



FINANCIAL REGULATIONS

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INTRODUCTION

1.1 Purpose of Finance Regulations

- The CIHT Financial Regulations provide a framework to ensure a reliable system of internal control is in operation. The Regulations ensure that the Institution.
 - is financially viable and sustainable
 - has effective financial controls over the use of public funds and other funds
 - complies with relevant legislation
 - safeguards its assets
 - achieves value for money
- All staff and volunteers holding positions of office are personally responsible for familiarising themselves with the Financial Regulations and ensuring that they comply with them. Any questions on practical application of the Financial Regulations should be referenced to governance@ciht.org.uk for follow up.

1.2 Key Roles & Finance Responsibilities

COUNCIL

- To approve and update the five-year CIHT Strategy encompassing our strategic aims and priorities over the medium term

BOARD OF TRUSTEES

- To set the financial strategy which will underpin delivery of the priorities set out in the CIHT Strategy
- To approve the Business Plan, Annual Budget (Capital and Revenue), agree subscription rates and confirm key targets / KPIs.
- To approve the Annual Report and Accounts incorporating the annual Trustees report .
- To review the recommendations in the Auditor's Post Audit Review (PAR) and the proposed management response.
- To agree the Annual Risk Management report from the Audit Committee and closely monitor high risk items.
- To consider any recommendations made by the Audit Committee and monitor their implementation including the annual appointment of the Institution's External Auditors.

- To act properly and prudently as Trustees and Directors of the Institution as a Charity and to ensure that their actions do not prejudice that status or contravene the Royal Charter and Bylaws.
- To monitor and review income and expenditure against budget, identify variances and reasons for them, and agree corrective action as necessary.
- To approve the overall remuneration of staff and overall increases under the Annual Salary review (including significant variations to conditions of service). [NB: The Trustees delegate this activity to the Staff and Remuneration Panel].
- To review the Audit Committee's annual reports and recommendations in regard to the Financial Strategy, Reserves Policy and the Investments Policy.
- To monitor and take appropriate action on any significant matter not in the budget

AUDIT COMMITTEE

- To review the Auditors' Post Audit Report (PAR), make recommendations to the Board of Trustees on the actions required to ensure that the issues raised are addressed and to subsequently monitor implementation of the management response.
- To review the Financial Regulations annually and monitor compliance.
- To review the Financial Strategy, Reserves Policy and Investments Policy annually and report back to the Trustees.
- To update the Risk Register annually, review throughout the year and report back to the Trustees with recommendations.
- To identify high risk issues, undertake appropriate reviews and prepare reports for consideration by the Trustees.

STRATEGIC BOARDS

- To operate to a clearly defined work plan consistent with their terms of reference and report regularly to the Board of Trustees.
- To refer any significant issue that has financial implications to the Board of Trustees for determination before entering into a commitment not in the budget.
- To ensure all activities and actions accord with the objectives of the Institution and do not prejudice its charitable status and thereby impact upon its finances, or are operated by Appian Trading Ltd.
- To ensure any Board activities can be met from CIHT's approved budgets and are not exceeded without prior approval by the Board of Trustees.

REGIONS

- To act prudently with regard to the Institution's finances, in accordance with the Financial Regulations
- To ensure regional operations are conducted within the control framework as set out in the finance regulations which aim to protect the Institution against fraud and other irregularities.

BUDGET MANAGERS (SEE APPENDIX 3)

- To be responsible for operating within the budgets under their control as defined in the budget monitoring arrangements and prepare business planning proposals as appropriate.
- To monitor budgets at least monthly and report issues of concern to the Chief Executive and Director of Corporate & Business Services.
- Take corrective action as appropriate.
- To be responsible for the approval of expenditure within the budget headings under their control.
- To obtain authority for costs not included in budgets under their control.

REGIONAL TREASURERS

- Submit an annual budget for the calendar year ahead. This should set out projected annual expenditure under standard budget headings and expected income. All regional budgets are subject to sign off by Trustees
- Provide quarterly budget reforecasts according to deadlines set by the Director of Corporate & Business Services
- Conduct review of regional monthly management accounts and associated transactions ensuring any changes or queries are fed back to the CIHT finance team.
- Provide an update on the current budget position to each regional committee meeting. An update on regional finances should be a standard item on agenda for all regional committee meetings. Oversee the financial management of events organised by the local group, including timely invoicing when required via BW.
- Year-end support on preparation of final accounts with full identification-of any prepayments
- Identify and maintain a list of Regional authorisers on the iCompleat system.
- Ensure all regional activities are conducted in compliance with the CIHT Financial Regulations
- Provide a copy of all contracts entered into by Regions to accounts@ciht.org.uk so that copies are retained on the central contracts register

STAFF

- To act responsibly as officers of the Institution in all financial matters to ensure probity and thereby minimise the potential for irregularities.
- To operate within the Financial Regulations.
- To bring to the attention of the Chief Executive or Honorary Treasurer any breaches in the Regulations, misappropriation and fraud found occurring.
- To have proper regard for all assets and property of the Institution and to ensure they are adequately maintained and accounted for.
- As representatives of the Institution, to recognise their wider responsibilities to uphold and enhance its status within the profession by ensuring financial stability and viability.

JS2

- JS2 is an external organisation which has been awarded a contract to provide accounting and bookkeeping services to CIHT. The key responsibilities of JS2 include the following:
 - To undertake bookkeeping services for CIHT including maintenance of the General ledger and Purchases ledger
 - To set up online payments as required
 - To prepare and file VAT returns
 - To prepare monthly management accounts
 - To prepare draft statutory accounts for audit

Key Finance Systems

- **ProConnect** – A new integrated IT system which is being used as a platform to record all income within a central sales ledger that directly interfaces with the accounting system operated by JS2. The ProConnect system enables income to be collected via the generation of invoices and enabling online event booking and payments.
- **iCompleat** – A cloud-based payment approval system that has been introduced to support the administration of all CIHT payments. The iCompleat system enables staff and authorised regional officers to submit payments, secure approval of the payments and enables payments to be included in the central CIHT BACs payment run.
- **Clear Accept** – the system used to authenticate the identity of individuals seeking to make online payments to CIHT.
- **Sage Line 50** – the accounting system used by JS2 to compile our monthly management accounts and maintain our general ledger and purchase ledger.

2. INCOME

2.1 GENERAL PRINCIPLES

- Invoices must be raised as soon as possible after credit income is due with Purchase Order Number details (where appropriate) to ensure CIHT will get paid efficiently.
- All income properly due to the Institution must be paid into the Institution's bank account in full.
- Disbursements must not be made from income collected.
- All cash and cheques must be recorded promptly on receipt.
- The income collection process must be so arranged that different members of staff are responsible for the collection, banking and accountancy roles.
- The CIHT Business Support Officer will provide JS2 with a monthly bank coding report which seeks to reconcile all income with Pro Connect invoice and receipt numbers and code up income that is not recorded on Pro Connect.

2.2 RAISING INVOICES

- Unless otherwise agreed by the Director of Corporate & Business Services and/or the CEO, all CIHT & Appian invoices should be raised on the ProConnect which is now used to manage our sales ledger. This would include invoices that we raise for the purpose of seeking a refund as we only have income codes available to use on Pro so we cannot administer the process to secure refunds on an expenditure code)
- All forms of membership income or invitations to renew (eg CIHT members , WRA, CIHT Partners, Approved Training Providers) should be raised as pro forma invoices via ProConnect
- All invoices are sequentially numbered by ProConnect and directly posted to the sales ledger.
- A central copy of all invoices raised is accessible online and readily available for inspection as required.
- All invoices should clearly indicate to whom payment should be directed and the options for making a payment that are available. It should also provide instructions on supplementary details required (e.g. quoting invoice number)
- A copy of the sales Invoice Request form template is available [here](#)

2.3 CANCELLATION OR AMENDMENT OF INVOICES RAISED

- Cancellation of invoices no longer payable or amendments of debtor accounts must be authorised by the Director of Corporate & Business Services or a nominated deputy which would include regional treasurers.

- Amendments to an invoice can only be affected by the issue of a credit note. All invoices are raised and stored on ProConnect. The reason for cancellation of any invoice is saved in the comments box on the system. Sometimes, the customer has raised an incorrect PO number under the wrong company. In such instances, the invoice would be cancelled and reissued with an updated PO number.

2.4 POSTAL REMITTANCES

- All income received in the post must be checked to ensure the payee is correct and then recorded and dated on a remittance sheet with the name of sender and amount. The remittance sheet is provided to JS2 as part of the month-end bank coding/ reconciliation task.
- If it is not possible to identify the person sending the remittance, or the debt it satisfied, the envelope and any other evidence must be retained. The income should subsequently be banked and endeavours made to trace the payee etc. A schedule of unidentified income will be maintained by JS2 and reviewed monthly by the appropriate member of staff.

2.5 CREDIT CARD REMITTANCES (TO OFFICE)

- The ProConnect system incorporates an integrated payments facility which can be used by authorised staff to take credit card payments at Britannia Walk. In all instances, any payments received must be directly matched to invoices or products set up on ProConnect. The listing of credit card receipts is provided to JS2 in a report at the month-end which allows them to match the daily bank credits with the Pro Connect receipt batches.

2.6 CASH RECEIPTS

- Receipts must be raised for all cash income and issued where requested by the debtor. Only official receipts must be used.
- **Cancellation of receipts;** where it is necessary to cancel a receipt, the reasons for cancellation are recorded in the comments box on ProConnect
- **Counterfoils;** details of the amount of the counterfoils must be cross-referenced to the paying in slip and date of banking to facilitate the reconciliation process.

PAYING-IN

2.7 ONLINE RECEIPTS

- For online payments taken through ProConnect, Clear Accept is deployed to authenticate transactions and provide a listing of transactions that can be used to undertake daily reconciliation of receipts to the Institution bank.
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- Receipts are automatically generated and provided to customers when placing an order through the CIHT website whether booking events and/or paying membership subscriptions via MyCIHT.

2.8 BACS & OTHER ONLINE RECEIPTS

- All BACS and other online receipts paid into the CIHT & Appian bank accounts will be reconciled daily and posted onto ProConnect where items are matched against CIHT/ Appian invoices or schedules of anticipated income provided by budget holders at CIHT or otherwise.
- All such income will be included in the monthly interface to Sage Accounts and posted into the general ledger.
- The Director of Corporate & Business Services will work in tandem with JS2 to reconcile payments made in error to CIHT and/or to identify unallocated items.

2.9 INTER BANK ACCOUNT TRANSFERS

- On occasions, a supplier may pay monies into the incorrect bank account (i.e. pay CIHT as opposed to Appian). Any such instances are recorded via a drop-down option on Pro to record that paid into an incorrect account. Details are also offered in month end banking report provided to JS2.

2.10 BANKING OF INCOME

- Income must be banked as soon as practicable but at least weekly. All outstanding items for banking must be banked by the last day of each month. All cheques awaiting banking must be locked away overnight.
- Details of all remittances are recorded on the monthly bank coding reports sent to JS2 who extract VAT details directly from the ProConnect invoice and receipt numbers logged against each paying in slip number.
- Only the Institution's official paying in book must be used for banking income. Regional Treasurers will be provided with paying in books enabling them to pay monies into the CIHT main account with ability to identify the region that has deposited monies.

2.11 CREDIT CONTROL

- Credit control reports will be extracted from the ProConnect system.
- Responsibility for oversight on credit control will reside with the Director of Corporate & Business Services. Day to day administration of Credit Control activities will be led by the Business Support officer who will engage with staff and volunteers as necessary to recover monies owed to the Institution. Credit control will be conducted in line with the process set out in Annex A.

- Regional Treasurers have requested that BW conducts debtor chasing. Where BW does not have enough information, then the regional treasurer will be asked to provide points of contact. In practice, the Business Support Officer seeks to chase up regional sponsors and ad hoc debtors. The 3 Regional Engagement Officers are responsible for managing regional events and they take on the role of chasing up payment for any delegate places that are invoiced.
- After two reminders, a final reminder will threaten legal action and, if a service remains to be provided, give notice that it will cease. Debts not recovered when this process is exhausted must be reported to the Director of Corporate & Business Services who will decide on any further action to be taken including potential recourse to legal action and/ or a recommendation to write off a debt in line with framework set out below.

2.12 WRITE-OFF SUMS DUE

- For items up to £20k, it shall be up to the discretion of the Chief Executive as to whether legal advice is sought to obtain payment or for the debt to be written off. For items over this amount legal assistance should always be sought or a collection agency engaged.
- If a sum is deemed irrecoverable after all attempts to obtain payment it should be written off and the invoice / debtors ledger endorsed accordingly.
- Approval to writing-off debts rests with the following:

Amount	Approval
Up to £20k	Chief Executive
£10k-£35k	Chief Executive + Honorary Treasurer
Over £35k	BoT Approval required

- All debts written off (i.e. including any regional debts) must be reported to the Board of Trustees in the Finance Report presented at the next available meeting.

3. PURCHASES AND ORDERS

3.1 GENERAL

- No orders may be issued for goods unless there is provision in the Institution's approved budget, or an agreed variation thereof as set out in these regulations.

3.2 PROJECTS

- All new projects, including those items initiated by Boards or Panels, must be backed up by a Business case or approval by the CEO. Funding must also be included in the annual budget signed off by Trustees. A standard CIHT Business case template is provided at Annex 8.

- Any items of major expenditure that is not included in the agreed budget or cannot be covered by an authorised budget virement (as defined in section 3.3 below) cannot proceed without the approval of the Board of Trustees.
- Once approved, the project shall be incorporated in the annual budget, and monitored in accordance with the Financial Regulations.
- Any variation from business plans must be identified, updated and monitored by the appropriate Board or Panel.
- For all centrally arranged events and all major regional events (i.e. defined as any event where expecting to commit to expenditure in excess of £10k), an events business planning pro forma should be completed as set out in Appendix 5. In the instance of Regions, these should be returned to regions@ciht.org.uk

3.3 ORDERS FOR GOODS AND SERVICES

- All orders placed must be with the authority and agreement of the relevant Budget Manager.
- Written orders must be placed for all supplies of goods and services except where the nature of the transaction makes it inappropriate e.g. utility payments. Every effort should be made to ensure value for money. In making purchasing decisions, evidence of 'best value' must be demonstrated. Orders shall clearly indicate the nature and quantity of goods, work or services required and details of the agreed price (or estimated price) plus delivery address.

Order Value	Requirement
Below £20k pa	Steps should be taken to evidence that best value has been obtained.
Above £20k pa	3 tenders must be obtained unless the item(s) is of a proprietary nature, of a specialist nature using existing suppliers or expertise, or the service or goods are required urgently in which case approval of the Chief Executive should be obtained in consultation with the Hon. Treasurer.

- A copy of all contract agreements (i.e. both central and regional contracts) must be provided to accounts@ciht.org.uk for central filing and to ensure the contracts register is updated.
- The Chief Executive is authorised to commit expenditure up to the levels approved in the budgets subject to the limitations specified in these Regulations.
- The Chief Executive has authority to vire between budgets up to £15,000 and up to £30,000 with the endorsement of the Hon Treasurer. Any virement above this sum must be agreed by the Board of Trustees.
- In line with good finance practice, all contracts should be subject to periodic market testing to ensure the Institution continues to secure best value.

3.4 SET UP AND MAINTENANCE OF SUPPLIER DETAILS

- Ideally all supplier payments should be made by BACS rather than cheque. Bank details required are the name of account, sort code and account number. All bank details must be received in writing. Where the supplier is an organisation, details should be secured on company headed paper signed by an authorised person. All details are subsequently provided to JS2 for set up on the online banking system.
- To minimise the potential for mandate fraud, any change to supplier details must be confirmed in writing and be subject to verification by telephoning the accounts department of the supplier. Budget managers or Regional Treasurers must ensure that no payments are made to a new supplier until full verification has been made. All supplier details should be passed to JS2 for set up on SAGE using password/ encrypted communications mail to preserve confidentiality in the transmission of information.

4. PAYMENT OF INVOICES

4.1 RECEIPT OF INVOICES

- All invoices received by central budget holders should be certified and submitted to iCompleat for authorisation by a CIHT Budget manager as listed at Appendix 3. When reviewing invoices, checks should be undertaken to ensure;
 - It is addressed to the Institution.
 - It is an official invoice.
 - It is an original invoice (i.e. not a carbon copy, statement, delivery note or another document).
 - Full details of the goods/services are shown and have been certified as correct
 - The order number is quoted.
 - Where VAT is charged, the invoice must meet the requirements of a VAT invoice.

For Regions, all invoices should similarly be checked in line with the above guidance and subsequently forwarded to the iCompleat approval system for set up by JS2.

In certain instances, payment requests can be received in a form that is not a VAT invoice (e.g. Proforma invoices related to event contracts). These are usually received via regions or the central events coordinator. In such instances, a payment request form is submitted through iCompleat to make the payment with a request that a VAT invoice be supplied when possible – usually after the event has taken place.

View the [Payment Request Form](#) standard templates for [CIHT](#) and [Appian](#)

4.2 COPY INVOICES

- Wherever possible payment should only be made in respect of the original invoice. A copy invoice should only be obtained from a supplier if an exhaustive search fails to locate the original.
- After checking that the invoice has not previously been passed for payment, the copy should be endorsed accordingly and signed by the officer certifying payment. The copy invoice should then be approved by the responsible budget manager and passed to JS2 for payment.
- On no account may payments be made on a statement.

4.3 DISCOUNTS

- Invoices must be examined upon receipt to see if any early settlement discounts are available. If necessary, the invoice should be amended to reflect the discount taken. VAT will have been calculated on the discounted amount and should not be adjusted. Such invoices should be processed and paid in time to claim the discount.

4.4 CERTIFICATION AND SIGN OFF ON PAYMENTS (ALSO SEE APPENDIX 2 & 3)

As an important principle to reduce the potential for fraud, as far as is practically possible different staff should be responsible for ordering/certifying the receipt of goods/services, and for authorising payment of invoices.

- For all Regional Invoices, all payments should be set up using iCompleat which requires sign off from two appointed approvers. In all instances, the first sign off will be required from the Treasurer and /or any official designated to act in his/her absence.
- For all invoices received centrally, the receiving member of staff should conduct the following checks:
 - To certify that the goods have been received or work completed by the officer responsible for placing the order.
 - To indicate that all prices and calculations are correct.
 - To note the appropriate nominal code
 - To record in the appropriate ledger account.
 - To finally approve the total invoice for payment, the certifying officer having been satisfied that all checks have been carried out.
- For payments which do not relate to invoices e.g. payroll, relevant pro-forma must be completed with supporting details and checked and approved in the manner described as above.
- Certification for capital works representing interim or part payments may only be made upon statements duly authorised by the relevant officer or appointed agent e.g. Architect or Consultant.

- Wherever possible pre-payments, such as deposits, should be discouraged to avoid the danger of suppliers being subsequently unable to deliver goods or services. If it is unavoidable the status of the supplier must be checked if the amount is large and the pre-payment kept to a minimum. The officer responsible for such an order must maintain a diary system for ensuring subsequent delivery.
- Current legislation on deduction of tax for all contract staff must be complied with when making payments.
- A list of staff authorised to sign off invoices etc. for payment must be maintained. See Appendix 2. A parallel list of approved regional authorisers will also be set up and maintained on iCompleat.

5. PAYMENT METHODS

5.1 GENERAL

- Wherever possible, payments should be made by BACS.

5.2 BACS PAYMENTS

- JS2 will transfer details of all approved invoices recorded on iCompleat to SAGE and set up payments on our Virgin Money Bank account for sign off as part of the weekly BACS payments run.
- JS2 will prepare an expanded control sheet listing details of each payment and the overall total value of the batch run. A second member of JS2 must certify that details on all invoices submitted in a batch have been correctly entered onto the online payments system and that the totals on the expanded control sheet are in line with the payment totals reported on the online payments system. JS2 will highlight where any new payees have been added to the batch of payments.
- JS2 will set up payments using the pass card and security key using secure token approval system. JS2 will not have the authority to confirm or authorise online payments made from the CIHT bank account.
- When a batch of payments has been set up on the online payment system, the batch control sheet plus online copies of supporting invoices will be returned to CIHT for authorisation of the payments on the bank platform.
- Two authorised CIHT signatories (see Appendix 2) will be required to go online using the pass card and security key provided by our bank. They must individually countersign the report of batch transactions as being consistent with the invoices submitted for payment and authorise payment to be made by BACS.

5.3 CHEQUES

- The member of staff making out the cheque must not be the one who checks and despatches it.
- Spoilt cheques must be clearly marked “cancelled” across the face, signatories torn off and retained with the relevant counterfoils. Where it is not obvious a brief explanation of the reason for the cancellation should be given.
- To ensure both adequate control over payments and physical security of cheques, blank cheques must not be pre-signed and must be stored in a locked cabinet or safe.
- A matrix for cheque signatories should be reviewed from time to time to take account of changes in officers and inflation, such changes to be approved by the Board of Trustees. Wherever possible the cheque signatory (ies) should be different from the invoice certifying individual.
- Before cheques are signed the total value of cheques must be agreed with the value of the invoice(s) certified for payment by the signatory (ies).

- Each invoice must be marked to indicate that it has been paid in order to prevent duplicate payments. A copy of the invoice should also be passed to JS2 clearly highlighting that it has been paid by cheque and detailing the cheque number.
- The Payee on the cheque should not normally be one of the cheque signatories. If it is unavoidable (e.g. and urgent payment with no alternative cheque signatories), an explanation must be written on the documentation.

5.4 DIRECT DEBIT

- Direct debits for payments of sums due by the Institution may be entered into for specific purposes e.g. utility services, council tax where it is more efficient or discounts apply to do so, but subject to the agreement of either the Chief Executive or the Director of Corporate & Business Services
- A copy of the remittance advices related to all direct debit payments should routinely be forwarded to JS2 to ensure correctly posted in the appropriate ledger.

5.5 PETTY CASH

- An agreed amount of Petty Cash (currently £200) should be retained. The agreed amount of the Petty Cash Imprest is to be reviewed by the Director of Corporate & Business Services as required and any increase sanctioned by the Chief Executive.
- Transactions must be supported by receipts and reconciled on a quarterly basis. The imprest record must be submitted to JS2 for payment and subject to the same scrutiny as any other invoice and certified for payment in the normal manner.
- Details of the imprest transactions including VAT must be recorded in the relevant ledgers. Wherever possible official VAT receipts or invoices should be obtained.
- An upper limit on cash purchases has been fixed at £100 subject to review by the Director of Corporate & Business Services.
- On no account may the imprest be used to cash personal cheques.
- An Oyster Card is available to staff for use in making bus, train or tube journeys in the London area for CIHT purposes only. The card is to be kept in the Petty Cash box. Staff are required to sign to use and on return to itemise journeys made.
- Other than trivial amounts petty cash should not be used to pay expenses to senior staff. These should be paid via the purchase ledger so that a history and audit trail are maintained.

5.6 CREDIT CARDS

- Institution credit cards may be issued to members of staff on a business needs basis with the explicit approval of the Chief Executive, with a limit of £5,000 per card per month and a single transaction limit of £2,000. The CEO card only will have no single transaction limit.

- Under no circumstances may the CIHT credit card be used for any non CIHT purposes. Staff are reminded that it is a potential disciplinary offense to use a company credit card for anything other than CIHT business.
- Monthly Credit card statements will be uploaded to Dropbox for review by each card holders. Each cardholder is invited to match transactions with supporting invoices/vouchers and add appropriate accounting codes.
- Once all the monthly transactions have been confirmed by card holders, the details are passed to the CEO for review and authorisation before passed back to JS2 for posting to the nominal ledger.
- The names of holders of CIHT Credit Cards are listed in Appendix 3

5.7 TRAVEL AND SUBSISTENCE EXPENSES

- Claims for expenses by members and staff must be made on the approved CIHT Expenses template form in line with the terms set out on reverse of the form. The current Form is attached at Annex 7. T&S terms & conditions will be reviewed annually by the Chief Executive and any changes notified to staff and other prospective claimants.
- The expenses form should be supported wherever possible by receipts. Claims should be made within 3 months of purchase. A delayed claim seeking reimbursement for costs incurred over six months previously will only be paid in exceptional circumstances.
- CEO and Presidential expenses must be approved in accordance with the separate policy (Appendix 6)
- Any staff travel abroad in the normal course of business must be approved by the Chief Executive. CEO and Presidential international travel should be managed within approved budgets and approved following normal procedures. If costs are likely to significantly exceed budget this should be reported to the Honorary Treasurer.

6. MANAGEMENT ARRANGEMENTS

6.1 ONLINE BANKING

- Online banking arrangements are in place for the CIHT main account and Appian Trading Ltd. Overall administrator rights to set up new users and change permission levels currently resides with the Director of Corporate & Business Services and the Chief Executive Officer (CEO).
- Other authorised levels of access are to set as follows.

Input and set up of all payments on bank

- Input and set up of central BACs payment for CIHT / Appian (Restricted to staff at JS2 and the two CIHT administrators referenced above)

Authorisers for all CIHT & Appian bank Payments

- Two authorised CIHT signatories as identified in Appendix 2

Additional access to online bank account (view only)

JS2, Office Manager, Business Support Officer, Executive Officer (Governance & Operations)

Bank authorisers must ensure that any individual transactions over £40,000 have been approved by two of the upper authorised signatories (A to F) in line with the requirements specified in Appendix 2. An email that signals this approval from a signatory will be accepted for this purpose and should be stored on iCompleat in conjunction with the payment invoice

6.2 BANK RECONCILIATION

- The CIHT and Appian Bank Accounts are reviewed and reconciled daily by the Business Support Officer. Any discrepancies are highlighted to JS2 and included in reports to the Director of Corporate & Business Services for investigation

6.3 MANAGEMENT ACCOUNTS

- A report summarising the financial position of the Institution as determined by the CEO and reviewed by the Hon. Treasurer is submitted to each meeting of the Board of Trustees. Similarly, a report summarising the financial position of activities encompassed under the Appian Trading Board will be provided to each Appian Board meeting.
- Management accounts are produced monthly and reviewed by the senior staff to facilitate best management of the Institution's resources. Quarterly budget reforecasts are compiled on the basis of management accounts provided. The monthly accounts must be signed off by the Chief Executive.

- The attention of the Trustees must be drawn to any exceptional items, outstanding commitments or problems envisaged in cash flow that require action before the end of the next accounting period.
- Monthly management accounts with a supporting breakdown of income and expenditure transactions for each CIHT Region are also provided to Regional Treasurers for review and for reporting purposes. On a quarterly basis, Regional Treasurers will be invited to offer updated year end reforecasts for income and expenditure. In providing reforecasts, Treasurers will be expected to offer a commentary to explain any significant budget variances.

6.4 APPOINTMENT OF BANKERS

- The appointment of Bankers must be reviewed at least every ~~three~~ **five years** to ensure that terms and conditions represent value for money.
- Any change in the Institution's Bankers or in the terms and conditions is subject to the approval of the Board of Trustees.

6.5 INSURANCES

- The extent and level of insurances must be reviewed annually and the Institution's insurers at least every five years. Any material changes to the former or change to the latter are subject to the approval of the Hon. Treasurer.

6.6 INVENTORIES

- An inventory of fixed assets should be maintained of all items which have a value in excess of £500. The inventory must be reviewed annually and certified as correct by the Director of Corporate & Business Services.
- If redundant assets are to be disposed of, a list of items should be prepared and passed to the Director of Corporate & Business Services so that assets listings are maintained correctly.

6.7 SPECIAL FUNDS (INCLUDING DESIGNATED AND RESTRICTED FUNDS)

- All monies due to and from such Funds must be properly identified and accounted for in a similar manner to that prescribed elsewhere in these Financial Regulations.
- All transactions must accord with the terms of reference of the Fund and be approved by the Board of Trustees and/or Trustees of the fund as appropriate.

- The programmed annual use of designated funds will be reported to Trustees as part of the budget setting meeting and on a minimum six monthly basis thereafter. The CEO is authorised to vire up to £10,000 between funds and up to £20,000 with the endorsement of the Honorary Treasurer. Any virement exceeding £20,000 must be agreed by the Board of Trustees.

6.8 BORROWING

- Long term borrowing on behalf of the Institution must be sanctioned by the Board of Trustees on receipt of a recommendation of the Chief Executive and the Director of Corporate & Business Services
- Day to day financial management requiring overdraft facilities must be approved by the Honorary Treasurer on advice from the Chief Executive or Director of Corporate & Business Services. Requests for overdraft facilities shall be supported by a cash flow projection justifying the need and only used in exceptional circumstances.

6.9 INVESTMENTS AND RESERVES

- Approval to the acquisition and disposal of investments may be made by the Chief Executive and the Hon. Treasurer and reported to the Board of Trustees.
- Any decisions on financial management, e.g. cash surplus to immediate requirements, is at the discretion of the Chief Executive and the Director of Corporate & Business Services whose remit is to maximise the return on such money held subject to appropriate consideration of risk.
- Investments must be managed in accordance with the Investment Policy and any change to the policy must be approved by the Board of Trustees. The Investment Policy should be reviewed annually by the Audit Committee and any proposed changes reported to the Board of Trustees for approval.
- Reserves must be managed in accordance with the Reserves Policy. The Reserves Policy should be reviewed annually by the Audit Committee and any required changes reported to the Board of Trustees for approval.

6.10 TAXATION

- The Director of Corporate and Business Services will, in conjunction with JS2, ensure;
 - VAT returns are completed, submitted and paid by the due dates to HMRC
 - Income Tax, NI charges etc. are compiled, submitted and paid by the due date.

6.11 REMUNERATION

- The determination of salaries and other benefits for staff is the responsibility of the Staff and Remuneration Panel (the Chair of the Board of Trustees, Presidential Team and the Honorary Treasurer) following advice from the Chief Executive. Any changes to the membership of this group will be determined by the Board of Trustees. Decisions will be a matter of report unless it is decided by the Panel to refer them to the full Board. The review date for remuneration is 1st January each year
- A full salary benchmarking exercise must take place every four years, conducted by an independent consultant to ensure remuneration reflects market conditions.
- The filling of vacancies is the responsibility of the Chief Executive. Salaries for new appointments will be agreed by the Chief Executive in accordance with approved remuneration policy. Any significant variation from this will require the CEO to consult with the Honorary Treasurer.
- Additional posts, restructuring, or major changes to staff conditions of service should be reported to the Board of Trustees.
- All reports on personnel issues and payments of fees to Members or officers must be treated as strictly confidential and identified accordingly.
- The Director of Corporate & Business Services will be responsible for drawing up a monthly schedule of proposed changes to the monthly payroll. All variations in salary (e.g. for leavers, changes in pension contributions, etc.) must be approved by the Chief Executive before instructions are passed to the Institution's Payroll Agency for processing and payment. In the absence of the Chief Executive, the Honorary Treasurer will assume responsibility for signing off the monthly payroll.
- After the Payroll Agent, has processed the payroll each month, the payroll report will be validated and reconciled with the bank records by JS2 and payments due to HMRC validated.

6.12 SUBSCRIPTIONS

- Details of all members and their membership status are to be maintained securely on an electronic database.
- Subscription rates are to be reviewed annually by the Board of Trustees following consideration of the Business Plan/Annual Budget.

6.13 FINANCIAL RECORDS

- All financial records must be kept for at least six full years plus the current year.
- The Balance Sheets and Final Accounts must be kept in perpetuity as a historic record as part of the Institution's archive.

6.14 REGION ACCOUNTS

Additional guidance for regional finances and accounting is provided at Appendix 4.

- The key regional finance responsibilities include the requirement for each Region to:
 - Submit an annual budget for the calendar year ahead. This should set out projected annual expenditure under standard budget headings and expected income. All regional budgets will be subject to sign off by Trustees
 - Provide quarterly budget reforecasts according to deadlines set by the Director of Corporate & Business Services
 - Regions should aim to run a programme that generates sufficient revenues to meet budgeted regional costs and manage operations to achieve agreed budget targets
 - Reports should be offered to each regional Committee meeting on the current budget position
 - Copies of any contracts entered into by a region should be forwarded to accounts@ciht.org.uk for recording on our central contracts register.

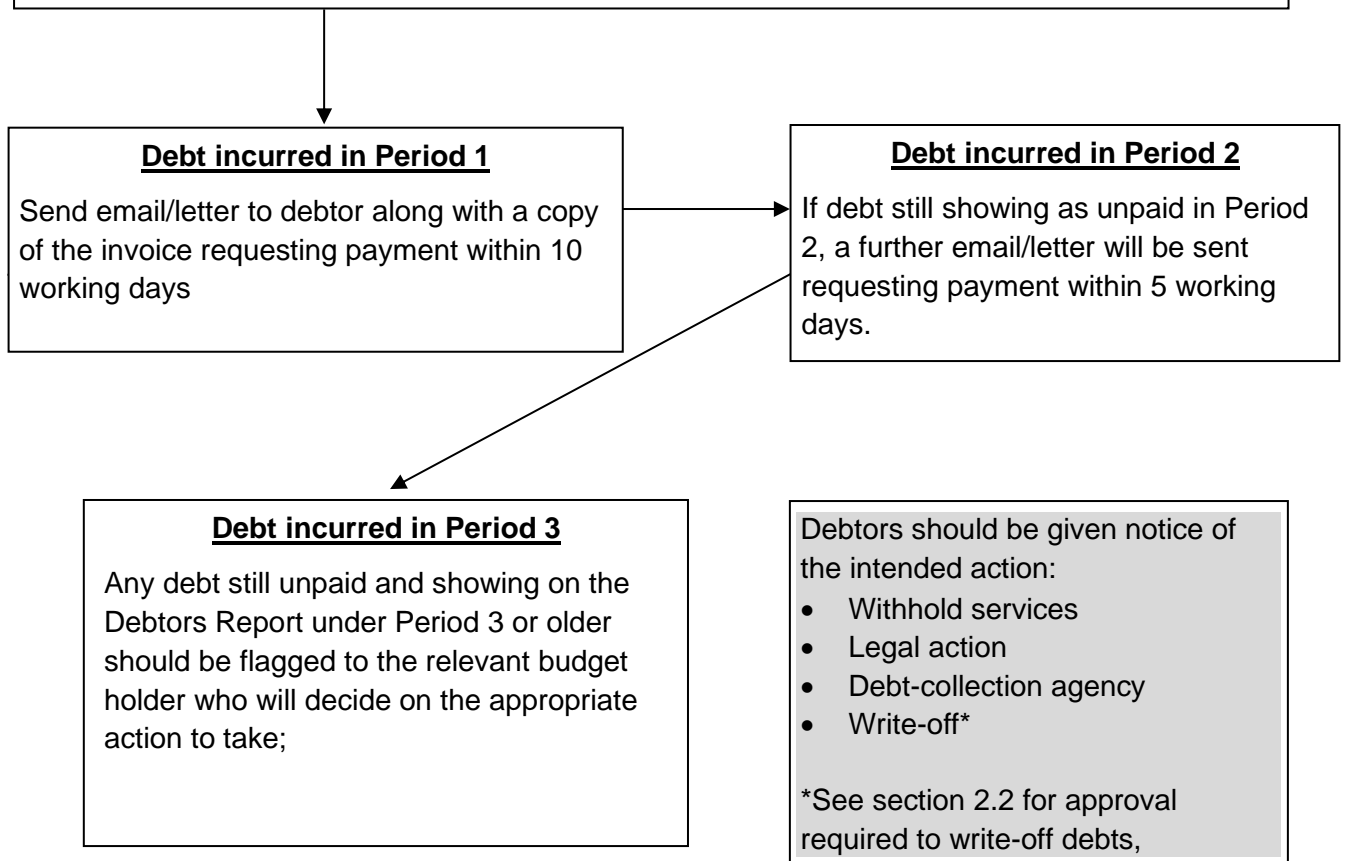
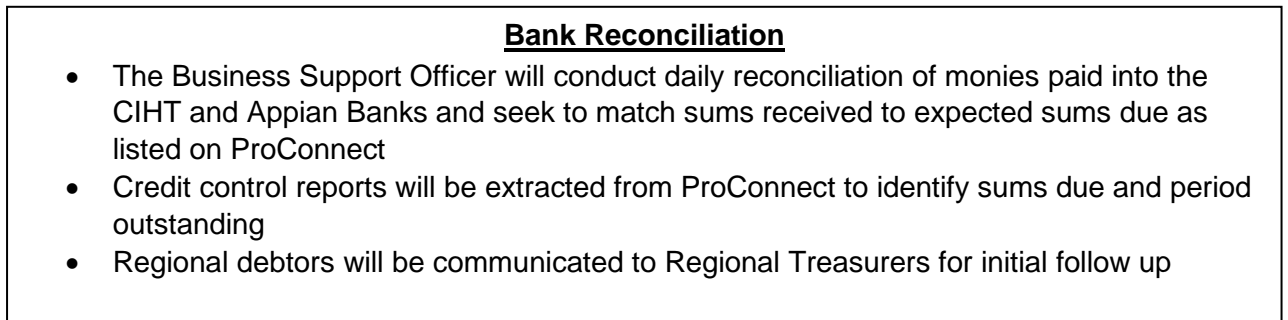
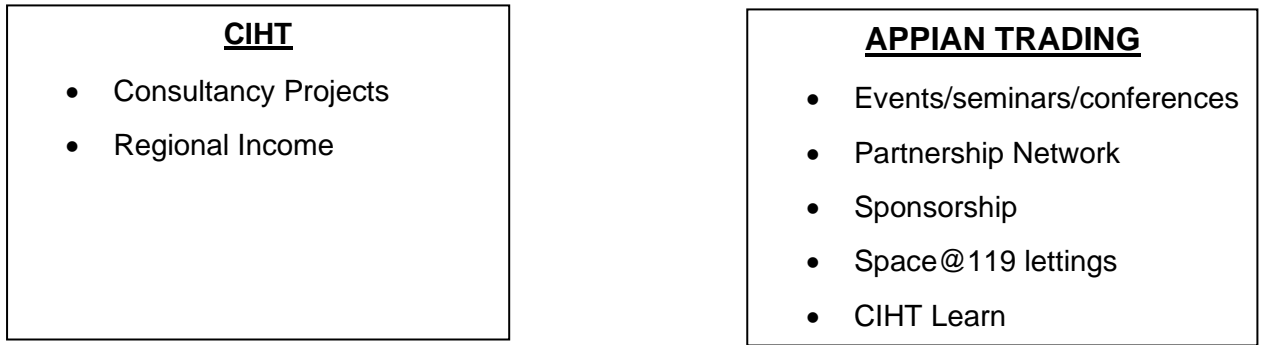
6.15 AUDITORS

- The engagement of the external Auditors must be considered annually by the Trustees and their appointment approved at the AGM each year. A review of Auditors must be conducted every five years by the Audit Committee and recommendations made to the Trustees.

6.16 REVIEW OF THE FINANCIAL REGULATIONS

- These regulations are to be reviewed at least annually by the Audit Committee to ensure relevance and to embrace any additional instructions which might be found necessary following financial developments or following recommendations received from the Institution's Auditors.

ANNEX 1: CREDIT CONTROL PROCESS



APPENDIX 2 - AUTHORISED SIGNATORIES

1. Board of Trustees has delegated authority for all expenditure in accordance with the approved budgets to the Chief Executive.
2. The Chief Executive has the power to delegate the authority to other members of staff but retains overall responsibility for their actions or omissions. A list of current delegations is shown below.
3. In order to provide a formal note of these arrangements and also to ensure that CIHT financial operations properly conform to the Regulations set down by the Board of Trustees, noted in Appendix 3 are those areas of CIHT operation for which those nominated members of staff have responsibility. The list may, however, change at the discretion of the Chief Executive, with any changes reported to the Board of Trustees
4. It should be borne in mind that the overriding principle remains, that the Chief Executive has responsibility for all budgeted expenditure, and that no expenditure is allowed which does not have budget approval.
5. Authority for payment of all resulting invoices remains with the Chief Executive, or in her/his absence, the authorised signatories.
6. Responsibility for authorising expenditure for each nominal code is as set out on the management accounts. Responsibilities for each code are managed by the Director of Corporate & Business Services and the nominated budget managers listed in Appendix 3. . All budget managers (ie central and/or regional) are expected to review management accounts on a monthly basis and flag up any issues or queries so they might be addressed

Schedule of authorised CIHT signatories	
President	A
Senior Vice President (Change to Vice President from June 2021)	B
Immediate Past President	C
Honorary Treasurer	D
Chief Executive	E
Director of Corporate & Business Services	F
Director of Policy & Technical Affairs	G
Director of Communications	H
Head of Education	I
Head of Membership	J
Head of Policy	K
Regional Treasurer	L
Authorisation Levels (Central Budgets)	
Up to £40K	Any two from A to K
Above £50k	Any two from A to K (one must be from A to D)
Authorisation Levels (Regional budgets)	
Up to £20k	J + one other authorised regional officer to certify

Above £20k but below £40k	J + one from A to I
Above £40k	J + one from A to F

APPENDIX 3 - AUTHORISED OFFICERS BY OFFICE/JOB TITLE**BUDGET MANAGERS**

Chief Executive Officer
Director of Policy & Technical Affairs
Director of Corporate & Business Services
Director of Communications
Head of Education
Head of Membership
Regional Treasurers

Budget managers are responsible for those budgets as allocated by the Chief Executive from time to time as set out in the Management Accounts.

AUTHORISED DEBIT CARD HOLDER

Director of Corporate & Business Services

AUTHORISED INSTITUTION CREDIT CARD HOLDERS

Chief Executive Officer
Director of Policy & Technical Affairs
Director of Corporate & Business Services
Executive Assistant to the CEO
Director of Communications
Head of Policy
Head of Membership
HR & Office Manager
Business Support Officer

OTHER FINANCIAL RESPONSIBILITIES

Petty cash	Business Support Officer
Banking of cheques	Business Support Officer
Raising invoices	Authorised staff
Placing / approval of orders	Budget manager or nominated deputy
Certification of payments/ invoices	Budget manager or nominated deputy
Set up payments online	JS2
Online BACs authorisation	2 Authorised signatories (see Appendix 2)
Issuing Receipts	JS2 or nominated member of staff
Debt recovery	Business Support Officer
Take credit card payments via ProConnect facility	Authorised staff
Regional Payments	Regional Treasurer plus one regional Authoriser must certify all payments

APPENDIX 4:

REGIONAL ACCOUNTING AND FINANCE GUIDANCE NOTES

Regional accounting

Making Payments

- In line with authorisation levels shown in Appendix 2, the Regional Treasurer plus one additional regional authoriser must approve all payments that will subsequently be processed for payment using central bank arrangements. BACs will be the primary mode of payment unless special circumstances apply where a cheque or card payment might need to be made.
- All payments should be supported by an original VAT invoice and submitted for approval via the iCompleat system.
- If invoices are not available, e.g. an officer's/member's reimbursement of expenses, a signed sheet detailing expenditure must be requested
- No payments may be made on copy invoices or statements unless the original cannot be found. If payments are made on copies or statements they should be endorsed "not previously passed for payment".
- No payments should be made in cash and no disbursements should be taken from income collected.
- Where possible no payments should be made in advance of the goods or service being supplied unless specifically required e.g. hall hire. In all cases such amounts should be kept to a minimum.

Raising income

- To avoid bad debts or problems with collecting outstanding amounts it is recommended that as far as possible all income is secured in advance of the event. Regions are encouraged wherever possible to deploy use of the ProConnect online events facility that will enable online booking and immediate payments to be taken by credit cards
- Where necessary, the Region should raise invoices by completing the sales invoice request form and returning it to accounts@ciht.org.uk. This will ensure details are recorded on our sales ledger and inform bank reconciliation where cash and payments received, and the identification of debtors

- If and where an external party is used to manage events, the gross income collected at the event should be posted in the regional accounts under income with the costs of event shown separately as regional expenditure

Receipt of payments and income

- All cash or cheque income received must be paid directly into the CIHT bank account using the paying in books provided or posted to our bank using special envelopes provided by our bank. Large amounts of income e.g. delegates fees for a seminar, should be paid into a bank account as soon as possible, ideally within seven working days, to maximise interest receipts.

Managing regional finances

- On a monthly basis, Regional Treasurers will be presented with management accounts supplemented by a detailed listing of income and expenditure transactions. The standard management accounts template will highlight the position compared to the annual regional budget and year end reforecasts provided by the Region.
- Regional Treasurers should ensure that an update on the current financial position is provided to all Committee meetings using the management accounts supplied with a commentary on key variances or other issues that the Treasurer feels should be flagged up.
- It is incumbent on the Treasurer to ensure that they are properly incurred and accord with an approved programme or are required for the administration of the Region.
- If problems are encountered in maintaining Regional accounts, the matter should in the first instance be reported to the Committee with details forwarded as soon as possible to Britannia Walk with a copy to the Director of Corporate & Business Services.
- It is important to recognise that Regions are not legal entities but part of the Institution which is a charitable company limited by guarantee. Any transaction is therefore undertaken in the name of the Institution and the responsibility rests with the Trustees.
- Regions must ensure that all actions including financial commitments are properly approved and covered within the approved budget.
- Expenses and benefits paid or granted to Regional officers and members should be properly and reasonably incurred in line with the CIHT T&S policy and to ensure that they comply with Charity Law and do not frustrate the position of Trustees or the Memorandum and Articles of Association.

Event Business Plan and Budgets

- An Events Business Plan (see annex 5) form must be prepared and submitted to regions@ciht.org.uk for any regional event where it is envisaged that there will be a commitment to expenditure beyond £10k. The same template is recommended as good practice which might be adopted for use in planning all events to ensure the financial aspects are properly considered

A post event report should routinely be prepared by the Treasurer/ Event organiser for all major events and presented to the Regional Committee. This should explain the reasons for any variances on the event budget.

Assets

- All assets of value held by Regions e.g. Chairman's Jewel, cups and any IT equipment, should be valued and recorded and a copy of the record provided to BW on an annual basis when presenting the annual budget together with any plans to dispose or acquire more regional assets.
- Valuations should be undertaken at least every five years with details sent to Britannia Walk for all items which need to be covered under the Institution's insurance policies. This should encompass any assets worth in excess of £1,000.

Financial Guidance for Events

These notes are intended to provide Regional Treasurers and those entrusted to run events with guidance to ensure that financial probity and disciplines are maintained. For Regional Treasurers these notes should be read in conjunction with the Accounting Instructions for Regions and any other directions issued by Britannia Walk. It should be remembered that if Regional Treasurers are not involved in running an event, they still bear the ultimate financial responsibility for accounting for their outcome to Britannia Walk. It is therefore incumbent on organisers that they keep proper records that will stand up to scrutiny, possible audit and comply with the guidance detailed below.

Advance Planning

- All events should be fully budgeted based on realistic attendance levels and prices determined accordingly to, at least, break-even. It is recommended that the Event Business Plan Proforma (See appendix 5) should be used when planning all events such as seminars and dinners and continually reviewed to assist financial planning and reporting. Where budgeted expenditure is likely to exceed £10k, there is a requirement to provide a copy of this template to regions@ciht.org.uk
- Discounts offered should be assumed in such an exercise and are usually granted to members and perhaps to delegates where their employers are members of the CIHT Partnership Network. Regions should seek to follow the standard principles that Trustees have signed off under the new events charging policy (see annex 9)
- To achieve best value, prices for venues etc. should be market tested by obtaining quotes and conditions of hire. This is in line with the requirements under section 3.3 of the financial regulations. Often discounts can be obtained using CIHT's charitable status.
- Where private companies are contracted to run events, this is particularly important. Price might not always be the determining factor as logistics and location could affect the final decision. Before letting a contract for event management, the risk sharing should be clearly understood by the two parties so there is no ambiguity should the event have to be cancelled or it runs at a loss and commission arrangements need to be clearly established.

A similar position should be considered if and where you expect to run joint events – who is liable, etc?

- Budgeting and liaison with the organisers are essential and the pricing of tickets crucial to the viability of the event. Plans should have milestones set that give the opportunity to cancel an event with little financial risk based on such factors as ticket sales to date and rival events locally or nationally not previously known.
- When engaging a private company, the use of CIHT customer data should be carefully controlled within the restrictions of GDPR. Member details should never be transferred to a third party. A copy of all service contracts entered into with a private company should routinely be issued to Britannia Walk for central records.
- When booking venues deposits are becoming increasingly common, some very large and non-returnable. All contracts should be carefully scrutinised to assess the full extent of the commitment. Advice can be obtained from Britannia Walk if there is concern.
- It should be remembered that VAT must be accounted for on the price of the tickets. and offset by that borne on the costs.

Keeping Accounts

- If the Regional Treasurer is not part of the organising committee, he/she must be provided with a copy of the event budget and be kept informed of progress particularly commitments e.g. with cancellation fees.
- If joint events are held with a neighboring Region or another body, it is preferable that one of the joint organisers takes the lead financially. The organising body should deal with all the transactions including any sharing of the net surplus as previously agreed.
- A close scrutiny is required when granting complimentary tickets or meeting expenses for events incurred by Regional officers. The granting of such benefits is at the discretion of the Regional Committee with advice as necessary from the Regional Treasurer or the organisers, if so delegated. The size and scale of such benefits must be judged on their reasonableness and their necessity in relation to the needs of successfully mounting events. Charity law and the duties of Trustees must not be frustrated nor the Memorandum and Articles of Association of the Institution in this regard.

Dealing with Payments

- All cheques received by organisers should be paid into the CIHT bank using the provided paying in book within two days of receipt or passed to the Regional Treasurer within seven days. To retain cheques for longer periods denies the Institution the opportunity to maximise interest receipts and is bad practice.
- Ideally regions should adopt use of the Pro Connect online events system and seek to promote its use on the basis that attendees pay in advance of the event. Where invoices

are raised, efforts should be made to clear all outstanding debtor accounts within two months of the event taking place.

- VAT can only be reclaimed on expenditure where an official VAT invoice made out to the Institution has been received. Till roll slips, with VAT number quoted, are not acceptable as they are not made out to an individual.
- Charges made for Trade Stands are overt advertising at events by companies etc. and are subject to VAT. Payments received for small acknowledgements in programmes etc. for those sponsoring them are not. They are treated like donations which are also not subject to VAT.
- Official invoices (or supporting documents) for services including those from speakers (where applicable) should be obtained to support payments. This is particularly important where companies whose staff are acting as organisers are involved and provide services which are recharged. On no account should expenditure be offset by income. If third Party companies are running your events you still need to know the total income and expenditure.
- Likewise, personal expenses incurred by organisers and indeed any officer of the Region should be fully recorded and supported by receipts where obtained prior to submission to the Regional Treasurer for approval and settlement.
 - Cash transactions should be avoided wherever possible. If these are unavoidable, Regional Treasurers, if not part of the organising committee, must be consulted and receipts or acknowledgements of such payments obtained.

Reviewing an Event

- A financial balance sheet should be drawn up as soon as possible after the event even if the income and expenditure has not been received or incurred. A statement providing such details should be submitted to the Regional Committee as soon as possible accompanied by an explanation on significant variances to the agreed event budget.
 - All documentation, once an event has been concluded, should be passed to the Regional Treasurer, if not previously involved. This is important for audit purposes. Income should be reconciled with the numbers attending and expenditure supported by official invoices.
- The above represents good practice and will ensure that actions of event organisers and Region officers meet the required financial standards.

VAT Guidance (UK only)

For the purposes of Regions, expenditure and income is either taxable (standard rated, zero rated, or reduced rate although this is unlikely), exempt, or outside the scope of VAT.

Expenditure

- Invoices or receipts shall be obtained for all expenditure. Ideally for reclaiming VAT invoices should be made out to the Institution. (If invoices are made out to the officer/member personally they cannot be used for VAT purposes).
- If expenditure is subject to VAT, it should be clearly stated or at the very least the VAT registration number stated. For invoices this should always be the case.
- If expenditure needs to be recovered a VAT credit invoice/note must be obtained with the refund.

Income

- If and where fees are being collected and/or invoices raised via central systems, we will routinely ensure Institution's VAT registration number is quoted on the invoice. We also need to apply the appropriate VAT status.

There are several items of income where treatment is not always obvious, some of these are detailed below.

- Trade Stands – A service is clearly being provided and any charge made is subject to VAT.
- Advertising/promotional material – If advertising or promotional material/space at an event is given then a service has been provided and the charge made is subject to VAT.
- Sponsorship – If this is restricted to a note stating that a company has sponsored the event and /or their logo is discreetly placed on material/literature circulated then any charge or sum received is non-vatable. Caution should be exercised if sponsors logos are used. HMRC tend to consider this advertising and treat these payments as standard rated. There is a difficult line to draw between where recognition ends, and advertising begins so if we wish the amounts to be treated as outside the scope of VAT and merely a donation it is recommended that supporters/sponsors logos are not used excessively. The very term sponsorship suggests a supply is being made by the charity and any payment is consideration for that supply.
- Donation – A donation with or without acknowledgement is non-vatable.
- Fliers – The placing of advertising material in documents circulated is generally considered to be a service and therefore any charge made is subject to VAT.

Events (incl. Joint Events)

As a registered charity, CIHT can take advantage of the exemption that exists in respect of one-off fundraising events. There are certain conditions which need to be satisfied, primarily that the event is held out as raising funds for the charity and is held out or promoted as such.

- VAT for events (incl. Joint Events) must be returned when accounted for and not left until the event has been finalised and all fees collected.

- All receipts should be accounted for on an accruals basis (see below for further clarification).
- If events are run as joint events with another Region or partner, it is essential that the basis of accounting and profit sharing are agreed well before it is held.
- To simplify matters it is recommended that only one Region or Partner undertakes the accounting function.
- Income and expenditure and associated VAT, as a result, can be properly accounted for following the advice given above. When this has been done any profit/loss can be shared on the agreed basis on a net of VAT basis. VAT from such events is returned by the Region or partner maintaining the records.

APPENDIX 5 - EVENTS BUSINESS PLANNING PROFORMA

Chartered Institution of Highways & Transportation

Outline/Full (delete as appropriate)

Version Date:

Event Title:		Date to be held:
		Duration:
Organiser(s)		
Aim and Content of Event		
Venue	Location:	
	Room(s) size(s):	
	Refreshments:	
	Cancellation fee: £	
Delegates/exhibitors	Target audience:	
	Target number of Delegates:	
	Number of Trade Exhibitors:	
Speakers	Session Chairs	
Financial Summary (ex VAT) (See Appendix A for details)	Delegate fee	Member: £
		Non-member: £
	Exhibitor fee	£
Estimated income (ex VAT)	Number of Delegates:	£
	Number of Exhibitors:	£
	Total estimated income	£
Estimated expenditure (ex VAT)	Venue	£
	Refreshments	£

	Other (inc 10% contingency)	£
	Total estimated expenditure	£
Estimated surplus/(deficit)		£
Break even attendance number: Delegates: Exhibitors:		
Risk Assessment Main Risks	Description of Risks	Risk Management Measures
Level of Risk		
	High Medium Low	X as appropriate
Publicity	Method(s):	
	Date to be issued by:	
Key Dates	Latest venue cancellation date:	
	Final Review of Event Viability:	
	Confirm attendance numbers with venue:	
	Others (specify):	

Detailed Breakdown of Income & Expenditure Estimates (excluding VAT)

Note: Event organisers can insert an event specific breakdown of income and expenditure estimates for the target number (or range) of delegates/exhibitors, together with a break even attendance analysis as required in an appropriate format.

APPENDIX 6: AUTHORISATION OF CEO AND TRUSTEE EXPENSES

CEO Expenses

CEO expense claims and credit card statements should be submitted to Director of Corporate & Business Services for checking and accuracy and thereafter passed to JS2 for payment.

A copy of all CEO expense claims, and credit card statements will be centrally logged and submitted to the Hon. Treasurer on a six-monthly basis for retrospective sign off.

Presidential Expenses

The President's expenses should be submitted to the CEO for checking and accuracy and thereafter passed to JS2 for payment.

A copy of all Presidential expense claims will be centrally logged by the Executive Assistant to the CEO and submitted to the Hon. Treasurer on a six-monthly basis for retrospective sign off.

Trustee Expenses

Trustee expense claims should be submitted for first authorisation by the CEO (or the Director of Corporate & Business Services in the CEO's absence).

An annual summary schedule of expenses payments made to the CEO and individual Trustees will be reported to the Council meeting in June each year.

A copy of all Trustee expense claims will be centrally logged and submitted to the Hon. Treasurer or Chair of Audit Committee on a six-monthly basis for retrospective sign off.

APPENDIX 7: Travel & Subsistence claim form

The current CIHT Travel & Subsistence form template is available [here](#) and reproduced in full below

All T&S forms need to be submitted on iCompleat for approval in line with the policy and practice highlighted on the form.

Appendix 8 (a) : OUTLINE BUSINESS PROPOSAL (Standard Template)

Maximum length being one side of A4

AUTHOR
PROPOSAL :
LEAD PERSON:

1 Summary of Proposal

- *A brief outline of the proposal and anticipated benefits for CIHT*

2 Why should this proposal be considered?

- *How does the proposal fit with the strategic objectives of CIHT?*
- *What benefits are you expecting to deliver and over what timescale?*
- *What evidence is there of the need for this service or product?*
- *Are you aware of competing third party products or services?*
- *Impact for existing CIHT activities?*

3 Finance & Resource Implications

- *What resources (staff time, external costs, etc) will be required to progress this idea?*
- *IT / systems implications?*
- *What levels of financial contribution do you anticipate?*

4 Comments

Appendix 8b FULL BUSINESS PROPOSAL

All Business Proposals should address each of the ten headings shown below

AUTHOR:
PROPOSAL:
LEAD PERSON:

Summary of Proposal

- *A brief outline of the proposal and anticipated benefits for CIHT referencing back to any divergence from outline business proposal*

The Strategic Fit of this development?

- *Why should we be considering this proposal?*
- *How does it fit with CIHT strategic aims?*

The “Market”

- *What is the evidence that there is a need/demand for this service/product?*
- *What research has been undertaken?*
- *How big is the target market?*
- *What level of “take-up” are you expecting?*
- *Please show projected benefits over next three financial years*

Level of Competition

- *Have you identified any existing providers of this service/product?*
- *How will our proposal differ?*
-

Partners

- *Do you envisage operating in conjunction with any service partners in developing this proposal and/or in subsequent operation?*
- *How will this operate in practice?*

Financial Projections

- *Please summarise your financial projections for this development summarising your views on the initial costs of development and the anticipated levels of contribution you might expect*
- *Please attach as an Appendix fuller details of your financial forecasts for this proposal over the next three years (ie including the current financial year) identifying all key assumptions being made*

Risks

- *Please list any risks you foresee from proceeding with this development*

Impact for other CIHT activities?

- *Has the proposal any impacts for other activities currently undertaken by CIHT?*

Resource Implications

- *What staff resources would be required to progress this idea?*
- *What other costs do you anticipate in progressing this development?*
- *Implications for development of IT systems (CRM/Website, etc)?*

Key Milestones and Targets for the Development

- *If project approved, how do you foresee the project being developed*
- *Who will be accountable for delivery of project and ultimately achievement of projected benefits post implementation?*
- *What are the critical milestones and your development timetable?*
- *Your target date for completion of development?*
- *Target date for post project review*