

Approved by Audit Committee June 2018, updated Jul 2019, updated Feb 2020,
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1. Introduction

The purpose of this manual is to document the finance related policies and procedures which underpin the financial management system in place at Integrity Action and to ensure that the financial statements conform to generally accepted accounting principles, assets are safeguarded, guidelines of donors are complied with and finances are managed with accuracy, efficiency, completeness and transparency.

All staff with a role in the management/review of finances and procurement are expected to comply with these policies and procedures.

This manual must be reviewed at least annually by the Head of Finance and approved by the Audit Committee periodically.

Background information

- Integrity Action's year end is 30 September.
- The accounting system used since 1 October 2017 is Aqilla, a cloud based system (see www.aqilla.com).
- All income and expenditure transactions are allocated to both a nominal ledger code (see Appendix 4) and a grant code.

Related policies

- Travel and expenses policy and procedures
- Conflicts of interest policy
- Anti-bribery and corruption policy
- Whistleblowing policy
- Related parties declaration for trustees and EMT
- Governance manual
- Risk management policy

Related forms

- Staff expenses claim form
- Credit card and cash advance form

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2. Bank accounts

All bank accounts must be in the name of the organisation, not an individual.

New accounts may only be opened by a decision of the Board.

The HSBC bank mandate requires two signatories to approve all transactions and changes to bank accounts.

Bank accounts may be accessed on line via hsbc.net.

All bank accounts are reconciled to the accounting system at least monthly and the month-end reconciliation is reviewed by an independent person, typically the Head of Finance and Resources.

3. Petty cash

Since the organisation no longer has an office, we have discontinued the petty cash facility.

4. Fixed assets

All assets costing more than £3,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is charged annually at the following rates in order to write off assets over their useful economic life:

- Computer equipment: 50% per annum
- Fixtures and fittings: 50% per annum

An inventory of all assets held is maintained by the finance team. This includes all assets and equipment regardless of whether they are classified as fixed assets for accounting purposes. The inventory is used to monitor the whereabouts of assets (e.g. computers) and for insurance purposes.

Staff are responsible for any physical assets assigned to them. Staff must report loss or damage of any asset to the Head of Finance, Technology Manager and/or CEO as soon as possible.

5. Debtors, creditors, accruals and prepayments

Typically the only debtors are donors and customers. Outstanding amounts are monitored at least monthly by the Head of Finance.

The only creditors are trade creditors. They are paid in line with stated payment terms.

Accruals and prepayments are reviewed and posted annually as part of the year-end process.

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6. Income

Income is recognised when the charity is legally entitled to it, receipt is probable and the amount can be reliably measured.

Investment income is recognised on a receivable basis.

Donations in kind (e.g. pro bono support by professionals) must be recorded by notifying the Head of Finance who will record them in the finance folders.

No income is received in cash or by cheque.

7. Procurement policy

Procurement is the purchase of works, assets, goods and services for the organisation. It is one of the most risky areas in NGO financial management as it is often abused by kickbacks, paying too much for sub-standard goods, or buying from related parties.

The objectives of this policy are to ensure that:

- The correct goods or services are purchased, in terms of the correct quality and specification.
- Best possible value for money is achieved.
- The process is safe, i.e. risk of fraud is minimised.
- The process is fast enough to meet programme needs.
- Grant conditions are complied with.

Principles

As we are a small charity with few procurement needs we don't have an approved supplier list or a formal procurement committee. However, in buying or commissioning goods and services, Integrity Action must conduct itself in a fair, open and transparent manner in accordance with the following principles:

- Value for money is achieved; this takes into account quality, timing, ethics and environmental considerations as well as cost.
- Competition - procurement should be through open competition unless there are exceptional reasons.
- Conflicts of interest - any real or perceived conflict of interest is declared in line with the conflicts of interest policy.
- Payment on time - suppliers must be paid on time in accordance with contractual arrangements.
- Ethical standards - procurement must be undertaken to highest ethical standards, and fairness to suppliers.
- Legal aspects - contracts must be in writing (email is fine) and be fair and non-discriminatory.
- Environmental impact - suppliers must consider environmental impacts and aim to minimise adverse effects.

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- Local – goods and services should be procured from local sources when possible, but without compromising competition.

Procedures

1. Prepare the specification for the goods/service to be procured.
2. Check the available budget.
3. Obtain authorisation from the appropriate person (see Delegated authority limits) to go ahead with the procurement.
4. Obtain quotes according to the following criteria.

Value of purchase including VAT	Action required
£2,500 and under	Minimum of 1 quote
£2,501 - £7,500	Minimum of 2 written quotes
£7,501 - £15,000	Minimum of 3 written quotes
Greater than £15,000	Formal tender required (i.e. request for tenders published and advertised appropriately)

5. Ensure donor guidelines are followed as each donor has different requirements in this area. If the limits are lower than above the donor guidelines take precedence.
6. To identify potential suppliers ask colleagues for contacts, search online or advertise as appropriate. If the supplier is related/known to the person running the procurement process, this must be declared and a second opinion must be obtained before committing to the purchase (see conflicts of interest policy).
7. Ensure the quoted cost is within budget (and that the budget is monitored before, during and after the procurement process).
8. Select the supplier based on the principles above. The decision must be made in line with delegated authority limits and the rationale for the decision must be documented.
9. When goods are received ensure that they are of the correct quality and quantity.
10. Send the invoice to finance@integrityaction.org in line with normal finance procedures.
11. For repeatable, short term contracts a 'bank' of reliable suppliers will be maintained on whom suitable due diligence, in line with the above, has been carried out. These preferred suppliers can be asked to quote in line with the above guidelines, and then contracts awarded in a more timely manner. A review of these suppliers should be conducted at least every 18 months to ensure they still comply with the above principles.

Choice of currency

Where the purchase is not in the UK and there is a choice of currency, the following guidelines should be followed (in order of preference):

1. Use the same currency as the underlying funds are physically received in (i.e. not necessarily the currency per the donor contract) to minimise exchange rate risk.
2. If not possible/practical, use GBP.

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3. If not possible/practical use USD.
4. If not possible/practical use currency of country expenditure takes place in.

8. Expenditure processing

All payments are made by bank transfer, credit card, cash or on occasion Western Union. Western Union may be used for payments up to £2,000. Western Union is used when bank transfers have failed and the recipient agrees.

We do not use cheque books.

Policies and procedures in relation to credit cards, staff advances and staff expenses are covered in the Travel and Expenses policy and procedures.

Approvals process

For all approvals (i.e. payments/expenses/credit cards) the process is as follows:

- The requester emails the approver attaching the supporting documents (e.g. invoice, contract/agreement, bank details) and including the details in the table below:

Grant	
Grant outcome (if applicable)	
Purpose/description	
Date payment required	

- If the approver is happy to approve it they reply to the requester and copy in finance@integrityaction.org stating that this is the case.
This email address is monitored by the Finance Assistant and, in their absence, the Head of Finance and Corporate Services.
- If the approver is not happy to approve the document they should reply to the requester giving reasons for their concerns.

The approver must check:

- The amount is correct.
- The amount is within budget.
- The correct grant has been stated (including outcome/activity where applicable).
- The work has been performed/goods delivered satisfactorily and payment is due.
- The expense is a valid expense of the organisation (i.e. wholly, exclusively and necessarily incurred for business purposes).

If bank details are not on the invoice/payment request, please ask the supplier/consultant to provide them to avoid delays in payment.

When booking flights with Diversity Travel they ask for a PO (Purchase Order) number. We use the Grant code for this.

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Payment of invoices

We do one payment run per week – usually on a Wednesday morning. In exceptional circumstances payments can be made at other times but this should be minimised for efficiency reasons.

Staff expenses are included in the weekly payment run.

The steps involved in a payment run are:

1. Save all invoices, approval emails and other supporting documents which have been sent to the finance@integrityaction.org email address on google drive in a folder named with the date of the payment run.
2. Prepare a spreadsheet listing all payments due (using the same format as the previous month). Number the payments and ensure that all supporting documents have the same numerical reference in the payment folder.
3. Set up payments on HSBCnet.
4. A different person approves the payments on HSBCnet (NB the system requires dual authorisation of all payments, so the approver and the person setting up the payment will necessarily be different. If a payment needs to be altered / corrected in any way, the last person to edit the details is not also able to approve it).
5. Enter invoices and related bank transactions into Aqilla.
6. Send remittances to staff and suppliers (no remittances are required for payroll as payslips are provided by Buzzacott, via the MyePAYWindow website, for this purpose).
7. For foreign payments, monitor when the payment is received by the payee.

9. Staff reward

All UK staff (permanent and temporary) must be paid at least the local living wage.

The current salary scale is included in Appendix 2.

Pay is reviewed annually in August/September (as part of the budget process). Any changes are effective from 1 October. Salaries may be reviewed on an ad hoc basis at other times of year.

All changes to staff pay must be approved by the CEO. Changes to the CEO and senior management team's pay must be approved by the Nominations and Remuneration Committee in line with the Governance manual. Appropriate evidence to support all changes is filed on the payroll file.

Payroll processing is outsourced to Buzzacott. Changes are notified to them by the Head of Finance each month. The Head of Finance checks the accuracy of the payroll reports they send and updates the payroll monitoring spreadsheet. This spreadsheet monitors the total amount paid each month for all payroll related costs (i.e. income tax, National Insurance contributions, student loans, pension contributions and childcare vouchers), explains any changes since the previous month, shows how payroll costs are split between donors and reconciles these costs to the accounting system.

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Salaries are paid on the 26th of the month (or previous working day if the 26th is not a working day). Payroll related payments such as payments to HMRC, pension provider and childcare vouchers are set up at the same time.

10. Reserves

The reserves policy is disclosed in our financial statements and is reviewed annually as part of the year-end process.

The reserves policy aims to ensure that reserves are sufficient to:

- Enable us to pursue crucial strategic initiatives for which funding is difficult to raise;
- Enable us to continue to pursue funding that requires us to claim for work in arrears (including payment by output contracts or many institutional donors) by covering a level of working capital requirements
- Cover essential investment to ensure our technological platform delivers programmatic and strategic requirements;
- Meet our commitments in the event of delays in receipt of income; Protect us against unplanned adverse events which affect either our ability to raise funds or require extra expenditure

Enable us to complete existing contracts in a planned and orderly fashion should the charity cease to exist. Integrity Action's reserves policy is reviewed on an annual basis as part of the overall risk management of the organisation. Reserves can only be spent with the explicit permission of the Board on the advice of the Audit Committee, in line with the reasons given above. Any spend from reserves, for reasons other than the organization ceasing to exist, should be sought to be repaid within two financial years.

The trustees maintain the view that reserves should not be set too high as this would tie up funds which could and should be spent on charitable activities.

In view of the greater level of uncertainty caused by the Covid-19 pandemic, the trustees have reviewed Integrity Action's reserves policy, looking at the above requirements in turn, and incorporating our planned growth:

- Support for technological platform and communication objectives - £120k - £150k
- Working capital requirements (30% of target project spend for following year) - £360k - £400k
- 6 months of fixed expenditure - £350k - £450k
- **Total target: £830k - £1m**

11. Budgeting

Organisation budget

The annual budget approval process is as follows:

1. Headline budget prepared as part of Business Plan for June Board meeting
2. Draft budget prepared by the Head of Finance in August;

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3. Draft budget is reviewed by EMT and approved for submission to the Audit Committee by the CEO;
4. Draft budget is approved by the Audit Committee for submission to the Board;
5. Final budget is approved by the Board before the start of the financial year to which it relates.
6. The original approved budget may be revised during the year. For example, in Q1 after the audit, adjustments may be required in relation to timing differences across the year end (e.g. re receipt of donor disbursements). Budget revisions must be approved by the Audit Committee.

The budget must be broken down by month, by donor, by restricted/unrestricted funds and by fixed/variable costs. It must include a list of the assumptions made and the source of the information used.

The budget is prepared on a cash basis.

Performance against the approved budget is monitored monthly in the management accounts and reported to the Audit Committee quarterly (see reporting section below).

Donor budget

Donor budgets are prepared by the Programme Development team and/or Operations team. The Head of Finance must review all budgets before they are submitted to the donor.

When preparing donor budgets the principals of full cost recovery must be applied (see Appendix 7).

12. Reporting

Monthly

Monthly management accounts showing income and expenditure against budget will be circulated to all budget holders and the Executive Management Team within 6 working days of the month end.

Budget holders should review them and raise any issues ASAP. Things to look for include:

- Are all payments you expected to see included?
- Is there any expenditure allocated to the grant which you didn't expect to see?
- Has all anticipated income been recorded?
- Are we on track to meet the budget? I.e. are any over/underspends expected?

Quarterly

Management accounts are prepared for the Board quarterly. These must include:

- the breakdown between restricted and unrestricted funds;
- a breakdown of restricted funds by donor;

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- comparison of actual to budget income and expenditure with narrative explanations for significant movements; and
- forecast income and expenditure for the rest of the financial year.

13. Cash flow

Cashflow is monitored at a high level by the Head of Finance on a weekly basis and reported on in the monthly management accounts.

Summary level cash flow is reported on in quarterly Audit Committee meetings.

The budget is prepared on a cashflow basis so serves as a high level control mechanism.

More detailed cashflow reports are prepared as required.

14. Foreign exchange

Exchange rate used for accounting

Exchange rates are updated in the accounting system at the start of each month.

In Aqilla see Reference tab/currencies. For previous month: add 'date to' = last date of previous month. For current month: add 'date from' 1st current month, leave 'date to' blank

Exchange rates are taken from Oanda: <https://www.oanda.com/currency/converter/>.

At the year-end take a screen shot of Oanda showing the rates used. For other months this is not necessary.

We don't use the revaluation process in Aqilla on a routine basis as it doesn't post the gain/loss to a grant. To work around this we have to temporarily remove the grant attribute requirement, post the transaction and then re-instate the grant attribute requirement.

Obtaining foreign currency cash

When travelling overseas we do not typically obtain local currency prior to travel. Either cash is withdrawn from an ATM on arrival using a company credit card or US Dollars are withdrawn in the UK and converted to local currency on arrival.

Exchange rate risk

When donor contracts are stipulated in a currency other than our reporting currency (GBP) we do not hedge the exchange rate risk. This is because the costs (financial and staff time) are considered to outweigh the potential benefit given the level of risk is low (i.e. even if exchange rate losses are incurred it is unlikely to jeopardise our future operations, we would simply scale our operations accordingly).

We currently receive funding in GBP, USD, NOK, EUR and SEK.

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As we don't have any expenditure in SEK, to spread the exchange rate risk we transfer regular amounts from SEK to GBP.

We hold USD in the USD bank account and use the balance to pay USD expenses.

We don't have a EURO or NOK bank account, therefore EURO and NOK amounts are typically received in GBP.

15. Audit

We have an external audit annually. Our auditors are Buzzacott. They have been in place since the year ended 30 September 2019.

Buzzacott also perform donor specific audits as required. Currently this is only required in relation to the Norad grant.

Due to our small size Integrity Action does not have an internal audit function and has not undertaken any internal audits in recent years. The Audit Committee reviews the controls in place and may request an internal audit be carried out at any time.

16. Insurance

Appropriate insurance policies are in place to cover:

- Travel: renewal date 19 September
- Employer's liability, Professional indemnity, Directors' liability, office contents and legal expenses: renewal date 11 November

An inventory of all physical assets owned by Integrity Action is kept on google drive.

17. Timesheets

Donors are increasingly asking for timesheets to verify time spent. In the future we may need to start routinely recording which grant our time is spent on. However, currently we do this on an ad hoc basis when donors request it.

A template timesheet is saved in the finance folder on google drive _IA for when this is required.

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Appendix 1: Delegation limits

Internal authorisation of expenditure

Who	Transactions which are in the budget approved by the Board/confirmed donor budget	Transactions which are NOT in the budget approved by the Board/confirmed donor budget i.e. unapproved expenditure from reserves
Audit Committee on behalf of the Board	n/a	>£10,000
CEO	>£25,000	< £10,000
EMT	<£25,000	£nil
Other staff	<£100	£nil

- The limits apply to the total amount committed to, not individual transactions e.g. in the case of a contract, it is the total amount payable over the duration of the contract, regardless of the payment schedule.
- No-one can authorise payments to themselves (except contractual salary payments).

Internal authorisation of income

The CEO must approve all contracts for income.

The CEO has delegated authority to negotiate and enter into contracts and agreements with third parties up to a maximum value of £2 million and a maximum length of 36 months (or a maximum of £700k per year)

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Appendix 2: Salary scales

(Reviewed by Nominations and Remuneration Committee in August 2018)

Role	From	To
CEO	70,000	85,000
Head	50,000	70,000
Manager	30,000	45,000
Co-ordinator/assistant	25,000	30,000

Notes:

All amounts are in GBP, are gross figures (e.g. before employee's tax, national insurance and pension contribution) and exclude employer pension contribution and NI payments.

All amounts represent the full time equivalent (FTE) salary. Part time roles will be pro-rated based on the contracted hours and assuming a full time working week has 35 hours.

Amounts awarded to staff are based on years of experience and qualifications.

Integrity Action will always pay at least the local living wage to staff.

Salaries are reviewed at least annually in line with the organisation budget timescales.

FINANCIAL POLICY AND PROCEDURES MANUAL



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Appendix 3: Checklist of regular tasks

Task	Date	Who
Weekly		
Pay suppliers, send remittance advices	Tuesday	FA
Review bank accounts on hsbc.net	Friday	FA
Monthly		
Credit cards		
Statements circulated to card holders	1st	FA
All receipts received and approved	15th	FA
Payroll		
Review payroll for the month, notify payroll provider of any changes since previous month	5th	HoF
Payroll payment	Value date 26th (or previous working day)	FA
Childcare vouchers	Value date 26th (or previous working day)	FA
NEST payment	Value date 26th (or previous working day)	FA
HMRC payment	Value date 10th of following month (or previous working day)	FA
Other		
Exchange rates entered in Aqilla	as at last day of month	FA
Bank recs		
Main (GBP)	as at last day of month	FA
Norad (GBP)	as at last day of month	FA
Sida (SEK)	as at last day of month	FA
IEN (USD)	as at last day of month	FA
Reserves (GBP)	as at last day of month	FA
Prepare management accounts	By 6th working day	HoF
Process bank recs in Aqilla	By 6th working day	HoF
Post rough posted documents in Aqilla	By 6th working day	HoF
Donors		
Tell Valentine all Raleigh transactions in month	ASAP	FA
Tell Lucy all Aid Connect transactions in month	ASAP	HoF
Quarterly		
Update Aquilla reference data spreadsheet and review for accuracy		HoF
Emergency equipment review		FA
Check first aid kits		FA
Prepare financial report for Audit Committee		HoF
Update forecast income and expenditure for current financial year		HoF
Annual		
Staff survey	March/April	HoF
Office rent review	March	HoF
Electricity contract renewal	March	HoF
Annual working practices review for contractors (to ensure they are not disguised employees)	May	HoF
HR manual recertification	August	HoF
Prepare organisation budget and cash flow forecast	August	HoF
GDPR training	August	HoF
Review staff salaries and send letters	September, effective 1 October	HoF/CEO
Renew travel insurance	September	HoF
Send trustees and senior management team annual declaration of interests	September	HoF
Review cash investment	September	HoF
Companies House confirmation statement	16th September	HoF
US Equivalency Determination expires (Hewlett)	30-Sep-20	HoF
Revaluation of foreign currency accounts	October	HoF
Review accruals and prepayments	October	HoF
Renew office and liability insurance	November	HoF
Organisation audit	Late November/early December	HoF

FINANCIAL POLICY AND PROCEDURES MANUAL



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Appendix 4: Chart of Accounts

Account Code	Account Name	Account Type	Account Category	Account Disabled	Currency Rate Group	Currency	Currency Variable	Suppress Revaluation
B5110	Computer Equipment: Cost	Balance Sheet	ASFA	No	Default	GBP	No	Yes
B5210	Computer Equipment: Depreciation	Balance Sheet	ASFA	No	Default	GBP	No	Yes
B6100	Sundry Debtors	Balance Sheet	ASCADB	No	Default	GBP	No	Yes
B6300	Prepayments	Balance Sheet	ASCADB	No	Default	GBP	No	Yes
B6310	Accrued income	Balance Sheet	ASCADB	No	Default	GBP	Yes	Yes
B6710	HSBC MAIN GBP	Balance Sheet	ASCACS	No	Default	GBP	No	Yes
B6711	HSBC NORAD GBP	Balance Sheet	ASCACS	No	Default	GBP	No	Yes
B6712	HSBC CIB GBP	Balance Sheet	ASCACS	Yes	Default	GBP	No	Yes
B6713	HSBC CR GBP	Balance Sheet	ASCACS	Yes	Default	GBP	No	Yes
B6714	HSBC Reserves GBP	Balance Sheet	ASCACS	No	Default	GBP	No	Yes
B6720	HSBC SIDA SEK	Balance Sheet	ASCACS	No	Default	SEK	No	No
B6725	HSBC IEN USD	Balance Sheet	ASCACS	No	Default	USD	No	No
B6726	HSBC WB USD	Balance Sheet	ASCACS	Yes	Default	USD	No	yes
B6727	Hapoalim Bank	Balance Sheet	ASCACS	yes	Default	ILS	Yes	Yes
B6730	Petty Cash GBP	Balance Sheet	ASCAPC	No	Default	GBP	No	Yes
B6731	Petty Cash US\$	Balance Sheet	ASCAPC	No	Default	USD	No	No
B6732	Petty Cash NPR	Balance Sheet	ASCAPC	No	Default	NPR	No	No
B6733	Petty cash AMD Armenian dram	Balance Sheet	ASCAPC	No	Default	AMD	No	No
B6734	Petty cash ZMW Zambian Kwacha	Balance Sheet	ASCAPC	No	Default	ZMW	No	No
B6735	Petty Cash ILS	Balance Sheet	ASCAPC	No	Default	ILS	No	No
B6740	Currency Control (do not delete)	Balance Sheet	XS	No	Default	GBP	No	Yes
B7100	Sundry Creditors	Balance Sheet	LBCLCR	No	Default	GBP	No	Yes
B7300	Credit Card control account	Balance Sheet	LBCLCR	No	Default	GBP	No	Yes
B7400	Accruals	Balance Sheet	LBCLCR	No	Default	GBP	No	Yes
B8110	VAT on Sales (Output) (do not delete)	Balance Sheet	XS	No	Default	GBP	No	Yes
B8115	VAT on Purchases (Input) (do not delete)	Balance Sheet	XS	Yes	Default	GBP	No	Yes
B8130	Net pay control account	Balance Sheet	LBCLCR	No	Default	GBP	No	Yes
B9120	Reserves	Balance Sheet	CR	No	Default	GBP	No	Yes
P1100	Grants received	Profit & Loss	IN	No	Default	GBP	No	Yes
P1200	Consultancy income	Profit & Loss	IN	No	Default	GBP	No	Yes
P1300	Other income	Profit & Loss	IN	No	Default	GBP	No	Yes
P1400	Bank interest received	Profit & Loss	IN	No	Default	GBP	No	Yes
P1500	Exchange Gain/Loss (do not delete)	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3110	Salaries	Profit & Loss	EXST	No	Default	GBP	No	Yes
P3115	Employers NIC	Profit & Loss	EXST	No	Default	GBP	No	Yes
P3120	Employers pensions	Profit & Loss	EXST	No	Default	GBP	No	Yes
P3130	Staff training and development	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3200	Travel	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3210	Accommodation & subsistence	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3220	Car mileage	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3230	Other staff costs	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3310	Rent	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3315	Rates	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3325	Electricity	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3345	Office stationery and supplies	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3380	Office Cleaning	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3385	Equipment	Profit & Loss	EXOC	No	Default		No	Yes
P3395	Other office costs	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3440	Entertainment	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3500	Telephone and internet	Profit & Loss	EXOF	No	Default	GBP	No	Yes
P3510	Mobile phones	Profit & Loss	EXTR	No	Default	GBP	No	Yes
P3520	Postage & couriers	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3530	Website, publications, videos	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3710	Audit and accountancy related fees	Profit & Loss	EXCO	No	Default	GBP	No	Yes
P3715	Legal Fees	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3725	Consultants	Profit & Loss	EXCO	No	Default	GBP	No	Yes
P3730	Recruitment	Profit & Loss	EXCO	No	Default	GBP	No	Yes
P3800	Conference and events attendance	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3810	IT Software and subscriptions	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3815	Development check development	Profit & Loss	EXSD	No	Default	GBP	No	Yes
P3820	Depreciation P&L	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3840	Insurance	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3850	Professional memberships and subscriptions	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3860	Bank charges and interest	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3870	Bad Debt Write-Off	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3880	Sundry expenses	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3900	Trustee expenses	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P3910	Trustee meetings	Profit & Loss	EXOC	No	Default	GBP	No	Yes
P4000	Grants to partners	Profit & Loss	EXPA	No	Default	GBP	No	Yes
P5000	Contribution to overheads	Profit & Loss	EXOF	No	Default	GBP	Yes	Yes
P5340	Training materials & other training costs	Profit & Loss	EXPR	No	Default	GBP	No	Yes

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Appendix 5: Aqilla bespoke procedures

Consult the help tab within Aqilla for detailed instructions in relation to the accounting system.

Below are reminders about Integrity Action specific procedures.

New staff

To set up new staff in Aqilla the following must be created:

1. Look up value/Person, create code in the format E_XXX01
2. Creditor account for expenses (E_XXX01)
3. Supplier account for expenses (E_XXX01)
4. Look up value under PERSON
5. If the staff member has a credit card a second creditor and supplier account is required with the code E_XXX02
6. Set up workflow permissions in person screen
7. In the person screen allocate the relevant roles for the staff member

NB. To make this simpler copy the details from an existing employee using the excel add in.

Other HR procedures for new staff

- Set up email account
- Add to excel users so can get on internet
- Obtain at least 2 references
- Get copy of passport and ensure they have a right to work in the UK
- Ask them to obtain a DBS check
- Get bank details for paying salary
- Get new starter form filled in for payroll provider

New donors/sources of income

To set up new donors in Aqilla the following must be created:

- Donor and client account (Debtor account)
- Grant and contract account (customer account)
- Look up value under GRANT

New suppliers

To set up new suppliers/partners in Aqilla the following must be created:

- Creditor account
Use 'BACS'

Ensure Pay? = yes

Ensure remittance advice email address is included

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- Supplier account
Use same account code and name as for creditor account

Check new accounts are set up correctly by refreshing the Aqilla reference data document and reviewing the new entries to ensure consistency with pre-existing ones.

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Appendix 6: Dictionary of attributes in Aqilla

Attributes are used in Aqilla to record additional details in relation to a transaction.

Document	Attribute	Name	Required	Data Type	Select control type	Look up group	Pass to ledger	Group by
Bank transaction line	Text 4	Grant	Yes	String	Combo	GRANT	Yes	yes
Expenses line	Text 4	Grant	Yes	String	Combo	GRANT	Yes	yes
Miscellaneous doc line	Text 4	Grant	Yes	String	Combo	GRANT	Yes	yes
Purchase invoice line base	Text 4	Grant	Yes	String	Combo	GRANT	Yes	yes
Sales invoice line	Text 4	Grant	Yes	String	Combo	GRANT	Yes	yes
Budget document	Text 4	Grant	Yes	String	Combo	GRANT	Yes	
Creditor account	Text 3	Pay?	No	String	Combo	Yes/No	n/a	
General ledger account	Text 1	VAT Registration	No	String	Input	none	doesn't ask - already in ledger by definition	n/a
Purchase invoice	Text 1	Person from creditor record	Yes	String	Input	none	Maps to text 9 in ledger	

When setting up an attribute don't group by anything but do tick all P&L and BS lines.

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Appendix 7: Full cost recovery policy

(1) What is full cost recovery?

'Full cost recovery' means that all costs of the organisation are covered by the funding received. Any uncovered costs must be met from reserves; therefore in order to be a financially sustainable organisation full cost recovery must be achieved.

(2) What are our costs?

Our costs fall into two broad categories:

- **Direct costs of project implementation**
E.g. grants to partners, translation of Development Check, travel to monitor the project, in-country coordinator etc.
These costs must always be fully covered by the grant/project budget.
- **Indirect costs** (also called central, core, fixed or support costs or overheads)
These are difficult to apportion to a particular project/grant.
E.g. UK salaries, office rent and other office costs, Development Check maintenance.
A portion of these costs must be allocated to every grant/project. See the guidelines below.

(3) How do we ensure that all our indirect costs are covered?

Finance team actions

- As part of the annual budget setting process the achievement of full cost recovery is reviewed and the plan for the forthcoming year is set – this is linked to the reserves policy as any costs which are not recovered must be met from reserves. At the start of the year it is common for a portion of indirect costs to be unmet as we assume that new funding sources will be found throughout the year. The trustees take a view of the degree of risk they are willing to take in this area.
- On a quarterly basis the proportion of costs recovered is monitored against the budgeted position (as part of reserves monitoring).

Non-finance team actions

When committing to expenditure ensure that it is included in a donor budget. Do not approve unbudgeted expenditure.

When preparing donor budgets we must balance the need to be competitive/fundable and to not exceed the donor's overhead limits with our need to cover all our costs. To do this the following guidelines must be followed:

- Ensure that all project related costs are included in the budget for activities (and not labelled as overheads). This includes:
 - An element of CEO salary costs for oversight and reporting;
 - An element of finance team salaries for financial reporting;
 - Travel costs for negotiations, training and monitoring;
 - A contribution to Development Check maintenance;

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- Ensure salary costs include employers' pension and national insurance contributions.
- In addition, every funding bid must include an element of both office costs and non-project staff costs. An individual judgement must be made for each proposal to ensure we maximise the contribution to core costs but as a guideline we should aim for 10-15% of the total project budget.
- Different donors will have different rules that must be followed so we must make sure we understand the implications of these. We should be consistent in our approach when requesting multiple grants from the same funder.

References

Mind the Gap: A guide and toolkit to full cost recovery – acevo and the Big Lottery Fund, September 2006

Full Cost Recovery: a guide and toolkit on cost allocation – acevo and New Philanthropy Capital, 2004

Know your cost base know your charity CFDG, 2007