

## FINANCIAL POLICY & PROCEDURES

Version: 18<sup>th</sup> October 2023

<b>FINANCIAL POLICY &amp; PROCEDURES</b>	
<b>Author</b>	Ann Donkin, Chief Executive (Interim)
<b>Division</b>	Senior Management Team
<b>For use by</b>	Staff, Volunteers and Trustees
<b>Purpose</b>	To set out the financial policy and procedures of the Charity
<b>Key related documents</b>	Standing Orders
<b>Version</b>	18 <sup>th</sup> October 2023
<b>Approval date</b>	Originally approved Q3 2022/23 Board of Trustees 10th February 2023 & subsequently discussed at Finance Sub Committee 28 <sup>th</sup> April 2023 (minor amendments).  This version agreed by SMT 18 <sup>th</sup> October 2023 and approved by Finance Sub Committee on 27 <sup>th</sup> October 2023.
<b>Review date</b>	Q4 2023/24

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DOCUMENT CONTROL			
DATE	EDITS	EDITOR / REVIEWER	CHANGE CONTROLLER / DOCUMENT OWNER
19 <sup>th</sup> April 2023	<p>Removed references to Josef Lambert, Hilary MacDonald, changed Emma Lomas to Harkness.</p> <p>21.1. &amp; 22.1 amended to include monthly informal reporting to the Board.</p> <p>Appendix 1 strengthened the role of the Chief Executive Officer in terms of accountability for financial performance.</p> <p><i>Editor</i> check of grammar &amp; spelling.</p>	Ann Donkin, Chief Executive Officer(Interim)	Ann Donkin, Chief Executive Officer(Interim)
2 <sup>nd</sup> May 2023	<p>Removed references to Vicky Aitken, added Ann Donkin.</p> <p>Clause 10.8 added to cover authorisation of regular payments.</p>	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin, Chief Executive Officer(Interim)
5 <sup>th</sup> May 2023	Amended clause 1.1 & 2.3 as 1.1 cited the <i>Charities Act 1993</i> , this has been repealed and replaced by the 2011 and 2022 Acts.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin, Chief Executive Officer(Interim)
11 <sup>th</sup> May 2023	Amended clause 9.1 removed reference to Vice Chair.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin Chief Executive Officer(Interim)
3 <sup>rd</sup> July 2023	Amended to reflect new management structure.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin Chief Executive Officer (Interim)
13 <sup>th</sup> July 2023	Amended to remove references in section 10 to purchase orders. Appendix 5 and section 9 text amended to include reference to Lloyds Deposit Account.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin Chief Executive Officer(Interim)
24 <sup>th</sup> July 2023	Manager titles changed to 'Head of' throughout document & appendices.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin Chief Executive Officer(Interim)
27 <sup>th</sup> July 2023	Minor changes to appendices authorised signatories etc.	Ann Donkin Chief Executive Officer(Interim)	Ann Donkin Chief Executive Officer(Interim)
12 <sup>th</sup>	Final review and <i>Editor</i> check of	Ann Donkin	Ann Donkin

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October 2023	grammar & spelling.	Chief Executive Officer (Interim)	Chief Executive Officer (Interim)
18 <sup>th</sup> October 2023	Amended text in 10.4 (quote level uprated from £1,500 to £2,000), amended 10.6 and reviewed appendices to align levels of authorisation for bank transactions / purchases & scheme of delegation.	Ann Donkin Chief Executive Officer (Interim)	Ann Donkin Chief Executive Officer (Interim)
3 <sup>rd</sup> November 2023	Post Finance Sub Committee approval - minor immaterial amendment to appendix 5 <b>Lloyds current account</b> to enable Deputy Chief Executive & Head of Corporate Services to sign-off monthly bulk payments run (non-pay expenditure already authorised in accordance with expenditure limits).	Ann Donkin Chief Executive Officer (Interim)	Ann Donkin Chief Executive Officer (Interim)

### Abbreviations used in policy:

<b>BoT</b>	<b>Board of Trustees</b>
<b>FINCOMM</b>	<b>Finance Sub-Committee</b>
<b>REMCOMM</b>	<b>Remuneration Committee</b>
<b>SMT</b>	<b>Senior Management Team</b>
<b>CEO</b>	<b>Chief Executive Officer</b>
<b>HS&amp;E / Deputy CEO</b>	<b>Head of Supporting &amp; Enabling / Deputy CEO</b>
<b>AMS&amp;E</b>	<b>Assistant Manager (Supporting &amp; Enabling)</b>
<b>HI&amp;A</b>	<b>Head of Informing &amp; Advising</b>
<b>AMI&amp;A</b>	<b>Assistant Manager (Informing &amp; Advising)</b>
<b>AMWB</b>	<b>Assistant Manager (Welfare Benefits)</b>
<b>HoFC</b>	<b>Head of Fundraising &amp; Communications</b>
<b>HoCS</b>	<b>Head of Corporate Services</b>
<b>CSO</b>	<b>Corporate Services Officer</b>
<b>ExS</b>	<b>External Services</b>

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### 1 Responsibilities

- 1.1 The overall responsibility for financial decisions made, and for the financial governance of Age UK Norfolk lies with its Trustees. In exercising this responsibility, the Trustees, as the voting members of the BoT, are required to reflect the requirements of the law, the organisation's governing documents and the standards set by Age UK. The legal obligations are contained in the Charities Acts 2021 & 2022 and the accounting and reporting requirements are set out in the Charities Statement of Recommended Practice (SORP). As Age Concern Norfolk, operating as Age UK Norfolk, is a charitable company limited by guarantee, the financial liability of the members, who include the Trustees, is limited to £1 each. This limitation applies only where the Trustees can be shown to have acted within the legal and regulatory framework.
- 1.2 The Board of Trustees has delegated certain tasks as follows:
- 1.2.1 to a FINCOMM established under clause 44A) of the Articles of Association, with terms of reference as set out separately. The Board of Trustees have approved that a quorum for the FINCOMM is three Trustees
  - 1.2.2 to the CEO, the specific responsibilities as set out in Appendix 1
  - 1.2.3 to the HoCS, the specific responsibilities as set out in Appendix 2.

### 2 Financial reporting

- 2.1 The Charity's professional management accountancy support service (currently ExS) is responsible for producing monthly financial statements. These statements include:
- income and expenditure reports for each cost centre / department
  - the total annual approved budget
  - the actual figures for the year to date
  - the budget for the year to date and the variance between actual and budget year to date.
- 2.2 Statements are circulated as below.
- 2.2.1 All members of the BoT receive a formal quarterly financial management report and will be briefed monthly on the financial position.
  - 2.1.2 Detailed income and expenditure reports by Cost Centre and Department are sent to the relevant budget holders monthly. All budget holders are responsible for explaining the reasons for variances on their budget(s). The HoCS will highlight major variances each month and contact the appropriate budget holder for an explanation. These explanations will be summarised and published as part of the monthly reporting pack in 2.1.above.

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- 2.3 Assurance & scrutiny
- 2.3.1 The BoT can formally raise issues about the quarterly financial management report at any of their meetings and informally following monthly briefing.
- 2.3.2 FINCOMM will receive monthly financial management reports and undertakes a deeper review of the data quarterly in advance of the BoT meetings.
- 2.4 At the year-end, the HoCS and ExS will be responsible for preparing schedules and working papers required by the auditors to prepare the year-end financial statements. These are prepared and audited by the Charity's auditors in accordance with the current Charities Acts, Charity SORP and Companies Acts.
- 2.5 Accounts are maintained on a server using *Xero* accounting software. A back-up copy of the accounts data is taken daily and stored via *Onyx IT*. The testing of file recovery will be undertaken every quarter.

### 3 Fund accounting

- 3.1 Income and expenditure is to be allocated to the appropriate funds each month as required by the current Charities SORP.
- 3.2 For any required transfer between funds a formal request for transfer should be presented to the FINCOMM by the HoCS or CEO and be considered and approved by the FINCOMM on behalf of the Board.

### 4 Budgets

- 4.1 The overall responsibility for agreeing and monitoring all income and expenditure budgets lies with the BoT
- 4.2 The timetable for the budget setting process is shown at Appendix 4.
- 4.3 Staff salary reviews operate from 31 March each year. The CEO jointly with the HoCS calculates the budgets for staff salaries. The salaries of the CEO is reviewed by REMCOMM.
- 4.4 It is the responsibility of the CEO to manage the overall financial affairs of the organisation as set by the BoT and FINCOMM. The day-to-day operational responsibility for financial management will be delegated to the HoCS.
- 4.5 Where budgets are delegated, each budget holder, as set out in Appendix 3, is responsible for the variances on their budgets between actual outturn and the annual budget. Budget holders are therefore actively involved in the determination of their budgets, planning and the control of resources.

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- 4.6 The ability to materially vary budgets lies solely with the BoT and virement requests must be made in writing to the BoT via the CEO and FINCOMM.
- 4.7 Monthly management account meetings will be held between the HoCS and budget holders to review and report significant variances to budget. This will then be reported to the CEO, FINCOMM, and Board as appropriate, along with any necessary corrective action / s.

### 5 Investment Policy

#### 5.1 Return on investments

Investments should maximize the return from surplus funds, consistent with:

- minimum exposure to risk
- maintaining sufficient liquidity for the Charity's needs.

#### 5.2 The management of risk

Consideration should be given to:

- spreading cash investments across multiple institutions with respect to the Government Guarantee scheme.
- ensuring institutions holding cash investments are covered by the Government Guarantee scheme.
- the accessibility of money –where the level of funds permits, investments should be divided into the following 3 categories and safe levels of balances held in each category:
  1. instant access
  2. short notice periods e.g. 1-, 2- and 3-months' notice
  3. longer notice periods e.g. could be up to 1 year.

#### 5.3 Ethical investing

The Charity invests surplus funds with various third-party organisations. It is the intention of the Charity to make investments in ways that are consistent with the values and strategic aims of the Charity as expressed in the current Strategic Plan. To achieve these aims, the Charity will endeavour not to invest in companies whose activities could be seen to endanger individuals or groups of people, or whose activities are inconsistent with the mission and values of the Charity, its community, and its wider stakeholder network.

#### 5.4 Management of investments

New investments outside of existing investment strategies need to be presented to and approved by the BoT via the FINCOMM:

- new investments consistent with existing investment strategies need only be approved by FINCOMM

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- movement of funds in and out of existing investments to working capital to be at the discretion of the CEO. Withdrawals from investments will always require two signatories
- Investment performance will be monitored by the HoCS and will also form a standing agenda item at FINCOMM meetings.

### 5.5 Emergency procedures

Should the Charity become aware of a risk to its invested funds then the procedures in Appendix 9 should be followed.

## 6 Financial risk assessments

6.1 The *Charities Statement of Recommended Practice (SORP)* requires the BoT of Age UK Norfolk in their Annual Report (that consists of the annual review and statement of accounts) to make a statement confirming that "...the major risks, to which the Charity is exposed, as identified by the trustees, have been reviewed and systems have been established to mitigate those risks." As far as financial risks are concerned, this assessment will seek to clarify the level of known financial liability carried by the organisation so that other policy and operational actions can be instituted. This will include reviewing annually the organisation's policies on reserves and internal control procedures. Professional advice will be sought where appropriate.

6.2 The responsibility for managing the Charity's reserves and ensuring risk assessment takes place lies with FINCOMM, who will report to the BoT together with such recommendations as may be appropriate.

## 7 Income recording and banking

7.1 All monies received, including those from fundraising activities, must be banked intact and not used for any other purpose. Any discrepancies should be noted on the banking sheet. Under no circumstances should discrepancies be hidden via an under / over's float.

**ALL** monies received must be banked at the earliest opportunity. Banking of monies must, unless otherwise approved by the CEO, be carried out at least once per month and more frequently if cash levels exceed insured amounts. Banking sheets must be passed to the CSO promptly after completion each week.

Unsecured cash **MUST** never be left unattended or in an unattended environment.

All monies received directly should, where appropriate, be counted in front of the payer and full details entered on the remittance record without delay. A signed receipt shall be issued if required. All cash **MUST** be collected, counted, and recorded by two individuals, wherever possible.

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- 7.2 Collection boxes **MUST** only be examined and opened by the promoter of the collection (e.g. the HoFC) and one other responsible person or by an official of a bank.
- 7.3 Where resources allow incoming mail shall be opened in the presence of two people. All mail should be date stamped. Full details of all incoming cash and cheques shall be entered on the remittance record at the time of opening by the person receiving the money. A receipt shall be issued if requested. At Head Office, remittance records shall be maintained by Finance. Finance will enter these records into the accounts system and regularly bank cheques and cash. At all other locations, similar procedures apply except that remittance sheets are prepared at each site and cheques/cash are banked locally by the manager or delegated staff.

Where donation cheques, drawn on private banks (e.g., Coutts & Co, Weatherbys, etc.), are received these should be highlighted to the HoFC and the CEO to help identify potential major donors.

- 7.4 All financial returns shall either be emailed or signed by the budget holder or delegated member of staff and supported by relevant documentation.
- 7.5 All monies held prior to banking must be within insurance limits and shall be kept in a locked tin placed in a locked desk/cabinet or a safe where provided. Insurance limits are set out in Appendix 7.
- 7.6 All monetary donations shall be recorded as income at the point of receipt and dealt with as in 7.1 and 7.2. Staff and volunteers must not accept gifts (see separate relevant policy), although donations to the work of the Charity are encouraged.
- 7.7 It is the responsibility of the HoCS to ensure adherence to these procedures in conjunction with budget holders.
- 7.8 Any activity involving the holding by staff, volunteers or other service users of monies belonging to service users (other than formal safekeeping or other approved arrangements agreed by the FINCOMM or BoT) shall not take place without the express approval in writing of the CEO.

### 8. Credit card issue and management

- 8.1 Credit cards will be issued to budget holders and those with designated budget responsibility only, as well as the CSO in a supporting role, and only at the express direction of a budget holder. Any additions or removals of budget holders will be requested by a variation of Appendix 6 of this policy.
- 8.2 Holders of credit cards will be provided with information from *Lloyds Cardnet Services*, including terms of use and PIN information. This is not to be shared with anyone else and the card must never be given to another member of staff to use.



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- 8.3 Budget holders will be permitted to make purchases as per their budget requirements up to a value of £499. The order confirmation will be forwarded directly to [accounts@ageuknorfolk.org.uk](mailto:accounts@ageuknorfolk.org.uk) and these items will be collected by the CSO to aid with month end reconciliation.
- 8.4 For all purchases of £500 or more prior agreement will be sought from the HoCS or the CEO. This agreement must be made in writing and copied to [accounts@ageuknorfolk.org.uk](mailto:accounts@ageuknorfolk.org.uk) for the CSO to collect and aid with month end reconciliation.
- 8.5 Each month the CSO will ensure that all receipts are received and matched to the transaction report received from *Lloyds Cardnet*, in the event of any missing information this will be escalated to the HoCS.
- 8.5 In the event these instructions are not followed the incident will be raised to FINCOMM, in the event of a finding of misconduct the relevant HR policies will be utilised.

### 9. Bank account and cheque signing arrangements

- 9.1 Age UK Norfolk currently maintains current and deposit accounts at Lloyds bank plc. The Chair, a named Trustee, CEO, and HS&E / Deputy CEO are mandated to sign; with each transaction requiring two signatures (see appendices 5 and 8). This should be sufficient to maintain good internal control whilst ensuring that there are sufficient key Trustees and staff to deal with emergencies and are able to implement the Disaster Recovery Plan. In addition, an account is held at the COIF Charities Deposit Fund paying a higher rate of interest. Withdrawals from this account can only be paid directly into the Lloyds current account and are not subject to the “higher value” restriction.
- 9.2 The vast majority of payments including staff and volunteers’ expenses and most suppliers are made through the Banks Automated Clearance System (BACS) via the Lloyds Link computer system. The Lloyds Link system provides a secure connection to the bank and the process of making payments requires input from two authorised persons using smart cards and individual Personal Identification Numbers (PINS). Other current methods of payment include standing orders and cheques that also require authorisation by two persons.
- 9.3 For medium and long-term investments, authority to transfer funds will be obtained from the Treasurer, CEO and the HoCS.

### 10 Purchases and payments

- 10.1 For all goods or services, official purchases must be made by a named authorised individual and terms agreed prior to ordering. Transactions must be authorised by the budget holder and state the nominal ledger code to which the goods or services will be

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charged. The nominal ledger codes are shown on the face of the budget holder's copy of the management accounts.

10.2 Purchases must only be authorised when details are complete. Budget holders may choose to designate one of their staff to authorise purchases in an emergency or during their absence or to delegate the purchase of specific items to other staff e.g. administration staff ordering stationery. The HoCS must be informed by the budget holder of delegated authorisation arrangements before they take place. The budget holder is however responsible for expenditure where authorisation of purchases has been delegated. Levels of delegated authority for authorising payments appear as Appendix 6.

10.3 All purchase invoices passed for payment must be matched to an authorised budget holder and properly coded.

Invoices must be promptly passed through to Finance at [accounts@ageuknorfolk.org.uk](mailto:accounts@ageuknorfolk.org.uk) for payment. The certification must be applied to the invoice and the person who received the goods should authorise to confirm:

- a) receipt of the goods / services;
- b) costs, extensions and prices are correct;
- c) that the amount to be paid is correct;
- d) that the account code for charging purposes is correct.

Invoices passed to Finance for payment that are not completed correctly e.g., contain an error, or are not coded will be returned to the budget holder for completion or correction.

10.4 For expenditure on all types of equipment, fixtures and fittings, repairs and renewals, costing £2,000 or more, where the benefit does not extend over more than one financial year, two written quotations from separate suppliers are required. Further quotations may be required, as directed by the CEO.

10.5 Prior to ordering items covered by 10.4 above, the HoCS shall be notified and sent copies of the quotations obtained. If agreed, approval to purchase the item is then given by the CEO.

10.6 Where the order for items covered by 10.4 would result in the relevant budget being exceeded, budget holders must seek further approval from the CEO, prior to the order being placed. Where the budget is exceeded, the CEO will consider if further spending approval should be sought in accordance with the limits set out in the scheme of delegation at appendix 8.

10.7 There are a number of payments which are made on a regular standing basis. The CSO will carry out regular checks every 4 - 6 weeks with budget holders to ensure that these remain valid and are charged to the appropriate cost centre.

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### 11 Capital expenditure

- 11.1 Capital expenditure is that incurred on acquiring assets, the benefit of which extends over more than one financial year. It includes such items as the purchase of land and buildings, equipment, furniture, and vehicles. Normally, individual items costing less than £1,500 will not be treated as capital unless they are part of a larger project, for example, set-up costs for a new project. The value of a capital asset is written down each year in line with its estimated working life as set out in the accounting policies of the Charity.
- 11.2 Proposals for capital expenditure should normally be identified as part of the annual budgeting process, although unplanned expenditure such as replacement of existing equipment may be necessary from time to time. Proposals for capital expenditure should also consider the effect it will have on liquidity (cash).
- 11.3 Inclusion of an item in the capital budget is not approval to incur the expenditure. All capital expenditure proposals must be made in writing to the CEO enclosing a minimum of three comparable quotations. Purchases may not be made until approval has been given in line with delegated authorities.

### 12 Payroll

- 12.1 The operation of the contract with *ExS*, that outsources payroll, will be monitored by the HoCS. The HoCS has overall responsibility for ensuring that *ExS* is supplied with accurate payroll information.
- 12.2 The payroll system generates payments to staff based on standing and period variable information. Standing information, and any subsequent change thereto, is provided via input into *ExS* by the appropriate budget holder. Timesheet data, together with any other changes to standing or variable information, must be input no later than the 10th day of the month in which payment is to be made.
- 12.3 Payments to staff are made on the last working day of each month. For salaried staff, the payment is the amount due for the full current month. For hourly paid staff, the payment relates to the hours worked in the month prior. Payments are made direct to the employee's nominated bank or building society account. Payments to starters and leavers that, for timing reasons, cannot be made in the relevant month are normally paid on the nineteenth day of following month.
- 12.4 Payment Advices are issued to staff by *ExS* to accompany each monthly payment. Each year, in early May, an annual statement of earnings, tax and national insurance contributions (P60) in respect of the previous tax year is produced by *ExS* and issued to staff.
- 12.5 On completion of the payroll each month, *ExS* is responsible for providing the HoCS with details of net pay due for each employee and the amounts due to the Inland Revenue,

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pension providers, trade unions etc. These notifications shall be authorised by the HoCS and where payment files are generated electronically, the HoCS shall verify before transmission to the bank. Payment shall then be authorised by a second authorised individual.

- 12.6 The HoCS analyses the monthly details of payment and creates an allocation to each cost centre and department as appropriate.
- 12.7 Requests by external organisations for payroll information in respect of an individual member of staff should be dealt with by ExS. Such information should only be divulged with the prior permission of the member of staff concerned unless the Charity is fulfilling a statutory obligation.

### 13 Personal expenses

- 13.1 Trustees, staff and volunteers' may incur expenses whilst carrying out the official business of the Charity. Such expenses should be claimed on a month-by-month basis and may include car mileage, parking charges, tolls, public transport, and subsistence expenses. Other minor expenses may also be claimed as personal expenses, but this would normally exclude goods or services that should be purchased under the procedures described in Section 10 above. To assist with year-end procedures expense claims up to the end of March of each financial year must be submitted in time to be paid during April. Claims for expenses that were incurred over six months prior to the claim will only be paid upon authorisation by the CEO or the Chair.
- 13.2 Claims must be made on the appropriate form, supported by receipts, and should be in line with current rates of allowances agreed by the BoT from time to time. In addition, staff should also follow the guidance contained in the Staff Handbook.
- 13.3 Claim forms must be signed by the claimant, coded and authorised by the appropriate budget holder before being passed to [accounts@ageuknorfolk.org.uk](mailto:accounts@ageuknorfolk.org.uk). Completed forms should arrive by the 10<sup>th</sup> working day of the month following that in which the expenditure was incurred.
- 13.4 Payment of expenses submitted in accordance with 13.3 is on the nineteenth day of each month where it is direct to a bank or building society account nominated by the claimant. Claims arriving after the 10<sup>th</sup> working day of the month will be held and paid in the following month.
- 13.5 Exceptionally, if personal circumstances necessitate reimbursement more frequently and/or by means other than direct credit, variations may be agreed with the HoCS on an individual basis.

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### 14 Sales invoicing

- 14.1 All sales invoices may only be raised by the CSO. Full details of amounts due must be passed promptly to the HoCS who will raise official invoices on the computerised accounting system (*Xero*).
- 14.2 The HoCS informs budget holders of any unpaid invoices. It is the budget holder's responsibility to actively chase outstanding income.
- 14.3 Requests to the HoCS for sales invoices from all systems (computerised and manual) must be made by the first working day of the month following receipt of the services / goods
- 14.4 All monies collected must be handled in accordance with section 7 of these procedures.

### 15 Credit notes

- 15.1 An instruction to raise a credit note to cancel or reduce an invoice raised under paragraph 14.1 must be made in writing giving a full explanation for doing so. The instruction must be authorised by the appropriate budget holder before it is passed to the HoCS via email to action.

### 16 Bad debts

- 16.1 As indicated in 14.2, it is the budget holder's responsibility to actively chase outstanding income.
- 16.2 When invoices are raised, the customer account is checked by the HoCS. For all outstanding debts, a debtor's letter and a statement, together with the invoice are sent to the budget holder, who decides what is appropriate to send to the debtor.
- 16.3 The HoCS should be informed of the action taken, so notes of documents sent together with the dates can be recorded. All circumstances for non-payment, disputes, should be shared between the budget holders and HoCS as soon as possible.
- 16.4 The budget holder should inform the HoCS on the first of the month of all customers who terminated their service in the previous month, to ensure statements, debtor's letters and invoices are produced.
- 16.5 An Aged Debtors list will be produced by the HoCS monthly for the budget holder.
- 16.6 After a maximum of three months of no payment the service should be stopped and not resumed until payment is made. For consistent late payers' other options should be explored e.g. standing orders / direct debits.

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- 16.7 After the third month of non-payment of a debt the HoCS will inform the budget holder and a decision will be made by the HoCS, CEO and Budget Holder as to whether we should attempt to recover the debt by sending a solicitor's letter or write it off.
- 16.8 Where it has not been possible to collect a debt owed to Age UK Norfolk, details of the debt, the steps the budget holder has taken to recover it and the reason for non-collection must be reported in writing by the budget holder to the HoCS who will make a recommendation to the FINCOMM. If satisfied, the Honorary Treasurer has delegated power to write off debts up to £2,500. For bad debts greater than £2,500, the Honorary Treasurer will report to FINCOMM for approval to write off.

### 17 Conclusion

- 17.1 A summary of the delegated authority set out in these procedures is included as Appendix 8.
- 17.2 These procedures are subject to an annual review and amendment at any time by the BoT.