of the Accounts of Imperial College Union together with the Auditor's report is presented to College.
- 3.3.7 The Board of Trustees should formally consider putting the external audit out to tender every five years.
- 3.3.8 The draft accounts shall be supported each year by an audit file prepared by the Finance Department in order to provide the supporting evidence and detail of all balances. The content of this file should be in line with the list of requirements obtained from the External Auditor. The content of such a file would normally be expected to include copies of (or cross references to):

- Draft copy of financial statements;
- Copy of Trial Balance, referenced to the accounts;
- Month 12 Management Accounts, including any variance reports;
- Details of any significant estimates and workings;
- Fixed asset register;
- List of debtors and creditors;
- Back up for significant items (e.g. VAT return for VAT liability);
- Year-end stock count records;
- Key control account reconciliations;
- Details of any provisions and any other balance sheet items;
- Key contracts and agreements (e.g. grant notifications);
- Copies of bank and investment statements;
- Year-end bank reconciliation and supporting information (e.g. unrepresented cheques and petty cash reconciliation sheets); and
- Access to purchase ledger, sales ledger invoices and journal files.

3.4 Internal Audit

- 3.4.1 The internal audit function is contracted out to an external service provider, currently KPMG, through the College. The Union takes part in the College's internal audit process on a voluntary basis as the external professional scrutiny is invaluable.
- 3.4.2 The College's Internal Auditors shall have the same rights of access to the Union as it has to other parts of the College for the purposes of fulfilling its remit.

4 Financial Management, Accounting Records and Coding Structure

4.1 Finance Department

4.1.1 The Finance Department comprises a Head of Finance and Resources and a finance team each with job descriptions in place defining the specific roles and responsibilities of each post.

4.1.2 Members of the finance team with the exception of the Head of Finance and Resources are involved in the administration of financial transactions but cannot authorise any expenditure.

4.1.3 The Head of Finance and Resources oversees all aspects of the finance function which includes:

- Being responsible for the administration of the financial affairs of the Union
- Providing financial advice to the Board of Trustees, its sub-committees and officers
- Designing, implementing and supervising financial control systems
- Preparing and maintaining such accounts, estimates, records and reports as the Board of Trustees may require for the purpose of carrying out its duties
- Ensuring that existing and new members of staff are informed of their responsibilities and are provided with support, training and coaching where necessary

4.2 Accounting Records

4.2.1 Financial information is recorded using an appropriate electronic accounting system.

4.2.2 The Finance Department is responsible for the secure storage of financial records and banking stationery.

4.2.3 The Union is required to retain books and records for a period of seven years.

4.2.4 The financial reporting responsibilities of the Finance Department include preparing annual financial accounts and monthly management accounts and reconciling control accounts to ensure that all relevant financial information is recorded on the electronic accounting systems of the Union.

4.2.5 The Finance Department is also required to prepare various statutory returns on a quarterly/annual basis. These are detailed in section 14 of these procedures.

4.2.6 Detective checks on the accounting data must be undertaken regularly by the Head of Finance and Resources to ensure the integrity of the financial records. The checks include reviewing monthly journal listings for large amounts and checking supplier detail changes with specific reference to bank detail changes.

4.3 Accounts Structure

4.3.1 The Union undertakes a range of activities. Each transaction needs to be recorded according to its natural account, (e.g. stationery) and cost centre and allocated to accounting categories based on a 10 digit format, which is broken down into five elements, in line with the following format:

Component	Digits	Cross Reference to listing
Natural Account	First 3 digits	Appendix A
Cost Centre	Second set of 3 digits	Appendix B
Activity	Third set of 2 digits	Appendix C
Funding Code	Penultimate digit	Appendix D
Consolidation	Final digit	Appendix D

4.4 System Access

4.4.1 Access to all the operating functions of SAP accounting system is limited to the Finance team.

4.4.2 Access to system administrative privileges which allow for creating and deleting users is limited to the Head of Finance and Resources and Finance Analyst.

5 Budget Setting and Budgetary Control

5.1 Preparation and Approval of Operational Budgets

5.1.1 Accurate and realistic budgeting is essential to good financial management and accurate decision-making for the Union.

5.1.2 The budget is an expression of the Union's strategy and operating plan in financial terms. The Union's budget shall comprise a number of individual departmental budgets which cover the various component units of the Union.

5.1.3 Budgets are a management tool and are used to assist in planning, to enable informed decision-making, to communicate the Union's vision, values and strategy, to prioritise and allocate resources and to identify and manage risks.

5.1.4 The budgets will:

- Be in accordance with the aims and objectives of the Union
- Accord with workload and staffing plans
- Enable the Union to achieve its strategic and operating targets
- Be prepared within the limits of available funds
- Identify potential risks and opportunities

5.1.5 Preparation and timeframe for completion of the annual budget will be in accordance with the guidelines issued by the Head of Finance and Resources and approved by the Finance and Risk Committee each year, prior to commencement of the annual budget process.

5.1.6 The Budget will comprise an Income and Expenditure account, Balance Sheet and Capital Expenditure Budget.

5.1.7 Individual budget holders will liaise with their Senior Management representatives to prepare a draft of their respective budgets. Initial presentations are to be given to the President, Deputy President (Finance & Services), Managing Director and Head of Finance and Resources before the ideas are incorporated into the overall budget.

5.1.8 The budget presentation process may go through a few iterations before a final presentation is made to the Finance and Risk Committee. Final decisions on the budget to be presented to the Finance and Risk Committee shall be made by the Managing Director, in consultation with the Head of Finance and Resources, Union President and Deputy President (Finance & Services).

5.1.9 The Budget will be discussed in detail at the Union's Finance and Risk Committee. The Final Budget will be submitted to the Board of Trustees for final approval, alongside any advice provided by the Finance and Risk Committee. An approved budget must be in place before the new financial year commences.

5.1.10 Performance against the budget will be monitored on a regular basis by use of the weekly revenue report, monthly management accounts pack and regular financial 1-2-1's hosted by the Head of Finance and Resources with budget holders.

5.1.11 Budget holders will receive regular training in financial management and in budgeting but have a responsibility to request training and support.

5.2 Strategic Planning and Block Grant Approval

5.2.1 The Union's three year strategic plan, which is approved by the Board of Trustees ~~on a~~ ~~rolling~~ basis, is underpinned by a long-term funding agreement with the College which is due to expire in July 2016.

5.2.2 The Union's strategic aims and goals are reviewed by the College during its annual planning round and provide the basis for the funding agreement.

5.2.3 In the intervening years, progress against the strategic objectives is monitored by College and provides assurance that the funding is well utilised.

5.2.4 Where additional objectives and activities are mutually agreed with College in the intervening years an application for a review of the funding arrangement may be made.

5.3 Clubs, Societies and Projects

5.3.1 The Chair and Treasurer of each Club, Society and Project will submit a request for grant money each year towards the costs of planned activities for the next academic year, subject to discussions on the total grant funding level at the Finance and Risk Committee. Further guidance is available for these groups at: www.imperialcollegeunion.org/training. Club officers should also refer to the relevant CSP Budget information for further clarification.

5.3.2 Clubs, Societies and Project groups must ensure that any costs over and above their grant allocation must be funded by self-generated income. In normal circumstances no overdraft facility is available. However with the expressed permission of the Deputy President (Finance and Services) in consultation with the Head of Finance and Resources a Club may be overdrawn for a short period.

5.4 Budget Management and Delegation

- 5.4.1 The Finance and Risk committee shall monitor the performance of the Union against budget during the financial year and may review the budgets in line with forecasts.
- 5.4.2 The Managing Director is ultimately responsible for the delivery and achievement of the annual budget.
- 5.4.3 Budget holders in consultation with the Head of Finance and Resources may approve items of unbudgeted expenditure which are in line with the objectives of the Union subject to the delegation of authority. Where such expenditure together with existing obligations exceeds their total budget, the approval of the Managing Director must be obtained.
- 5.4.4 It is the responsibility of every budget holder to ensure that expenditure committed from his/her budget complies with the Union's Financial Procedures. Budget holders must also ensure that the handling of income complies with the financial procedures.

5.5 Reporting Against Budget

- 5.5.1 The Head of Finance and Resources is responsible for the issue of timely, accurate and comprehensive advice and financial reports to the Board of Trustees on a monthly basis.
- 5.5.2 The financial reports, known as the management accounts pack, are used to inform the Board of Trustees of the financial situation of the Union in regards to its progress in achieving the operating plan and how its resources are being managed. The management accounts pack will include the following:
- Income and expenditure statement for each budget area
 - Balance Sheet
 - Cash flow statement
 - Explanations of any material variances from plan
 - Corrective actions being undertaken
- 5.5.3 Financial reports produced by the Finance Department are also presented to each budget holder each month, covering the areas for which they are responsible. Budget holders are expected to provide explanations during the monthly finance review meetings hosted by the Head of Finance and Resources. Key comments given will provide the basis of the narrative published in the management accounts pack.
- 5.5.4 Explanations for material variances will also be shared with the Managing Director.
- 5.5.5 The Leadership Team meeting attended by all the Officer Trustees and senior managers including the Managing Director will also conduct a monthly review of financial activity against budget and consider the contents of the monthly management accounts pack.
- 5.5.6 The Senior Management Team conducts a weekly review of key lines of financial activity against budget by the use of the weekly performance report and special financial analysis requested from time to time.
- 5.5.7 In order to ensure that the month end process runs smoothly and that all jobs are completed, a month-end closedown timetable is used (see Appendix E).

- 5.5.8 The Finance Department should process financial adjustments necessary to ensure that monthly reports include accrued financial information, to enable consistent month-on-month reporting. Key adjustments typically include:
- 5.5.8.1 Accruals for any known items relating to the period, for which invoices have not yet been received
 - 5.5.8.2 Prepaid items, identified from relevant invoices
 - 5.5.8.3 Journal adjustments for notional charges, such as the release of deferred capital grants and depreciation.

6 Risk Management and Internal Financial Control

6.1 Introduction

6.1.1 The maintenance of a strong financial control framework helps the Union to ensure that financial risks are managed and is required to facilitate the signing of the Risk Management Statement by the Trustees in the annual report as required by the Charity SORP.

6.1.2 The Board of Trustees has delegated the authority for oversight of the Union's risk management policies, procedures, systems and controls to Finance and Risk Committee. The Board of Trustees continues to have a fundamental role to play in the management of risk. Its role is to provide leadership within a framework of prudent and effective controls which enables risk to be assessed and managed. It fulfils this role by:-

6.1.2..1 Receiving accurate, timely and clear information, with good information flows between the Board of Trustees, members of Finance and Risk Committee and the Union's senior operational management.

6.1.2..2 Constructively challenging when developing strategy, scrutinising the performance of management in meeting agreed goals and objectives, and monitoring the reporting of performance.

6.1.2..3 Setting the tone and influencing the culture of risk management within the Union. This includes:-

6.1.2..3.1.1 Determining whether the Union is risk taking or risk averse as a whole or on any relevant individual issue

6.1.2..3.1.2 Determining the appropriate risk appetite or level of exposure for the Union

6.1.2..3.1.3 Determining what types of risk are acceptable and which are not

6.1.2..3.1.4 Setting the standards and expectations of staff with respect to conduct and integrity

6.1.2..3.1.5 Approving major decisions affecting the Union's risk profile or exposure

6.1.3 Finance and Risk Committee, operating under its delegated authority from the Board of Trustees, has a key role in providing an independent opinion on the effectiveness and adequacy of the Union's systems of risk management and internal controls to ensure maintenance of a sound system to safeguard stakeholders' interests and the organisation's assets, and alerting the Board of Trustees to any emerging risk issues.

6.1.4 The Committee achieves its role by reviewing all material controls, including financial, operational and compliance controls and risk management systems by reviewing and/or approving the following:-

- Draft financial statements for preceding year
- Capital budget for following three financial years
- Budget assumptions, guidelines and process for forthcoming year
- Budget for forthcoming year
- 3 year financial forecast
- Bi-annual Health & Safety Management report
- Risk Register and action plans of activity to mitigate major risks
- Bi-annual review of the 10 highest scoring Significant Risks and all Contingency Risks in the Risk Register, assessing mitigating controls in place and actions in progress
- Reserves Policy

- Financial Procedures
- Risk Management Policy
- Business Continuity Plan
- Health & Safety Policy
- Letter of Representation
- External Auditor's Management Letter
- Appointment of external auditors for forthcoming year
- Imperial College internal audit report
- Plan for forthcoming year's audit budget and external auditors' fees
- Internal Audit Policy and Internal Audit Plan

The committee may call for other documentation and performance indicators that it may deem necessary.

7 Cash and Bank

7.1 Introduction

7.1.1 This section outlines the key processes in relation to investments, borrowing, bank and cash balances held.

7.2 Investment Arrangements

7.2.1 The Board of Trustees is responsible for ensuring that the Union makes the most effective use of charitable funds and may seek to invest any surplus funds or reserves after taking reasonable professional advice.

7.2.2 Appropriate consideration will be given to the nature, risk, type, liquidity, performance and amount of investments held such that an effective and diverse portfolio is developed which meets the needs of the Union.

7.2.3 The majority of the Union's investments are currently held in cash which is pooled with College resources to obtain a more beneficial rate.

7.2.4 The Board of Trustees will regularly review the above arrangements.

7.3 Borrowing Arrangements

7.3.1 The Union shall not borrow any external funds without the prior written authorisation of the Board of Trustees and written confirmation from College.

7.4 Bank Arrangements

7.4.1 Neither the Union nor any constituent part of the Union nor any individual acting on behalf of the Union may operate a separate bank account other than that authorised in advance by the Board of Trustees.

7.4.2 All funds collected on behalf of any constituent part of the Union are charitable funds and must only be lodged in the Union's bank accounts or held for a short while with approved external intermediaries.

7.4.3 The Bankers of the Union is Natwest Bank. The Finance department maintains a bank admin file with details of all bank accounts and contact numbers and ensures that bank mandates are kept up to date. The mandates are amended annually when the new Officer Trustees take office and or when new senior staff are appointed.

7.4.4 Bank statements are obtained by logging onto Bankline (the Natwest online banking facility) with the paper copies being received in the post on a weekly basis.

7.4.5 All bank stationery is checked on a regular basis to ensure that adequate stocks are held (i.e. banking bags, pay in books, cheque books).

7.5 Cash Holding and Banking Arrangements

- 7.5.1 Other than trading outlets or the reception for legitimate operational purposes (as determined by the Board of Trustees), no constituent part of the Union may hold cash without the prior written authorisation of the Head of Finance and Resources in consultation with the Deputy President (Finance & Services).
- 7.5.2 In the case of Clubs, Societies and Projects who individually receive cash or cheques, these should be taken directly to the bank and deposited. A receipt should be issued. A banking record form on eActivities must be completed within three working days so that the receipt can be allocated to the club, societies and project on a timely basis.
- 7.5.3 No expenditure may be incurred from cash receipts as they must be banked in full.
- 7.5.4 Overnight safe facilities are available in FiveSixEight, however cash placed here must be retrieved the next working day and deposited in the Union's bank account. Cash security procedure is covered in section 7.8.
- 7.5.5 Volunteers and employees may carry or hold cash or other valuables with due regard to the limits set from time to time by the Union's insurers. One person can carry up to £2,500, two people may carry up to £5,000 and for anything over £5,000 staff must be accompanied by two College Security staff.
- 7.5.6 When goods or services must be paid for by cash in hand, it is possible to obtain an imprest which is essentially a cash advance. Imprests may only be given to a full member or staff member of Imperial College Union who agrees to be held personally liable for the amount advanced. The cash advance is granted and then the receipts and any remaining cash must be returned to the Union.
- 7.5.7 When takings are bagged and sealed, details of the outlet banking the cash, the date of the takings, the amount being banked, the bag number and the name of the staff member/volunteer making the deposit must be recorded, along with the deposit slip on the log sheet.
- 7.5.8 Other sundry receipts and sales ledger receipts that are paid directly into the bank account are entered into the accounting system by the Finance Department directly from the bank statements.

7.6 Cash tills

- 7.6.1 The Union operates a number of tills in its retail outlets, bars, nightclub, reception and for special events.
- 7.6.2 All tills linked to the EPOS system must be cashed up after close of business after each shift in accordance with the procedure below:

- 7.6.2..1 Cash & electronic takings are declared and a 'Z' reading (generated from EPOS or mobile device) will be taken from each till;
- 7.6.2..2 The Z reading and pay in slip should be attached to the cash summary sheet, issued by Finance; and
- 7.6.2..3 Each outlet will perform its own banking
- 7.6.2..4 Documentation must be submitted to Finance for verification on the following bank working day

7.6.3 For standard tills (e.g. those used for Ents), it is necessary to compare the till roll to takings at the end of trading (or, in the case of admissions, issue numbered tickets and keep a stub in the till). In addition, reconciliation checks should be performed of total receipts, based on stock takes or other available information (e.g. a record of attendees). Where possible two people should cash up.

7.6.4 Any discrepancies over the minimum limit (£5.00 for Commercial Services and £3.00 for Retail per till) must be disclosed on the face of the cashier summary and a reason given outlining the steps that have been taken to identify the reason for the discrepancy. The Duty Manager or Shift Coordinator must sign the documentation ensuring that it has been properly completed before submission to the Finance Department.

7.6.5 The Finance Department shall then record actual takings onto the accounting system (SAP).

7.6.6 The amount of cash in each till must be closely monitored to ensure that unnecessarily large amounts of cash are not kept in vulnerable areas (i.e. tills). A maximum cash amount of £2,000 per till will apply to each outlet. If a till goes over the limit, a Manager must remove excess cash to a safe.

7.7 Cash Floats

7.7.1 Cash Floats are the permanent amounts of money issued to each department to enable everyday trading.

7.7.2 Cash floats are held by the commercial outlets. The Finance department also carries a small amount of cash that is used to pay cash expenses.

7.7.3 A float holder will be nominated for each float and be accountable for the float. Till Floats must be stored in the main department safe when not in use.

7.7.4 As an additional security check, the Finance Team will perform regular random checks of cash floats at the various outlets with the duty manager present, ensuring that cash held in the safe in each location matches the float on the accounting system. The person carrying out the check should complete and sign a cash float reconciliation sheet which should be countersigned by the duty manager.

7.8 Cash security

7.8.1 As a security measure all safe keys are to be kept secure and a spare key lodged with the Head of Finance and Resources.

7.8.2 A minimum of two people should have access to safe keys and combinations.

- 7.8.3 Each safe should have a safe record sheet. When monies or other valuables are deposited or withdrawn from the safes, the following must be recorded:
- 7.8.3.1 Date
 - 7.8.3.2 Value/description
 - 7.8.3.3 Any reference/bag number
 - 7.8.3.4 Department
 - 7.8.3.5 CID number of person depositing/collecting which must be checked against their card
 - 7.8.3.6 Signature
 - 7.8.3.7 Name
- 7.8.4 In addition, managers in outlets should ensure safe monies are checked and handed over with a safe check sheet signed at shift changes.
- 7.8.5 In respect of transport of monies collected at off-site venues or events, a minimum of two members of staff should be present to collect and transport this away at the end of the event. In addition, the money should not be taken home by any member of staff. It should be transported to the Union and stored securely.
- 7.8.6 If the values involved are high (over £20,000) management should give consideration to whether an external security firm should be hired to collect and safeguard the monies until the next working day.
- 7.9 Bank Payments (*including international payments*)
- 7.9.1 All payments (cheques and other paper/electronic financial instruments) must be signed or otherwise authorised by Officer Trustees and or Senior Management.
 - 7.9.2 Only in exceptional circumstances and with the written agreement of the Head of Finance and Resources may a bank signatory authorise or approve a cash disbursement for an item of expenditure they have previously approved. As a general rule, Clubs, Societies and Projects' cash/BACS disbursements are authorised by Senior Management and non-Clubs cash/BACS disbursements are authorised by Officer Trustees.
 - 7.9.3 All payments for amounts in excess of £1,000 must be counter-signed by a second bank signatory. For electronic payments (BACS) the banking software (Bankline) automatically requires dual signatory for amounts above £1,000. For hand written cheques, a second signature must be obtained in accordance with the bank mandate.
 - 7.9.4 The Board of Trustees shall approve the nominee bank signatories on the recommendation of the Union President and Managing Director.
 - 7.9.5 Additional checking of bank sort codes and bank account numbers for payees must be undertaken by signatories when the payment run has been generated for invoices > (greater than) £1,000 and individual claims > £100.00. Signatories must sign the BACS payment report to verify that the additional check has been undertaken.
 - 7.9.6 The current limit on BACS file payments is £100,000. In order to facilitate payment to College for the monthly payroll invoice which exceeds £100,000, the invoice may be split into two or three equal tranches.

- 7.9.7 Occasionally the need will arise to send foreign payments to overseas suppliers. A written claim form should be completed and signed by the club treasurer or budget holder and then authorised by the Deputy President (Finance & Services) or Managing Director.
- 7.9.8 An “international” invoice must be obtained which clearly shows the international suppliers banking details. This must be attached to the written claim form.
- 7.9.9 An international payment will be processed on Bankline which will be authorised in line with our current signatory limits.
- 7.9.10 Once cleared through the bank a manual journal will be entered in the accounting records to reflect the transaction.

7.10 Bank Reconciliations

- 7.10.1 Bank reconciliations are completed within 5 working days of each month end. The reconciliation should not be prepared by the person who makes entries of that account.
- 7.10.2 Bank Reconciliations are reviewed by the Head of Finance and Resources on a monthly basis along with other balance sheet reconciliations in order to check if there are any outstanding items to ensure that the balance sheet is robust.
- 7.10.3 Any payments which are greater than 9 months old will be cancelled on the accounting system and the money written back to the cost centre issuing the payment. This process will be conducted on a monthly basis by the Finance Department.

8 Income

8.1.1 Introduction

8.1.2 The Union receives income through a variety of sources. This section outlines the key processes in relation to income received through sales invoicing, via the website and daily takings; as well as the process for debt recovery.

8.2 Sales invoicing

8.2.1 Sales invoices should be raised using the eActivities online system.

8.2.2 All sales invoices raised are approved by the Finance Department before the user can download the final invoice. The Finance Department will check the sales invoice for accuracy, whilst ensuring that the VAT treatment is appropriate.

8.2.3 The sales invoice will subsequently be entered in the accounting system.

8.3 Website income

8.3.1 Any income related to website products and event tickets with a value of £2 or greater should, where possible, be received through the website. Items with a lesser value cannot normally be processed through the website.

8.3.2 Membership fees must be processed online. Other methods of payment may be acceptable in exceptional circumstances.

8.3.3 Information on how to set up items in the online shop is contained in the “Money In” training manual, which outlines the detailed process for setting up new activities and products which can be sold online, as well as the process for pricing individual products. A copy is available here: imperialcollegeunion.org/training

8.3.4 Payment for any goods ordered will be taken by customer credit or debit card, using the details provided at the time of purchase. Payment will be reserved from the customer’s card at the time the order is received and taken after card details and stock availability have been checked, the order compiled and it has been scheduled for delivery. Receipts are automatically generated when a purchase is made through the system.

8.3.5 Money will appear in online transaction pages within 3 – 5 college days of someone paying. The system automatically generates lists of who has purchased which products.

8.3.6 Refunds may be provided to customers in accordance with the terms of sale.

8.4 Daily Takings

- 8.4.1 The Union receives income through its various commercial outlets in the form of cash, cheque, debit/credit cards, vouchers and other electronic transfer platforms e.g. Yoyo.
- 8.4.2 Cheques may be accepted at the discretion of management and should be payable to Imperial College Union.
- 8.4.3 There will be departmental written processes developed in consultation with the Head of Finance and Resources in place in each outlet which outline step-by-step how all takings will be accounted for.
- 8.4.4 Cash takings should be banked in a sealed bag and accompanied by the pay in slip.
- 8.4.5 PDQ receipts and other electronic merchant receipts and associated documentation should be collated and given to the Finance Department the following banking day after the transaction has taken place, together with the Cashier's Summaries and Till Z reports.
- 8.4.6 Outlets not on the South Kensington campus should use the College's internal postal service to send documentation to the Finance Department.
- 8.4.7 The Finance Department will reconcile the master Z report to actual takings recorded on paying-in slips, PDQ reports and bank statements.
- 8.4.8 Any cash discrepancies in excess of £3.00 for Retail and £5.00 for licensed trade outlets for an individual till must have comments on the face of the cashier summaries to explain the nature of the discrepancy, outlining what happened and what investigation has been undertaken in order to understand the nature of the variance.
- 8.4.9 The EPOS printouts and Cashier's Summaries are used by the Finance Department to enter the takings onto the accounting system and then filed.

- 8.5 Clubs, Societies and Project (CSP) receipting
 - 8.5.1 When Club, Society and Project treasurers receive cash or cheques directly from individual members a record of that transaction should be kept.
 - 8.5.2 Monies paid in to the Union's bank account should also be recorded online using the banking form on the eActivities system. The form must be completed within 3 working days in order for the Finance Department to allocate the funds to the appropriate club.
 - 8.5.3 A copy of the stamped pay in slip from the bank should be scanned in and uploaded to eActivities. Detailed information is available online at www.imperialcollegeunion.org/training

- 8.6 Debt management
 - 8.6.1 The Union normally allows a 30 day settlement period for payment.
 - 8.6.2 It is the responsibility of the Finance Department to follow up unpaid invoices. A "Customer Receivables Ageing" report should be run regularly and used as a basis for identifying and prioritising debtors for chasing.

- 8.6.3 When customers are contacted, the conversation (or correspondence) should be recorded on the accounting system to ensure there is a clear record of what contact has been made, and what undertakings (if any) the customer has made. Each record should include details of the individuals spoken to and dates. This will help to ensure that discussions can be followed up effectively and, if necessary, result in an elevation in recovery action.
- 8.6.4 Reminder letters should be issued where appropriate. There is no set procedure for when these need to be issued, as this needs to be judged on a case-by-case basis.
- 8.6.5 The Finance Department should ensure that there is an appropriate reporting system in place to escalate issues such as aged debts (particularly those over 60 days) and disputed items to the Head of Finance and Resources and, where appropriate, the Managing Director. It may be appropriate for the Union to engage legal support in its attempts to recover amounts due.
- 8.6.6 The debt management process for CSP's balances is also managed by the Finance Department. Once approved, club officers are to ensure that the sales invoices are sent to respective customers. The Finance Department will review CSP debtors on at least a monthly basis to ascertain the status of each outstanding invoice on the accounting system.
- 8.6.7 The Finance Department in consultation with the respective CSP's or operational department will chase and recover debts at the earliest opportunity.
- 8.6.8 College items are dealt with via the College's inter-department process.

9 Expenditure

9.1 Introduction

9.1.1 This section covers procurement, ordering, invoice receipt and payment aspects of the accounts payable process.

9.2 Procurement

9.2.1 When considering new and existing suppliers of goods or services due consideration must be given to “arm’s length” relationships and negotiations as delineated in section 2.7 entitled Conflict of Interest.

9.2.2 Tendering procedures shall apply to the purchase of goods/services that are not for re-sale, which exceed £5,000 (either individually or cumulatively), excluding VAT. To ensure that value for money is obtained, this limit shall apply to all areas of Union activity.

9.2.3 A minimum of 3 quotations must be sought, unless an existing University, public sector or National Student body purchasing agreement can be used, which has been awarded by competitive methods.

9.2.4 The contract/agreement must normally be awarded to the lowest tender, after taking into account all relevant costs, relating to acquisition, servicing, quality, reliability, performance and disposal. The relevance of other factors, such as ethical considerations, **would** also be considered.

9.2.5 The Managing Director in consultation with the Head of Finance and Resources may agree in advance the award of a tender other than at the lowest price. Any such decision must be disclosed at the next Finance and Risk meeting.

9.2.6 Copies of all quotations must be passed to the Finance Department and retained.

9.2.7 Before any item of equipment is purchased due consideration must be given to the possibility of sourcing the item from the College’s Waste Action Reuse Portal (WARP-IT). <http://www3.imperial.ac.uk/estatesfacilities/services/wasteandrecycling/faq/reuse>

9.2.8 The procurement of electrical appliances, items of equipment and motor vehicles must be undertaken with due regard to the EU directive 92/75/EC on energy efficiency. Ideally the most energy efficient option should be chosen but this must be balanced against the cost **and utility** of the item.

9.2.9 When purchasing appliances for refrigeration (specially fridges and freezers) only those with an energy efficiency class of “A” or above (A+ or A++) should be considered

9.2.10 When purchasing dishwashers or kitchen equipment appliances should have a minimum energy efficiency class of “B” or above

9.2.11 Small appliances e.g. kettles, tea urns, etc.. may not have a specific energy efficiency class. Comparisons and recommendations may be found on a good consumer website (e.g. www.which.co.uk) and this method may be used to determine the most efficient option to buy. If a decision cannot be made based on information from this site, further research should be undertaken and evidence provided to support the final procurement decision.

9.2.12 When purchasing a new vehicle consideration must be given to the most efficient model available.

9.3 Purchase Ordering (PO)

- 9.3.1 Purchase orders should be raised and authorised in advance of any purchase through eActivities for all goods and services from outside the Union, including purchases from Imperial College.
- 9.3.2 Retrospective purchase orders may only be raised for purchases with written prior authorisation of the Head of Finance and Resources. This authorisation may be given for an individual payment or for a specific supplier.
- 9.3.3 PO's for CSP's will be authorised by committee members in line with the authorisation limits and operational PO's must be approved by Union budget holders subject to authorisation limits.
- 9.3.4 Nothing should be ordered without a Purchase Order being raised except for the items listed in the section below in section 9.3.5.
- 9.3.5 The following purchases of goods or services do not require an electronically generated purchase order:
 - 9.3.5..1 Petty cash purchases
 - 9.3.5..2 Public utility services e.g. telephone, rent, insurance
 - 9.3.5..3 Salary Payments
 - 9.3.5..4 Reimbursements or Imprests to staff, officers and students
 - 9.3.5..5 Purchase made on the Union credit cards
 - 9.3.5..6 Goods or services supplied under contract e.g. maintenance contract agreements
 - 9.3.5..7 The supply of goods for resale for Retail and Commercial Services from previously authorised suppliers (paper based purchase orders are to be used)
 - 9.3.5..8 The booking of Union room spaces
- 9.3.6 Where an invoice is received for any of the above expenditure items, it must be checked against any contractual documentation and signed and coded by the budget holder signifying that it has been approved and then passed to the Finance Department for payment. The authorising budget holder must also write their name in BLOCK CAPITALS alongside their signature.
- 9.3.7 With regards to the monthly Imperial College salaries invoice, these should be checked by the Finance Department against the agreed human resource budget, and signed in authorisation for payment by the Managing Director or Head of Finance and Resources notwithstanding that the value of this invoice is above all Imperial College Union's individual authorisation limits.
- 9.3.8 The paper based purchase ordering system should only be used for goods for resale within Retail and Commercial Services once the supplier has been authorised for use by Head of Finance and Resources.
- 9.3.9 In the event of a major system failure paper based purchase orders will be acceptable.
- 9.3.10 Any request for which no budget operational funds are available must be referred to the relevant Senior Manager, Managing Director and Head of Finance and Resources for advice.

9.3.11 When the specific value of the goods or services is not readily available a PO should be created and authorised for an estimated value in advance in line with authorisation limits. If the final invoice is greater than 2% of the PO value the budget holder must sign on the face of the invoice (subject to delegated limits) and write their name in BLOCK CAPITALS to authorise the additional expenditure and give a reason for the variance.

9.3.12 The following must be included on the purchase order:

- 9.3.12..1 The supplier's details
- 9.3.12..2 A price from the supplier, including details of any VAT
- 9.3.12..3 Details of the goods being purchased
- 9.3.12..4 The account code
- 9.3.12..5 The name of the person ordering

9.3.13 All purchase orders require Goods Receipting. It is the responsibility of the person raising the purchase order to use the eActivities online system to record the delivery of goods ordered. Partial deliveries should also be recorded. The PO should be "finished" indicating that it is ok for the Finance Department to pay the supplier.

9.3.14 It is the responsibility of the Finance Department to pay the supplier once goods receipting has been completed. All invoices should be addressed to: Accounts Payable, Imperial College Union, Prince Consort Road, South Kensington, London, SW7 2BB

9.3.15 Any invoices sent to other addresses or people should be immediately sent to the Finance Department for payment.

9.4 Long Term Contracts

9.4.1 Only the President or Deputy President (Finance & Services) jointly with the Managing Director shall sign a contract which commits the Union (excluding CSP's) to any obligation that extends beyond the current financial year. Such authorisations shall be set out within the authorisation limits defined in Section 9.5 below.

9.4.2 Contracts pertaining to Clubs, Societies or Projects which contain obligations into the following financial year maybe authorised by the Deputy President (Finance & Services) or Deputy President (Clubs & Societies).

9.4.3 All contracts must include the following information:

- 9.4.3..1 Name and address of supplier
- 9.4.3..2 Name of contact person
- 9.4.3..3 Telephone number and email address of contact (if applicable)
- 9.4.3..4 Service being provided
- 9.4.3..5 Details of service provision
- 9.4.3..6 Conditions of service
- 9.4.3..7 Date service to be provided

- 9.4.3..8 Cost of service
- 9.4.3..9 VAT implications
- 9.4.3..10 VAT number (where applicable)
- 9.4.3..11 Payment conditions
- 9.4.3..12 Any other conditions or information required
- 9.4.3..13 "I have read and understand the conditions of the contract and agree to abide by its terms and conditions in full"
- 9.4.3..14 Signature on behalf of the Union and printed name of signatory
- 9.4.3..15 Signature on behalf of the supplier and printed name of signatory
- 9.4.3..16 All legal company compliance such as company number, registered office and the declaration that we have registered charitable status.

9.5 Authorisation limits

9.5.1 Limits of authority are specified in the Delegation of Authority (DOA) should the details below conflict with the DOA the Financial Procedures will take precedent.

9.5.1..1 No unauthorised member, employee or volunteer may sign a contract or otherwise commit expenditure on behalf of the Union or any part thereof.

9.5.1..2 Expenditure up to £20 may be authorised by any financially responsible officer on behalf of their respective Club, Society or Project. In the absence of the financially responsible officers required, the Deputy President (Finance & Services) or Deputy President (Clubs & Societies) may authorise expenditure on their behalf.

9.5.1..3 Expenditure between £20 and £1,000 may be authorised by any financially responsible officer on behalf of their respective Club, Society or Project and their respective Management Group Chair or Treasurer. In the absence of the financially responsible officers required, the Deputy President (Finance & Services) or Deputy President (Clubs & Societies) may authorise expenditure on their behalf.

9.5.1..4 Event budgets greater than £1,000 of expenditure and expenditure items over £1,000 for Clubs, Societies or Projects will be authorised by Deputy President (Finance & Services), Deputy President (Clubs & Societies) or the Student Activities Manager or Student Activities Coordinator during periods of absence.

9.5.1..5 Operational budget holders and Senior Management may authorise expenditure within the financial framework of their approved budgets up to £10,000.

9.5.1..6 Any contingent expenditure must be authorised by the Head of Finance and Resources up to a limit of £10,000.

9.5.1..7 In the absence of a budget holder, the Head of Finance and Resources can authorise expenditure up to the limit of £10,000.

9.5.1..8 The Managing Director, Union President, Deputy President (Finance & Services), or, in his or her absence, the Deputy President (Clubs & Societies), shall authorise all other expenditure up to £50,000. Items or events over £10,000 must only be authorised after consultation with the Head of Finance and Resources. The Board of Trustees on the recommendation from the Finance and Risk Committee may authorise all other expenditure.

9.6.1 Goods Receipt

- 9.6.2 Goods/services received must be promptly checked to ensure that the complete order has been received.
- 9.6.3 If goods have been invoiced but not received, or returned as faulty, a request for a credit note should be made with the supplier by the budget holder or club officer. Details of the request should be attached to any documentation sent to the Finance Department, who will hold the respective invoice until a credit note is received in Finance.
- 9.7 Invoice Receipt
- 9.7.1 Invoices should be matched to a corresponding, authorised purchase order and delivery note, where applicable, when they are received.
- 9.7.2 In rare cases where no matching purchase order exists for an invoice, a check must be undertaken by the relevant department to ensure that the goods or service was actually delivered. A purchase order must be raised in order to authorise payment.
- 9.7.3 Any discrepancies on invoices should be followed up by the respective department with the supplier
- 9.7.4 Invoices will not be processed by the Finance Department where there is no authorised purchase order except with authorisation by the Head of Finance and Resources.
- 9.7.5 Correctly authorised/documented invoices received by finance should be entered onto the accounting system.
- 9.7.6 Invoices are normally paid as per our standard terms of 30 days however non clubs invoices may be processed sooner.
- 9.8 Credit Card Purchases
- 9.8.1 Credit Card Holders and credit limits are determined by the Managing Director, in consultation with the Deputy President (Finance & Services) and Head of Finance and Resources.
- 9.8.2 Credit card holders are responsible for the safe keeping of their cards, together with any passwords and PIN numbers for their credit card.
- 9.8.3 The overall monthly credit limit for all Union credit cards combined shall be agreed from time to time by the Board of Trustees on recommendation from the Finance and Risk Committee. The current limit is set at £75,000.
- 9.8.4 Credit cards are to be used only in the following circumstances:
- 9.8.4.1 Where it is the only form of payment accepted at the point of purchase
- 9.8.4.2 To take advantage of a special offer that would otherwise be unavailable
- 9.8.4.3 Flight bookings
- 9.8.4.4 Urgent purposes, instances which require immediate action. It is anticipated that these are generally in relation to situations which occur out of hours and/or arise from Critical Incidents, where expenditure is required to maintain the safety, wellbeing, health or security of our members or the reputation of the College or Union.

- 9.8.5 Credit Card payments will normally be made from the Union Offices in Beit Quad either online or by phone.
- 9.8.6 Purchases of goods and services which meet the above criteria and which could be made via the Union Credit Card, but require the card holder to be present to take delivery will not be made. For example deliveries of online supermarket goods or collection of train tickets. In these instances individuals will be asked to make the payment either through their own means and complete a Claim for Reimbursement, even if the value of that claim is over the normal guidance limit or via use of an Imprest where appropriate.
- 9.8.7 In the case of flight bookings those making the payment request will be asked to provide copies of passports and visas (if appropriate) for the participants before payments are processed

9.8.8 Process for Standard Purchases

- 9.8.8.1 The requestor of a payment completes either a paper Credit Card purchase form, or an online Credit Card request form in eActivities.
- 9.8.8.2 The requestor ensures that the request is duly authorised in accordance with the thresholds set out in the delegation of authority section within these Finance Procedures by obtaining appropriate signatures in the case of a paper form, or through online approvals if created in eActivities.
- 9.8.8.3 The requestor arranges a mutually convenient time with a credit card holder to make the payment.
- 9.8.8.4 The credit card holder passes copies of any available receipts, along with a paper copy of the credit card authorisation from eActivities, or Credit Card purchase form, to the Finance Department as soon as possible after the transaction has been completed and the supporting documentary evidence has been received.
- 9.8.8.5 The requestor is responsible for providing any subsequent receipts (eg. full VAT invoice) to the Finance Department.
- 9.8.8.6 In the case of recurring payments (such as online subscriptions) one approval may be completed to cover the whole cost of the subscription for up to 12 months. A separate form for every month is not required although separate supporting documentary evidence is required.
- 9.8.8.7 It is not expected that in normal circumstances credit card holders will both make AND approve a payment that is made on their Union Credit Card.

9.8.9 Urgent Credit Card Purchases

- 9.8.9.1 It is recognised that the operations of the Union continue beyond office hours and that circumstances arise where urgent payments need to be made at times where the normal authorisation hierarchy cannot be enacted.
- 9.8.9.2 A number of staff members are involved in providing Critical Incident Cover for the organisation, most notably for student activities incidents. Experience has shown that urgent credit card payments do need to be made in these circumstances.

- 9.8.9.3 If an urgent payment needs to be made a Credit Card Holder may spend up to £2,500 without prior approval.
- 9.8.9.4 In situations arising out of Critical Incidents there will generally not be an agreed budget line for where expenditure will be costed against. In these circumstances the safety and wellbeing of our members is paramount and appropriate judgement relating to expenditure will be exercised by the credit card holder at the time in resolving the incident.
- 9.8.10 Other
- 9.8.11 Credit card holders are responsible for ensuring suitable credit is available on their card for dealing with urgent payments. The expectation is that this will be between £2,000-£10,000 at any point in time depending on the card limit.
- 9.8.12 The Finance Department are responsible for arranging new credit cards together with cancelling and destroying credit cards which are no longer required.
- 9.8.13 Credit Card holders are responsible for cancelling their Credit Card if it is lost or stolen which should be done as soon as possible after discovering that their card is missing
- 9.8.14 The Finance Department are responsible for posting payments to the accounting system and for having a written process for how this work is carried out.
- 9.8.15 The Finance Department shall check the credit card statement periodically to ensure that all transactions are fully supported by an audit trail. Any discrepancies, such as missing documentation, shall be followed up with the card holders.
- 9.9 Claim Forms
- 9.9.1 Claim forms are for use by Club, Society or Project members to claim back personal money spent on behalf of Club, Society or Project.
- 9.9.2 Claim forms must be submitted using the eActivities online system by all full members of the union. A paper form will be provided for associate members unable to access eActivities.
- 9.9.3 Claimants are required to provide evidence for their expenditure. The acceptable forms of acceptable evidence are listed in the training materials online at www.imperialcollegeunion.org/training
- 9.9.4 Claims are authorised as per the Authorisation Limits listed above (note 9.5).
- 9.9.5 Those approving a claim should thoroughly check the evidence and VAT details before approving. Claims approved without sufficient evidence should be investigated by the Deputy President (Finance & Services).
- 9.9.6 Approved claims should be paid by BACS by the Finance Department within five College days.
- 9.9.7 Any claims that are considered erroneous by the Finance Department will be placed on hold and the claimant contacted to resolve the issue. Suspected fraudulent claims will be investigated by the Deputy President (Finance & Services).
- 9.10 Volunteer Claims

- 9.10.1 Claims form can also be used by volunteers engaged specifically in an organised volunteering role to get personal expenses reimbursed. Such expenditure must be wholly and specifically incurred as a result of the volunteering role.
- 9.10.2 Receipts for the personal expenditure must accompany the claim form in all cases. Volunteers should liaise directly with the relevant volunteer, office or staff member with budgetary responsibility to ensure that any personal expenses will be refunded.
- 9.10.3 Payments for volunteer claims once authorised by the budget holder are made via BACS by the Finance Department within the claim payment framework described above.

10 Staff Costs

10.1 Payroll

10.1.1 The Union payroll is processed by the College payroll department and records are maintained by the College's Human Resources department.

10.2 Permanent Staff

10.2.1 At month end, the College Payroll department will provide files showing the gross pay cost for each individual. The charges on the payroll file are analysed and a permanent staff payroll journal entered into the accounting system.

10.3 Casual Staff

10.3.1 Pay scales, including hourly rates and cost of living rises, are approved by the Appointments and Remuneration Committee annually – new rates are effective from the 1 October each year.

10.3.2 Departmental managers may recruit and appoint new casual staff in line with service needs and budgetary constraints.

10.3.3 New starters must complete a New Starter Form (a Casual Worker Joining Pay&A form) and letter of understanding, which should then be authorised by the departmental manager. A copy of ID should also be taken which is usually a copy of their passport.

10.3.4 Managers must create and maintain the respective online payroll records for each new casual individual ensuring that close attention is paid to renewal dates for relevant documents e.g. work visas.

10.3.5 Online casual records will be checked by Finance Department for completeness. Only after this check has been done can the casual individual be paid. The supporting documentation must then be stamped with the Union authorisation stamp by either the Head of Finance and Resources, Managing Director or Deputy President (Finance & Services). They must then be sent to the College Payroll Department. Copies of completed forms should be filed by the Finance Department.

10.3.6 Workers' Payroll information is submitted to the College Payroll Department in accordance with the set timetable for monthly casual and bursary staff (paid monthly).

10.3.7 Each department must submit authorised timesheets to the Finance Department via the online system which is then reviewed by the Finance Department and authorised by the Head of Finance and Resources or Managing Director.

10.3.8 Payslips are collected from the College Payroll department on a monthly basis by the Finance Department and forwarded to the relevant departments for distribution.

10.3.9 The actual payments to staff are reconciled to the payroll control account by the Finance Department. Any discrepancies are followed up. It will be the responsibility of budget holders to check their Student Staff costs against budget.

10.4 Pension Schemes

- 10.5 The Union participates in the Universities Superannuation Scheme (USS) and Superannuation Arrangements for the University of London (SAUL) through Imperial College London. Both are defined benefit schemes and are externally funded and contracted out of the State Earning Related Pension Scheme. The income and expenditure account reflects the contributions payable as stipulated by the Pension Scheme Trustees.

11 Fixed Assets and Asset Management

11.1 Introduction

11.1.1 Fixed Assets are items which are purchased for long-term use, being more than one year, which are not consumed or sold during the normal course of business which have a value of more than £500. Examples of such items include buildings, equipment, machinery, furniture, fixtures and fittings.

11.1.2 All costs associated with bringing the asset to its present location and condition can be capitalised, including delivery charges, commissioning and set-up costs, and initial external training costs.

11.1.3 Any irrecoverable VAT will be capitalised.

11.1.4 Items with individual costs of less than £500 may be capitalised if they are associated with an individual project of which the total cost exceeds the £500 threshold, provided that the assets meet the “economic benefit of more than one year” test.

11.1.5 Fixed Asset items purchased for Clubs, Societies or Projects (CSP) use will normally be fully written-off when purchased as there is a degree of uncertainty as to the longevity of any CSP.

11.1.6 Depreciation is calculated so as to write off the cost of an asset over the useful economic life of that asset in a straight line as follows:

11.1.6..1 Fixtures & Fittings, Equipment and Motor Vehicles : 3 -10 years

11.1.6..2 Building Works : 20 years

11.2 Asset Purchase and Disposal

11.2.1 All items of expenditure which meet the criteria for a capital asset which it is anticipated will be required during each financial year must be included in the annual Capital Expenditure Budget by the responsible Budget Holder. The Capital Expenditure Budget for each Budget Holder will be approved as part of the Union’s annual budget approval process.

11.2.2 All capital purchases must comply with the expenditure procedure outlined above in section 9.

11.2.3 The Managing Director in consultation with the President and Head of Finance and Resources may consider additional items of capital expenditure not on the approved list, in line with the delegation of authority, in order to achieve the business objectives of the Union.

11.2.4 CSP inventory equipment valued in excess of £100 belonging to the Union or any constituent part thereof, shall not be re-sold, re-allocated or otherwise disposed of without the prior written authorisation of the Deputy President (Finance & Services). Items on the Fixed Asset Register must not be disposed of without the authorisation of the Head of Finance and Resources or Managing Director.

11.2.5 Staff and/or Officers shall notify the Managing Director and Head of Finance and Resources of any potential insurance claim arising from loss, liability or damage.

11.3 Asset Recording

11.3.1 It is the responsibility of all CSP Chairs to ensure that the asset inventory is maintained and kept up to date with any purchases and disposals.

11.3.2 To ensure that assets are fully accounted for a Fixed Asset Register shall be maintained by the Finance Department, which will record:

11.3.2..1 Description

11.3.2..2 Location

11.3.2..3 Date of purchase

11.3.2..4 Cost

11.3.2..5 Depreciation rate applied

11.3.2..6 Department to be charged

11.3.2..7 Accumulative depreciation

11.3.2..8 Net Book Value

11.3.3 Each item on the fixed asset register will be the responsibility of a manager, who shall be held accountable for the item's security. As part of their responsibilities, they shall be required to conduct a regular (annual) risk verification of the assets for which they are responsible. CSP Officers will also undertake an annual risk based verification.

11.3.4 The fixed asset register should be reconciled on a regular basis to the fixed asset values in the balance sheet by the Finance Department.

12 Stock

12.1 Introduction

12.1.1 All stock will be the responsibility of the appropriate outlet manager, who will ensure that stock is accounted for, stored safely and rotated appropriately. Outlet managers will also ensure that stock levels are appropriate for the time of year.

12.1.2 Additionally, random periodic line checks must be undertaken by management.

12.1.3 Stocks at all outlets must be entered onto the EPOS stock system as soon after delivery as possible. Where the stock module of the EPOS system is not in operation, all delivery notes must be kept and presented to the external stock taker.

12.1.4 Promotional stock, i.e. stock given to the Union by suppliers at nil cost, should be recorded within stock take reports, either within the 'Purchases' column or as an additional column. This should mean that the variance between estimated and actual takings reconciles to the till shortage/overage. If it does not, this should be investigated.

12.2 Bars

12.2.1 All stock will be subject to a monthly stock-take, which is performed by an external company.

12.2.2 It is the responsibility of the relevant Bar Manager to ensure that the stock taker has all relevant information.

12.2.3 A degree of wastage is inevitable in licensed premises. It is essential that this wastage is carefully controlled, recorded and monitored, in line with the following:

12.2.3..1 Wastage will be recorded at the end of each night, with an explanation as to the cause of the wastage;

12.2.3..2 The duty manager must sign off all waste/write offs

12.2.3..3 Wastage reports must also be presented to the stock-taker when requested

12.3 Catering

12.3.1 All catering stock will be subject to a monthly stock-take by the Venue Manager, assisted by relevant catering staff.

12.4 Retail

12.4.1 Full stock counts will be carried out every year at the end July co-ordinated by the Retail Manager. The EPOS system stock figures are then updated to reflect the physical counts.

- 12.4.2 All items written-off during the year should be recorded on the EPOS system and a report submitted at each month end showing descriptions, quantities and cost prices for items written off along with a reason for each write-off.
- 12.4.3 The Retail outlets operate an integrated stock management system which allows for detailed stock reports to be produced which provide assurance and financial controls.

13 **Inter-Department Account**

- 13.1 The Union has an inter-Department account with Imperial College, within which balances owed to and from the College are identified.
- 13.2 Each month, a report is received from College Finance summarising their accounts receivable and accounts payable balances for the Union. This statement is reconciled by Finance Department to information on the Union's accounting system.
- 13.3 A copy of the reconciliation is saved in the month end folder

14 Statutory Returns and VAT

14.1.1 The following statutory returns must be completed during the course of a year:

- 14.1.1..1 Office for National Statistics Forms
- 14.1.1..2 VAT return (Quarterly)
- 14.1.1..3 Charity Commission (annual)

14.1.2 All forms should be completed before the related deadline and copies taken for future reference.

14.2 VAT

14.2.1 The Finance Department should implement mechanisms, including reference to external advice where relevant, to ensure that it is fully compliant with all VAT regulations.

14.2.2 The Union is registered for VAT in the UK and as such must pay VAT on most of its income. Exception to this include: donations, grants – both outside the scope of VAT - and the sale of donated goods (zero rated).

14.2.3 Income can be treated as exempt for certain fundraising events provided the following conditions are met:

- 14.2.3..1 The event is clearly organised and promoted to raise money for the benefit of a charity.
- 14.2.3..2 People attending must be aware of its primary fundraising purpose
- 14.2.3..3 The event does not form part of the regular social calendar for members (e.g. Annual Dinner).
- 14.2.3..4 No more than 15 events of the same type will take place in the same location in the same financial year.

14.2.4 For exempt events no VAT is charged on ticket sales and as such no Input VAT (VAT on purchases) can be recovered. The main exception to this is the sale of printed materials, such as programmes, at an exempt event – these can be treated as zero rated and the input VAT relating to the costs of making the programmes recovered accordingly.

14.2.5 Responsibility for identifying whether an event meets these criteria shall rest with the Deputy President (Finance & Services)

14.2.6 Input VAT incurred on purchases within the Retail, Commercial Services areas (with the exception of Catering) and Clubs, Societies & Projects is usually full recoverable.

14.2.7 Input VAT incurred on purchases in Catering is partially recoverable, currently at the rate of 6.6%, as Catering for Students during term time is an exempt activity.

14.2.8 Input VAT incurred on purchases for general Union use is partially recoverable, currently at the rate of 90%. This rate is determined by calculating the number of staff hours worked in the current financial year in taxable business activities over the total number of staff hours.

14.2.9 Input VAT incurred on purchases for Vans is determined by the number of days the vans are used for taxable business activity over the total number of days used.

14.2.10 Output VAT should be charged on most sales at the standard rate, currently 20% unless advised otherwise by the Finance Department.

14.2.11 Transactions are VAT coded at the point of entry and checked by Finance Department. This enables information to be prepared for the VAT return from the accounting system. It is important, therefore, that transactions are accurately coded to ensure that VAT returns, and amounts, are correct. The following codes are provided:

Purchase Codes	Sales Codes
P0 – Zero rated	S0 – Sales Zero Rated
P1 – Standard rated	S1 – Sales Standard Rated
PPU – Standard Rated Partial Union	
PPC – Standard Rated Partial Catering	
PPU – Standard Rated Partial Vans	
PE – Exempt	SE – Sales Exempt
PD – Incorrect documentation	
PN – Outside scope	SN – Outside Scope

14.2.12 To recover Input VAT for purchases above £250.00 a full VAT invoice must be provided with the following:

- 14.2.12..1 An identifying number
- 14.2.12..2 The date of supply
- 14.2.12..3 Supplier details: name, address, VAT registration number
- 14.2.12..4 Union's name and address (Imperial College Union, Beit Quadrangle, Prince Consort Road, London, SW7 2BB)
- 14.2.12..5 A description of each good/service provided, quantity and the applicable VAT rate.
- 14.2.12..6 The total net, VAT and gross amounts.

14.2.13 VAT Returns

- 14.2.13..1 VAT returns are submitted for each quarter ending 31st October, 31st January, 30th April and 31st July. Each return must be submitted within one month of the quarter end.
- 14.2.13..2 The VAT returns are submitted online through the HMRC website and the paper records held in a file by the Head of Finance and Resources.

14.2.13.3 Amounts due to HMRC are taken by direct debit just over 1 month after the submission of each return and any amounts due to the Union transferred to the Union bank account within the same time frame.

Appendix A - Natural Codes

Assets

Code	Description
000	Fixed Assets Additions
005	Fixed Assets Cost
010	Fixed Assets Disposals Cost
015	Fixed Assets Disposals Accum. Deprn.
020	Fixed Assets Accumulated Depreciation
040	Investments - Cost
045	Investments - Unrealised Asset Value
050	Stock
100	Account Card Sales Debtor
105	Deposits Paid Out
110	Prepayments
115	Accrued Income
120	Debtor Control
122	College Interdivision Debtor
123	YoYo Debtor
125	Loans to Staff
150	Cash - Bank
152	Cash - Bank - Clubs A/C
155	Cash - Float
160	Cash - Petty

Creditors

Code	Description
200	Deferred Income
210	Online Sales (Third Party) Creditor
215	Credit Card Control Creditor
220	Deposits to Us
231	Accruals
232	College Interdivision Creditor
233	Unknown Receipts Creditor
234	Gift Voucher Creditor
235	Creditor Control
240	VAT Creditor

Capital & Reserves

Code	Description
205	Deferred Capital Grants
206	Deferred Capital Grants - Building Redevelopment
225	Members Funds
226	Designated Members Funds
250	Designated Fund
260	General Reserves
270	Revaluation Reserve
280	Asset and Working Capital Funds

Income

Code	Description
400	Subvention Income
405	Carriage Income
410	Charity Collections
420	Contingency
425	Discount Given
430	Donations
440	Fines
450	Goods & Services
470	Grant Receivable
475	Deferred Capital Grant Release
490	Income Misc
500	Interest Received
510	Rental Income
520	Sales General
550	Sponsorship
570	Subscriptions
580	Ticket Income
590	Travel Income

Expenditure

Code	Description
600	Acts
605	Affiliation Fees
610	Bad Debts
614	Doubtful Debt Provision Expense
615	Bank Charges
620	Books
625	Card Commission
630	Carriage
635	Cleaning
640	Consumables
645	Crockery and Glasses
650	Cultural Activities
655	Decorations
660	Depreciation of Fixed Assets
665	Disposables
670	Engraving & Signwriting
675	Entrance Fee Conference

Expenditure

Code	Description
680	Entrance Fee Competition
685	Equipment Purchase
690	Equipment Hire
695	Misc Expenditure
697	Fines Expend
700	Fuel

705	Goods for Resale
706	Goods Written Off
707	Grants Payable
710	Ground Hire
715	Health & Safety
720	Systems, Software & Development
725	Copyright & Royalties
730	Hospitality
735	Instructors
740	Insurance
745	Donations to Charity
750	Late taxes
755	Laundry
760	Legal & Professional
765	Licences
770	Maintenance & Repairs
775	Maintenance Contracts
780	Music
785	Newspapers & Magazines
790	Officer Accommodation
795	Overage/Shortage
800	Profit/Loss on Disposal of Fixed Assets
805	Carrier Bags / Packaging
810	Irrecoverable VAT
815	Postage
820	Printing Costs
825	Publicity
830	Redecoration
835	Referees
840	Retrospective Discount
842	Speakers
845	Staff Recruitment Cost
850	Staff Subsistence
855	Staffing Costs
860	Stationery
865	Stocktaker

Expenditure

Code	Description
870	Subscriptions
875	Telephones
880	Training Officers
885	Training Staff
890	Training Members
895	Travel Expenditure
900	Uniforms
910	Wages Agency Staff
912	Wages Security Staff
915	Wages Full Time
920	Wages Officers

925 Wages Part Time
930 Central Overheads
932 Commercial Overheads

Appendix B - Cost Centres

Clubs, Societies & Projects

000	ACC Exec	045	ACC Wushu
001	ACC Football	046	ACC Archery
002	ACC Womens Football	051	ACC Muay Thai
003	ACC Badminton	052	ACC Tae Kwon Do
004	ACC Basketball	057	Varsity Match
005	ACC Windsurfing	059	ACC American Football
006	ACC Boat	060	ACC Handball
007	ACC Cricket	062	ACC Gaelic Sports
008	ACC Cross Country	063	ACC Dodgeball
009	ACC Cycling	065	ACC Baseball
010	ACC Fencing	066	ACC Boxing
011	ACC Golf	067	ACC Triathlon
012	ACC Hockey	069	ACC Rugby League
013	ACC Ju-Jitsu	070	ACC Kabaddi
014	ACC Judo	071	ACC Ki Aikido
015	ACC Karate Shotokan	072	ACC Krav Maga
016	ACC Kung Fu	099	New Club Incubator
017	ACC Lawn Tennis	100	RCC Exec
018	ACC Netball	102	RCC Snooker & Pool
020	ACC Rifle & Pistol	103	RCC Bridge
021	ACC Rugby	104	RCC Juggling
022	ACC Womens Rugby	105	RCC Canoe
023	ACC Sailing	106	RCC Caving
024	ACC Shaolin Kung Fu	107	RCC Chess
025	ACC Snowsports	108	ACC Dance
027	ACC Squash	109	RCC Exploration
028	ACC Swim/Waterpolo	110	RCC Fellwanderers
029	ACC Table Tennis	112	RCC Gliding
030	ACC Ten Pin Bowling	115	RCC Gaming
031	ACC Volleyball	116	RCC Mountaineering
033	ACC Wing Chun	117	RCC Skydiving
034	ACC Yacht	118	Media Photographic
035	ACC Ultimate Frisbee	120	RCC Outdoor Club
038	ACC Kendo	122	RSM Real Ale
039	ACC Riding & Polo	124	RCC Skate
040	ACC Shorinji Kempo	125	RCC First Aid Society
042	ACC BUCS	126	RCC Underwater

Appendix B - Cost Centres Cont.

Clubs, Societies & Projects

128	RCC Tabletop Gaming	221	SCC Catholic
130	RCC Yoga	222	SCC Christian Union
132	RCC Linux Users Group	224	SCC Conservative
133	RCC Table Football	225	SCC Debating
134	RCC Ice Hockey	227	SCC Environmental
137	RCC Wakeboarding	228	SCC Imperial Entrepreneurs
138	RCC Meat Appreciation	229	CGCU EWB
140	RCC Croquet Club	22C	'22 Club
142	RCC Poker	230	SCC Erasmus
145	RCC Mahjong	231	SCC Fairtrade
146	A&E Fashion	232	SCC Film
147	ACC Cheerleading	233	SCC Finance
148	RCC Backgammon	235	SCC Hindu Society
149	RCC Belly Dancing	236	SCC Every Nation Christian
150	RCC Synchronized Swimming	238	SCC Animal Protection & Education Society
151	RCC Parkour, Free Running & Gymnastics	239	SCC IQ (Imperial College LGBT)
152	RCC_Software	242	SCC Bright Futures
155	RCC Assassins Guild	243	SCC Advertising Society
157	RCC KnitSock	244	SCC London Forum for Science & Policy
158	RCC Floorball	245	SCC Int. Tamil
163	ACC Rounders	246	SCC Architecture
164	RCC Culinary	247	SCC Investment
165	RCC Pole Dancing	248	SCC Islamic
166	RCC Pilots	251	SCC Jewish
169	RCC Wilderness Medicine	254	SCC Labour
172	RCC Go Society	255	SCC Law
174	RCC Vehicle Design	261	OSC Palestinian Soc
178	RCC Starcraft	264	SCC Philosophy Soc
200	SCC Exec	265	SCC Rock and Metal
203	SCC ABACUS	266	SCC Sci Fi
204	SCC Ahlul Bayt	269	SCC Sikh
205	SCC Alternative Music	276	SCC Model United Nations
206	SCC Amnesty International	278	SCC UNICEF
207	SCC Anime	282	CGCU Rail and Transport Society
209	SCC ArtSoc	284	OSC Russian Speaking
210	SCC Ahmadiyya Muslim Students Ass.	285	SCC Cheese
217	SCC Buddhist Society	286	OSC Welsh

Appendix B - Cost Centres Cont.

Clubs, Societies & Projects

288	SCC Friends of Medicins Sans Frontiers	328	OSC Indonesian
289	SCC Punjabi	329	OSC Kenyan
291	CAG Women in SET	331	OSC Iraqi
292	RAG Save the Children	333	OSC Portuguese Speaking
293	SCC Consultancy	334	OSC Polish

294	SCC Atheists, Secularists and Humanists	335	OSC Bruneian
296	SCC Tea Society	338	OSC Czecho-Slovak
297	SCC Book Club	343	OSC Romanian
298	SCC Innovation Society	344	OSC Israeli
300	OSC Exec	345	OSC Bulgarian
301	OSC Afro-Caribbean	346	OSC Nigerian
302	OSC Arabic	347	OSC Dutch
303	OSC Bangladeshi	348	OSC Australian
304	OSC Chinese	349	OSC North American Society
305	OSC CSSA	351	OSC Hungarian
306	OSC Cypriot	380	Media Exec
307	OSC French	381	Media Felix
308	OSC Hellenic	382	Media ICTV
309	OSC Indian	383	Media IC Radio
310	OSC Iranian	384	Media Magazine
311	OSC Italian	400	A&E Exec
312	OSC Japanese	401	A&E Orchestra
313	OSC Korean	402	A&E Sinfonietta
314	OSC Lebanese	403	A&E Choir
315	OSC Malaysian	405	A&E LeoSoc
316	OSC Mauritian	406	A&E Dramatic Society
317	OSC Pakistan	408	A&E IC Big Band & Jazz
318	OSC Scandinavian	409	A&E Guitar
319	OSC Singapore	411	A&E ICU Cinema
320	OSC Spanish	412	A&E Chamber Music
321	OSC Sri-Lankan	413	A&E Jazz & Rock
322	OSC Taiwan	414	A&E Music Technology
323	OSC Thai	415	A&E Musical Theatre
324	OSC Turkish	417	A&E String Ensemble
325	OSC German	418	A&E Gospel Choir
326	OSC Latin-American	419	A&E Wind Band
327	OSC Irish	421	A&E A Cappella

Appendix B - Cost Centres Cont.

Clubs, Societies & Projects

422	A&E Calligraphy and Oriental Painting	611	CGCU Motor Club
423	A&E Chamber Choir	612	CGCU Racing
424	A&E Comedy Society	614	RCC VVMC
450	SCC Krishna Consciousness	624	CAG E.quinox
452	RAG BHF	625	CGCU Robotics
454	SCC Pass	626	RSM Badminton
455	CAG Enactus	629	CGCU ICSEDS
456	CAG Interact	630	RCSU BioSoc
462	SCC Energy	631	RCSU BioChem
467	SCC Management	633	RCSU Chemistry

468	SCC Wikipedia	634	RCSU Maths
469	SCC Speakers	635	RCSU Physics
470	SCC Caledonian	637	RCC Astro
471	SCC Overseas Christian Fellowship	640	RCC RCS Motor
474	SCC Rotaract	644	RSM Netball
475	SCC Quiz	645	RSM Exec
476	SCC Feminist	646	RSM Materials
477	SCC Economics	647	RSM De La Beche
478	A&E Design Collective	648	RCC RSM Motor Club
479	SCC Hillsong	650	RSM Rugby
480	SCC European Union Society	651	RSM Football
481	SCC Lego	652	RSM Hockey
482	SCC Oil and Gas Forum	654	RSM Geophys Soc
483	SCC Writers' Society	655	ICSMSU Exec
484	SCC Empower	656	ICSMSU Football
485	SCC Tandem	658	ICSMSU Badminton
550	Silwood Exec	659	ICSMSU Basketball
593	Silwood Vans	660	ICSMSU Boat
600	CGCU Exec	661	ICSMSU Cricket
601	CGCU Aeronautics	664	ICSMSU Hockey
602	CGCU Chem Eng	665	ICSMSU Jiu Jitsu (Aiuchi)
603	CGCU Elec Eng	666	ICSMSU Womens Hockey
604	CGCU Civil Eng	668	ICSMSU Lacrosse
605	CGCU Doc Soc	669	ICSMSU Tennis
606	CGCU Mech Eng	670	ICSMSU Netball
608	CGCU Bio Engineering	671	ICSMSU Rugby
609	CGCU Rugby	675	ICSMSU Squash

Appendix B - Cost Centres Cont.

Clubs, Societies & Projects

676	ICSMSU Water Polo	733	ICSMSU Society of Research and Academia
678	ICSMSU Drama	734	ICSMSU Careers
679	ICSMSU Music	735	ICSMSU Immunology
680	RCC Funkology	736	ICSMSU British Medical Association
681	ICSMSU MedSIN	737	ICSMSU TeddyBear Hospital
682	ICSMSU Mountaineering	740	ICSMSU Anaesthetics and Intensive Care
684	ICSMSU Subaqua	741	ICSMSU Connect
685	RCC Surfing	742	ICSMSU Heart Society
686	ICSMSU Yoga	743	ICSMSU Pathology Society
687	ICSMSU Muslim Medics	744	ICSMSU Pre-Hospital Emergency Medicine
688	ICSMSU Light Opera	745	ICSMSU Radiology Society
689	ICSMSU Weights & Fitness	754	CAG Bike Users Group
690	ICSMSU Rag	755	Community Action Group Exec
694	ICSMSU Gazette	757	ICU Rag Exec
698	ICSMSU ICAB	759	RCC Dance Company

699	ICSMSU Surgical Soc	761	CAG Global Brigades
705	GSU Hammersmith Students' Community	762	CAG El Salvador
706	ICSMSU Dance	763	CAG Kenyan Orphan Project
708	ICSMSU GradMed	765	CAG Soup Run
709	SCC Pharmacology	767	CAG Activities for Children with Disabilities
711	ICSMSU Medical Education	770	CAG Raincatcher Imperial
712	ICSMSU Obstetrics & Gynaecology	771	CAG SSAGO
714	ICSMSU General Practice	772	CAG Project Nepal
715	ICSMSU Psychiatry	773	CAG TEAM Students
716	ICSMSU Paediatrics	776	CAG Student Action for Refugees
717	ICSMSU Dermatology	777	CAG Avicenna Project
719	ICSMSU Oncology	778	CAG Imperial Cooperative
720	ICSMSU Neurology	779	CAG Coppafeel
722	ICSMSU Athletics	780	CAG TedX
725	ICSMSU Christian Medical Fellowship	781	CAG Pint of Science
726	ICSMSU BioMed Society	782	CAG Geology for Global Development
727	ICSMSU Darts	790	RAG Right to Play
728	ICSMSU EMSA	940	Graduate Students' Union Exec
729	ICSMSU Asian Medical Students' Association	947	GSU International Public Health
730	RCSU Exec		
731	ICSMSU Ophthalmology		
732	ICSMSU Vision		

Appendix B - Cost Centres Cont.

Student Hall Committees

Code	Description
H01	Beit
H02	Bernard Sunley & Southwell
H03	Gabor
H04	Linstead
H05	Wilkinson & Weeks
H06	Fisher
H08	Holbein & Willis Jackson
H10	Pembridge & Parsons
H11	Falmouth & Keogh
H12	Selkirk
H13	Tizard
H14	Xenia
H15	Griffon Studios
H16	Wood Lane Studios
H18	Boat House
H19	Wilson House
H20	Piccadilly Court
H21	Clayponds Village
H22	Princes Gardens Flats

Appendix B - Cost Centres cont...

Administration & Commercial Centres

Code	Description
800	Beit Office
801	Central Services
803	Building Redevelopment
804	Marketing
805	Governance & Administration
806	Sabbaticals
815	Bar SK
816	Bar CX
818	Bar H
820	Retail
822	Retail Online
830	Catering
833	Entertainments
835	Security & Stewards
845	Conferences
850	Vans
865	Vending
875	Summer Ball
885	Advice
900	Membership Services
901	Student Activities
902	Education & Welfare

- 903 Student Development
- 970 Union Council
- 971 Executive Committee
- 972 Clubs, Societies & Projects Board
- 979 Board of Trustees
- 982 Elections

Appendix C – Activity Codes

Code	Name	Code	Name
00	General	53	Event 3
01	Functions	54	Event 4
02	Marketing	55	Event 5
20	Clubs tours 20-39	56	Event 6
21	Tour 1	57	Event 7
22	Tour 2	58	Event 8
23	Tour 3	59	Event 9
24	Tour 4	60	Event 10
25	Tour 5	61	Event 11
26	Tour 6	62	Event 12
27	Tour 7	63	Event 13
28	Tour 8	64	Event 14
29	Tour 9	65	Event 15
30	Tour 10	66	Event 16
31	Tour 11	67	Event 17
32	Tour 12	68	Event 18
33	Tour 13	69	Event 19
34	Tour 14	70	Event 20
50	Careers Fair	71	Event 21
51	Event 1	72	Event 22
52	Event 2	73	Event 23

Appendix D – Funding and Consolidation Codes

FUNDING CODE

Code	Name
0	Subvention
1	SGL
2	Harlington Trust
3	IC Trust
4	Faculty

CONSOLIDATION CODE

Code	Name
0	External
1	College
2	Internal

Appendix E - Monthly Accounting Timetable

Deadline :	Activity	By Whom
Working Day		
Daily	Cashier summaries, sales invoices & purchase invoices submitted to Finance Department;	Commercial outlets & Operational budget holders
Daily	all CSP documentation submitted to Finance Department;	Clubs, Societies and Project officers
Daily	Online product VAT assessment and journal posting to create transaction lines	Finance Department
Payments:		
Monday, Wednesday, Friday	CSP payment runs ready for authorisation by 2pm	Finance Department
	Payment batches to be authorised by 4:30pm	Bank signatories
Around 20 th of month & at month end	Non-clubs BACS payment	Finance Department
Weekly:		
Monday by 12noon	Casual hours / PAY8A forms to Finance Department	Operational budget holders
Tuesday	Flash Report produced	Finance Department
Friday	Purchase invoices	Operational budget holders
	Credit Control	Finance Department

Deadline :	Activity	By Whom
Working Day		

Management Accounts Cycle:

Last working day <i>(items should be submitted throughout the month to avoid a backlog)</i>	Ensure all internal charges have been accepted; Sales Invoices have been created; Purchase Orders have been goods received (<i>where appropriate</i>); Claims and Purchase Invoices have submitted; Credit Card evidence has been submitted; Petty Cash reimbursement;	Operational budget holders
1st – 4th working day	Final <u>FEW</u> purchase invoices; External stock valuation report; internal stock valuation report; Account sales report (Retail)	Operational budget holders
1st – 4th working day	Bank reconciliation; Credit Card reconciliation; Fuel Invoice processing;	Finance Department
5th working day	Month end close	Finance Department
6th / 7th working day	Accruals, deferrals,	Operational budget holders
6th / 7th working day	Review and adjustments	Finance Department
8th working day	Management Accounts produced	Finance Department
9th working day	Review of management accounts	Operational budget holders
10th – 12th working day	Finance 1-2-1's	Head of Finance and Resources and selected operational budget holders
14th working day	Circulation of management accounts pack	Head of Finance and Resources

Deadline :	Activity	By Whom
Working Day		

Other Monthly:

2 nd of month	Deadline for PAY8a forms	Operational budget holders
7 th of month (<i>except at Easter and Christmas</i>)	Monthly deadline for Casual timesheets	Operational budget holders

Appendix F – Statement of Financial Activities (2013/14)

Imperial College Union

Statement of Financial Activities

Period Ended 31 July 2014

	Note	Unrestricted Funds £	Restricted Funds £	2013/14 Total £	2012/13 Total £
Incoming Resources					
Voluntary Income		x,xxx	x,xxx	x,xxx	x,xxx
Activities for generating funds	x	x,xxx	x,xxx	x,xxx	x,xxx
Charitable Activities	x	x,xxx	x,xxx	x,xxx	x,xxx
Other Income	x	x,xxx	x,xxx	x,xxx	x,xxx
Total Incoming Resources		x,xxx	x,xxx	x,xxx	x,xxx
Resources Expended					
Cost of generating voluntary funds	x	x,xxx	x,xxx	x,xxx	x,xxx
Charitable Activities	x	x,xxx	x,xxx	x,xxx	x,xxx
Governance Cost	x	x,xxx	x,xxx	x,xxx	x,xxx
Total Resources Expended		x,xxx	x,xxx	x,xxx	x,xxx
Net Incoming/(Outgoing Resources)		x,xxx	x,xxx	x,xxx	x,xxx
Funds brought forward		x,xxx	x,xxx	x,xxx	x,xxx

Total Funds Carried
Forward

x,xxx

x,xxx

x,xxx

x,xxx

Appendix G – Delegation of Authority

Area of responsibility	Chair responsibilities	Board of Trustees responsibilities	Board Committee responsibilities	President responsibilities
Financial management	<p>'Sign off' Financial Statements and Management Letter to Auditors (when satisfied)</p> <p>Write Trustees' Report for the Financial Statements (with President and MD)</p>	<p>Approve Financial Statements (Annual Report and Accounts)</p> <p>Annual approval of Financial Procedures</p> <p>Approve income & expenditure & capex budgets annually</p> <p>Receive updates on Financial Performance from Finance and Risk Committee</p> <p>Approve un-budgeted capex of over £50K</p> <p>Approve Reserves Policy</p> <p>Receive subsidiary companies' reports</p> <p>Appoint auditors & bankers and approve Letter of Representation to external auditors annually</p>	<p>Detailed approval of annual budgets – <i>Finance & Risk Committee (F&R)</i></p> <p>Scrutinise most recent accounts with balance sheet, capex update, & Director of Finance report – <i>F&R</i></p> <p>Approve unbudgeted capital projects of over £20k – <i>F&R</i></p> <p>Approve Financial Procedures & finance policies – <i>F&R</i></p> <p>Receive internal audit reports – <i>F&R</i></p> <p>Approve External Auditors' report – <i>F&R</i></p>	<p>Approve unbudgeted capital expenditure of over £20K or under (in conjunction with Managing Director)</p> <p>Present the Union's accounts & budgets to the College's Audit Committee (with MD)</p> <p>Write Trustees' Report for the Financial Statements (with Chair and MD)</p> <p>Sign contractual agreements of more than one year (with MD)</p>