



Upper Clutha Agricultural & Pastoral Society

Governance Manual

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BACKGROUND

The Upper Clutha A&P Society is a not-for-profit organisation operating in the Upper Clutha of Otago NZ.

The society is responsible for hosting the annual two day Wanaka A&P show. Over the years the Show has seen continued growth to the full programme of events we see today, with quality stock competitions, a growing home industry section and trade exhibitors, entertainment and agricultural displays filling every corner.

Beginning life in 1895 as the Upper Clutha A&P Show, the first Agricultural and Pastoral Show was held in Cromwell. In 1933 it was relocated to Wanaka, with the first show being in 1934 and it has been based at the picturesque lakefront Showgrounds ever since, run by the Upper Clutha A&P Society.

To celebrate the 50th Show, Mrs Sybil Hunt, wife of the Society's first president, Mr J S Hunt, opened the event in 1983. In 2012, Prime Minister John Key attended to mark the 75th Show.

As a member of the Royal Agricultural Society of New Zealand, the Wanaka A&P Show hosted a Royal Event in 2008. Three events – Round the Ring Equestrian, Dog Trials and Stud Sheep – were given the prestigious status and 14 RAS Royal Event medals were awarded.



The Upper Clutha A&P Society was formed in 1933 with the first show being held in 1934. The A&P Show has always been held on the current grounds in the centre of Wanaka, with the only time it was suspended was during the war years of 1942-1945.

After 81 years the show structure changed from a President to a five member Board. The section Committees are still very active ensuring that the A&P aspect is kept strong.



CONSTITUTION AND RULES

Of the Upper Clutha Agricultural and Pastoral Society

Incorporated under the Agricultural and Pastoral Society's Act 1908

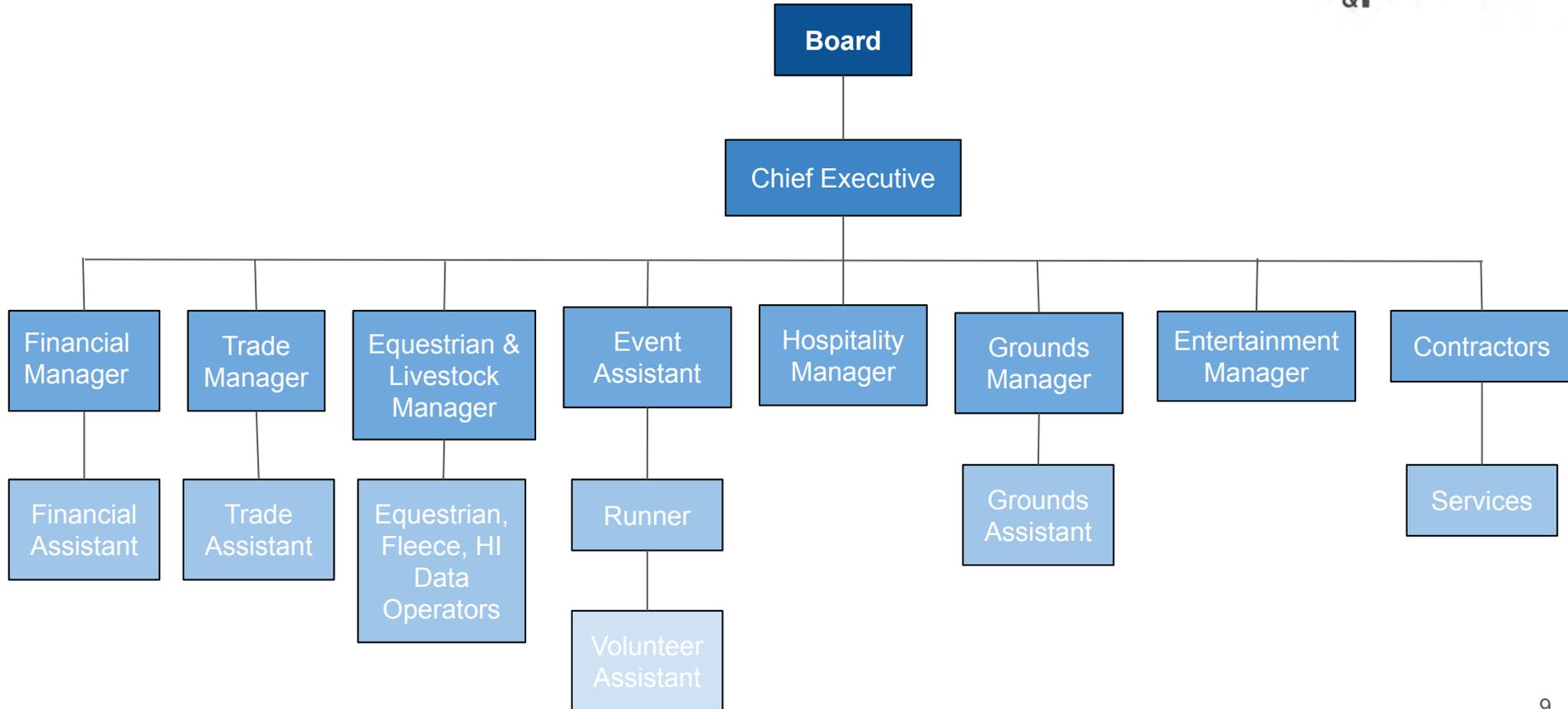
Adopted at the first General Annual Meeting of the Society held at Luggate the 22nd day of November 1935

To view this document [click here](#)



Pictured above are foundation Board members Grant Ruddenklau (Chairman), Jan Allen (Vice Chair), Chrissy Gibson, Mike Scurr, Doug Stalker. Board Minute Secretary Sue Aspinall.

ORGANISATION STRUCTURE



UPPER CLUTHA A&P SOCIETY STRATEGIC PLAN 2020/21



‘Showcasing agriculture excellence through innovation, education, & competition.’

“Our areas of focus”

**COMMUNITY
RELATIONSHIPS**

EDUCATION

GOVERNANCE

ASSET PROTECTION

“We aim to deliver on”

- Effective communication.
- Enhance exhibitor/competitor/visitor experience.
- Attract & foster volunteers.
- Engage in all constitution deliverables.

- Bridge rural/urban divide.
- Showcase diversity through other events.
- Industry representation within community.

- Effective policy & procedures.
- Be financially prudent.
- Effective leadership & sound decision making.

- Building expansion.
- Develop funding opportunities.
- Growth of capital assets.

“We champion for”

INCLUSIVENESS | INTEGRITY | INNOVATION

Strategic Priority	Key Objective	Action	Measure	Who
COMMUNITY RELATIONSHIPS	Effective communication	<ul style="list-style-type: none"> ● Engage with members & wider community regularly through board newsletters. ● Being effective by choosing the right content, platform, timing. ● Reporting of engagement. 	<ul style="list-style-type: none"> - 6 monthly board newsletters sent to members. 	GR
	Enhance exhibitor/competitor/visitor experience	<ul style="list-style-type: none"> ● Create a survey to collect feedback. ● Research other potential events to host & report potential ideas. 	<ul style="list-style-type: none"> - A trend showing a positive result year on year. - A net promoter score? 	
	Attract & foster volunteers	<ul style="list-style-type: none"> ● Reward by providing opportunities. ● Ensure a positive experience. ● Target demographic 30-50 years. 	<ul style="list-style-type: none"> - 20% increase in volunteers below the age of 50. 	
	Engage in all constitution deliverables	<ul style="list-style-type: none"> ● Adhere to legal requirements. ● Dispersing money to local community. 	<ul style="list-style-type: none"> - 1x annual scholarship. 	
EDUCATION	Bridge rural/urban divide	<ul style="list-style-type: none"> ● Create interactive experiences that showcase agricultural practices. 	<ul style="list-style-type: none"> - Visitor survey measures rural versus urban demographic. 	
	Showcase diversity through other events	<ul style="list-style-type: none"> ● Research event opportunities & viability. 	<ul style="list-style-type: none"> - 1x new event 	
	Industry representation within community	<ul style="list-style-type: none"> ● Attend community events & forums. ● Promote environmental & sustainable rural practices. 	<ul style="list-style-type: none"> - Board members are represented in (WHAT) areas? e.g. Council, board, groups, organisations 	11

GOVERNANCE	Effective policy & procedures	<ul style="list-style-type: none"> ● Develop & review all policies & procedures annually. ● Comply with legal requirements. ● Develop & review H&S systems to create a safe environment for all. 	<ul style="list-style-type: none"> - Develop & complete; → Governance manual → HR & employment → Health & Safety 	GR MS
	Be financially prudent	<ul style="list-style-type: none"> ● Ratify budget & review. ● Regular financial reporting. ● Implementing policy & procedures. 	<ul style="list-style-type: none"> - A financial report presented at each board meeting. 	
	Effective leadership & sound decision making	<ul style="list-style-type: none"> ● Develop a strategic plan. 	<ul style="list-style-type: none"> - Strategic plan. 	Board
ASSET PROTECTION	Building expansion	<ul style="list-style-type: none"> ● Creation of new building design. ● Seek funding to improve the existing temporary building. ● Obtain council consent. 	<ul style="list-style-type: none"> - Services to the building, installation of kitchen, toilet, meeting room. 	
	Develop funding opportunities	<ul style="list-style-type: none"> ● Create a funding plan specific for events & temporary building costs. ● Implement funding plan. 	<ul style="list-style-type: none"> - Source 100K 	
	Growth of capital assets	<ul style="list-style-type: none"> ● Creation of an asset register. ● A depreciation of financials and a fund created. ● Budget for replacement. 	<ul style="list-style-type: none"> - Growth of capital assets of XXXX% 	

CURRENT BOARD

Chair: Grant Ruddenklau (elected 2018)

Vice Chair: Mike Scurr (re elected 2019)

Board Member: Jan Allen (elected 2018)

Board Member: Chrissy Gibson (re elected 2019)

Board Member: Doug Stalker (elected 2018)

OFFICIALS

Event Manager: Jane Stalker

Financial: Bronwyn McCarthy

Livestock Manager: Fe Howie

Corporate Sponsorship: Grant Ruddenklau & Chrissy Gibson

Hon. Life Members: W H Gibson, P D Gordon, J C A Lucas, Mrs D Gordon, Mrs K Curtis, A R Morris

Horse Committee: Fe Howie (Chief Steward), John Lucas, Alan McKay, Dave Mackay, Dee Gordon, Ross Howie, Christine Gibson, Emma Rowe-Pledger, Jenny Calder, Emma Davidson, Ian Tippett, Brenda King, Judy Thomas, Penny Ford, Cate Howie

Cattle Committee: Rupert Power (Chief Steward) Charlie Ewing, Pip Ewing, John Osborne, Geof Brown, Dave Power, G Morris, Helena Power, Mike Elliot

Sheep Committee: Boyd Ottrey, (Chief Steward), Ben Purvis, Bill Gibson, Robbie Gibson, Murray Sheppard, Murray Pryde, Simon Maling, Tony Brent, Sam Purvis, John Templeton, Grahame Senior

Fleece Wool Committee: Martin Paterson (Chief Steward), Tom Rowley, Sandy Morris, Jack Davis, Taff Cochrane, Liz Brown, Ian Bagley, Jim Morris

Dog Trial Committee: Don Mackay (Chief Steward), Rick McNeilly, Don McRae, Duncan McRae, Hamish Mackay; Jack Mansfield

Home Industry Committee: Janice Dickey (Chief Steward) Jan Allen, Jill Bruce, Lesley Stewart, Kate Norman, Liz Buggs

Boer Goat Committee: Owen Booth, Dougal Laidlaw

Sheaf Tossing Committee: Jerry Burdon, Hugh Simmers

Trade: Paul Tamati, Hugh Simmers, Peter Williams

Parade Marshall: Richard Pledger

Announcers: Alan Kane, Tim Black, J Calder, Tony Glynn, Cate Howie, Mick Withers

Farrier: S Cooper

Hon Veterinary: VetEnt Wanaka

Emergency Services & Traffic Management: R Fegan

AGM & BOARD MEETINGS

AGM

Held annually generally in August, subject to the completion of the audit.

Board Meeting Frequency and Duration

Held on the 2nd Monday of each month except January, and the 1st Monday in March (Show Month).

Type and place of meeting confirmed as per agenda.

Meeting Protocols

- The aim of board meetings is to be forward thinking and directors should be able to add value by applying their respective experience, expertise and wisdom.
- All discussions should focus on how to support the mission, not on who is right.
- Meetings are formal
- Decisions are made through formal voting
- A clear, concise and focused board agenda, covering the right matters
- Papers delivered in good time (from the CEO and senior management) containing relevant, timely and accessible intelligence in a style and format that enables appropriate analysis
- Prepared participants
- An effective meeting chair
- Relevant, robust and respectful debate
- Minutes that accurately record information and decisions, that are finalised promptly

ROLE OF THE BOARD

GOVERNANCE IS THE PROCESS BY WHICH THE BOARD

- ensures the organisation complies with all legal and constitutional requirements;
 - sets strategic direction and priorities;
 - sets high-level policies and management performance expectations;
 - characterises and oversees the management of risk; and
 - monitors and evaluates organisational performance;
- ...in order to exercise its accountability to the organisation

- Ensure the organisation is well managed but not to do the managing.
- Is to govern strategically by providing direction and control. The chief executive's job is to manage operations.
- Identify what is to be delegated to management.
- Is to have a duty of care and be aware of their legal duties and responsibilities and govern in the best long term interests of the whole organisation.
- Is a position of trust and the stewardship should protect the organisation from harm and steer it towards positive achievement.
- To apply independent minds to the board's work and decision-making.
- To be externally focussed and concerned with the larger context and "setting" of the organisation.
- To oversee the operations and finances of the organisation.
- To determine, review and maintain the vision, purpose and values of the organisation.

- Set strategic organisational objectives and expectations which are aligned with the purpose.
- Work with management of the organisation to develop a set of plans that align with the vision, purpose and strategic objectives.
- Approve of short and long-term strategies.
- To clearly outline expectations of the chief executive and what management is expected to achieve.
- Support management in its implementation of the plans.
- Monitor and evaluate the degree of success against these plans and objectives.
- Approve of annual budgets.
- Approve of expenditure over pre specified limits.
- Appointment, performance evaluation and (if the circumstances necessitate) termination of the employment agreement of the CEO.
- Risk oversight.
- To speak in one united voice about critical matters.
- Provide a check on the integrity of external financial and non-financial reports.
- Ensure any additional monitoring of the activities of the organisation in order to satisfy itself that the not-for-profit is being properly managed.
- Supporting effective engagement with key stakeholders.

Director Duties

Directors have duties and responsibilities under the Companies Act 1993, other legislation and case law. The fundamental duty of directors is to act in good faith and in what they believe to be the best interests of the organisation. To reference the Upper Clutha Agricultural & Pastoral Society board members director duties please [refer here](#).

Board Code of Conduct

- Every decision made by the board must be impartial and in the best interests of the organisation.
- Board members must communicate with the board if there is a possible conflict of interest whereby they or someone close to them may benefit in some way. Please refer to conflict of interest policy.
- If a conflict of interest is identified it must be disclosed formally and that board member is no longer invited to exercise judgement on how it should be resolved.
- The other members of the board will then decide the best course of action.
- The board member with the conflict may be excluded from any further discussion or be allowed to be present, but not permitted to vote. The board may also tailor the papers provided so that the conflicted board member receives no information on the issue.
- All board members should arrive at board meetings on time and stay until the meetings end.
- Board members should read board materials in advance of meetings.
- There should be no talking over others or monopolising board discussions.
- Give each board member the opportunity to speak.
- The asking of questions is not discouraged or frowned upon.
- Board issues will be dealt with in the boardroom and not externally.

Assessment of Board Performance

In order to ensure quality of governance, boardroom discussion and decision making a review is to be conducted bi annually utilising an external facilitator and formal board or governance assessment tool.

Board Appointments and Reappointments

Purpose

To ensure the board is representative of its membership and the community it services, responsive to change and consistently effective the board aims to engage with people for director roles that can deliver value and provide certain relevant skills, knowledge and/or experience that fits with the current needs of the organisation in order to meet its objectives and strategic goals.

Considerations for Appointments

Personal Qualities

Skills Matrix – where are the gaps? See diagram page 20.

Term of Appointments

Board members are elected and appointed for a term of three years as per the constitution.

Additional Requirements

As per the constitution, the board has the ability to co-opt or appoint an extra trustee to undertake a specific role or to fill a specific gap.

Subcommittees

Sub committees are elected post AGM, they are to have a designated purpose and a delegated authority to either report back to the board or have full power to act on behalf of the board.

Skills Matrix

<p>Strategic Expertise</p> <ul style="list-style-type: none">➤ The ability to guide and review strategy through constructive questioning and suggestion.➤ The skills to engage in the development, approval, and monitoring of the society's strategy.	<p>Accounting and Finance</p> <ul style="list-style-type: none">➤ The ability to read and comprehend the NFP's accounts, financial material presented to the board and some understanding of the organisation's financial drivers/funding and business model.
<p>Managing People and Achieving Change</p> <ul style="list-style-type: none">➤ Provides strategic guidance and support to the CEO and management team to achieve outcomes.➤ Shows energy, vitality and commitment to the organisation's values and culture.➤ Inspires others to achieve by ensuring clear understanding of goals.	<p>Managing Risk</p> <ul style="list-style-type: none">➤ Experience in managing areas of major risk to the organisation.➤ Identifies financial, operating, market, health and safety, and legal risks.➤ Assists with the high level development of contingency and disaster recovery plans.➤ Is comfortable with and tolerant of reasonable risk, ambiguity and uncertainty.
<p>Legal</p> <ul style="list-style-type: none">➤ Overseeing compliance with numerous laws as well as understanding an individual directors legal duties and responsibilities.➤ Requirement to stay up to date with government legislations, bylaws, and societies policies.	<p>NFP Sector Fundraising and Grants</p> <ul style="list-style-type: none">➤ Experience of other NFP sectors and knowledge of charitable trust and government funding.➤ Creates and draws on professional networks within and externally of the organisation for the benefit of the society.
<p>Industry Knowledge</p> <ul style="list-style-type: none">➤ Passion for the cause, experience in similar organisations, sectors or agricultural and pastoral industries.➤ Draws on own sector/industry and commercial knowledge to identify gaps in information, challenge assumptions, present logical arguments and provide perspective.	

Board Process for Appointments and Reappointments

To read more about the following board process for appointments and reappointments click on the following headers.

- [Phase 1 – Needs Assessment](#)
- [Phase 2 - Process for Recruitment and Nomination](#)
- [Process for Selection](#)
- [Process for Appointment](#)
- [Election/Confirmation of the Chair](#)
- [Board Assessment and Renewal](#)

ROLE OF THE CHAIR

- To establish and maintain a productive working relationship with the CEO providing the primary interface between the board and the CEO.
- Be an efficient and effective “conductor” and preside over board meetings and annual general meetings.
- Sets annual meeting timetables.
- Define the purpose of meetings, prepare agendas and distribute papers in advance of meetings.
- To provide leadership in the recruitment of new directors.
- To provide overall strategic leadership to enhance the effectiveness of the board.
- Have the confidence of the board.
- Have a good understanding of the organisation’s purpose and operational challenges.
- Have the skills to ensure the board works as a cohesive team.
- To ensure accurate recording of meeting decisions.
- To ensure boards resources are well and appropriately used.

Role of the Chair in Board Meetings

- Facilitate the meeting process and ensure meetings start and finish on time.
- Helping to ensure important issues are included on board agendas and board members have sufficient time to read board papers.
- Keep discussions on topic. Promote inclusive debate and an appropriate tone throughout discussions.
- Guide dialogue and ensure that everyone has the opportunity to speak. Deal effectively with dissent.

- The chair must remain neutral at all times. If there is an item the Chair wishes to participate in the discussion of regarding a particular agenda someone else must adopt the chair role for the purpose of debate about the agenda item.
- If someone is dominating the discussion or diverting the agenda tactfully, draw the individual back to the agenda item at hand and seek further comment from other board members.
- Be an active listener, acknowledge speakers by their name and with appropriate facial features and gestures, clarify and summarise their point succinctly when appropriate.
- Breaking a deadlock – If an agenda item has proved more complex than initially thought the chair can.
 - Extend the time for further discussion of the item
 - Refer the item to a working group
 - Set up an extraordinary meeting of the board to deal with item specifically
- Ensure board behaviour and actions are consistent with the board's governance process policies.

ROLE OF CHIEF EXECUTIVE AT BOARD MEETINGS

- To be the board's primary consultant
- Provide the board with specified reports
- Have full participation in the meeting but no vote

CEO Reporting to the Board

The CEO is required to submit an operational report to the board prior to the monthly board meetings.

Purpose

To ensure an open and progressive relationship between the board and CEO whereby the board is effectively informed whether the society is performing to plan, whether there are any issues, and what is being done to remedy these issues.

Objectives

1. To provide a snapshot of operations and performance against strategic organisational plans and budgets.
2. To be forward thinking and focused on emerging solutions to any operational and performance problems.
3. Raise any concerns or provide information that the CEO would like the Board to be aware of. Identifying any important decisions that are required to be made by the board.
4. Encourage and contribute to decision based conversations between the board and chief executive about what is really important in relation to the “thrival” of the business.
5. To provide a “heads up” to the board (no surprises) about emerging opportunities or concerns.

CONFLICT OF INTEREST POLICY

Definition

A conflict of interest is any situation in which a trustee's personal interest or loyalties could affect their ability to make a decision in the best interest of the charity.

Purpose of Policy

The purpose of a Conflict of Interest Policy is to ensure the following;

- Any decisions made are in the best interest of the charity when contemplating entering into a transaction, contract or arrangement that might benefit the private or personal interests of members of the governing group,
- The governing group acts at all times in the best interest of the charity,
- The trustees do not directly or indirectly receive and profit from his or her position,
- Any financial interest is disclosed, and
- Trustees do not use their position to obtain information to achieve financial benefit for themselves or another close family member, friend, or for another organisation. Family includes anyone related by blood, marriage or domestic partnership.

Policy

When a conflict of interest exists for a trustee, that trustee must:

1. Declare the nature and extent of the conflict or potential conflict. The trustee may provide relevant information, as would be expected to inform the decision-making process.
2. Remove themselves from the meeting while any deliberations related to decision-making take place.
3. The trustee must not be counted in the quorum required for decision-making on that matter and are required to remove themselves from the meeting while a vote takes place.

4. The minutes of meetings will record all disclosures and declarations of conflict of interest.

This will include:

- a. The type of conflict of interest
- b. The trustee affected
- c. Whether the conflict of interest was declared in advance
- d. A summary of the discussion, and
- e. How it was ensured that decisions were made in the charity's best interest, including anyone that withdrew from the discussion and decision making.

5. An interest register will be regularly maintained and monitored where officers will register any perceived, current or potential interests. The interest register will include information about:

- a. The officer affected
- b. The type of conflict of interest, and
- c. How it will be ensured that decisions are made in the charity's best interest.

FINANCIAL POLICIES AND PROCEDURES



Section 1: Financial Management
Policy 1: CEO Financial Management

<p>Policy Rationale</p>	<p>Upper Clutha A&P Society’s affairs should be managed in a prudent and strategic basis to ensure Upper Clutha A&P Society’s financial sustainability. The Finance Manager is responsible for the day-to-day financial management of Upper Clutha A&P Society and shall carry out this duty in a manner that shall in no way threaten Upper Clutha A&P Society’s financial strength.</p>
<p>Policy Statement(s)</p>	<p>The CEO shall in no way threaten Upper Clutha A&P Society’s financial strength or sustainability. Accordingly, he/she shall not:</p> <ol style="list-style-type: none"> 1. Utilise any of Upper Clutha A&P Society’s funds for purposes other than the furtherance of Upper Clutha A&P Society’s purposes and priorities as approved by the board. 2. Use restricted or ‘tagged’ contributions for any purposes other than those designated. 3. Operate within a financial environment that is not broadly defined by an approved budget and which is not supported by Upper Clutha A&P Society’s policies. 4. Approve expenditure which, although in keeping with Upper Clutha A&P Society’s policies, is beyond Upper Clutha A&P Society’s ability and budgeted resources to meet. 5. Cause Upper Clutha A&P Society to incur any indebtedness other than the regular accounts payable incurred in the approved process of running Upper Clutha A&P Society. 6. Settle payroll debts in anything other than a timely manner. 7. Allow ordinary operating expenses to become undischarged debts beyond a three month period from when incurred. 8. Allow any one person alone to have complete authority over any of Upper Clutha A&P Society’s financial transactions.

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these CEO Financial Management policies are the responsibility of the Upper Clutha A&P Society's board.</p> <p>The CEO's performance shall be assessed with reference to the strategic plan, board policies, Upper Clutha A&P Society's values, and constitution and the current job description and his/her performance agreement.</p> <p>Upper Clutha A&P Society's board will also establish supporting policies and frameworks within which the CEO is expected to work, offering boundaries of prudence and ethics.</p> <p>The following Upper Clutha A&P Society's policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Financial Management Policies ● Risk Policies ● Capital Expenditure, Investments & Reserves Policies ● Revenue & Receivables Policies ● Operating Expenditure & Payables Policies ● Treasury Policies ● Tax & Compliance Policies 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Charities Act 2005 				
Review Protocol	<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Policy Reviewed By: Upper Clutha A&P Society Board</td> <td style="width: 40%;">Date Reviewed: [Date]</td> </tr> <tr> <td>Next Review Date: [Date]</td> <td>Revokes Policy Reviewed: [Date]</td> </tr> </table>	Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]	Next Review Date: [Date]	Revokes Policy Reviewed: [Date]
Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]				
Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 1: Financial Management
Policy 2: Delegated Authorities

<p>Policy Rationale</p>	<p>Delegated authorities are put in place to enable Upper Clutha A&P Society to function in an efficient manner. Delegations involve one person or group of persons, with certain power and authority to act or make decisions in a given situation, empowering another person to carry out the responsibilities required to complete a task.</p>
<p>Policy Statement(s)</p>	<p>In respect of Upper Clutha A&P Society’s Delegation Authorities, the Delegator:</p> <ul style="list-style-type: none"> ● Retains full control over the delegated authority, and may recall that authority as the situation demands ● Must ensure that the delegate is suitably qualified to exercise the authority <p>In respect of Upper Clutha A&P Society’s Delegation Authorities, the Delegate:</p> <ul style="list-style-type: none"> ● When accepting delegated authority remains accountable to the Delegator to ensure the satisfactory performance of the relevant task(s) ● Shall have full regard to any relevant policies or standards and, where appropriate, obtain legal or financial advice to exercise the authority <p>All of Upper Clutha A&P Society ’s Delegation Authorities:</p> <ul style="list-style-type: none"> ● Must be adhered to within the prescribed limits for their intended use ● Must be specific in nature and time delineated if not intended to be on-going ● Maybe revoked at any time ● Must be documented with a copy of the document to be held by the Upper Clutha A&P Society ’s Finance Manager ● Must also be documented when temporary delegations are granted during a period of leave or absence ● Are effective from the time a decision is made to commit expenditure rather than the time any payment is made ● Are not to be used to authorise personal expenditure ● Must be reviewed periodically to ensure they are properly updated to reflect any changes in staff movements and responsibilities ● Must be monitored by the relevant Manager to assess the actual performance versus the delegated authorities

	<ul style="list-style-type: none"> • Expected over-spending under any delegated authority must be approved by the relevant Manager responsible for the delegation. • All breaches of policy will be subject to review by the CEO and/or the Board. Serious breaches may lead to disciplinary action.
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Delegated Authorities are the responsibility of Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society 's Finance Manager is responsible for the procedures for establishing, documenting and rescinding Financial Delegated Authorities, and that appropriate training for carrying out those duties is given.</p> <p>Upper Clutha A&P Society's CEO is responsible for managing non-financial Delegated Authorities (e.g. Communications, Human Resources, etc).</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> • Documented Delegation Register • Delegated Authorities Procedures • CEO Financial Management Policy • Budgeting & Forecasting Policy • Accountability, Internal Controls & Audit Policy • Financial Systems & Procedures Policy • Bad Debts Policy • Payroll Policy • Purchasing & Payments Policy • Procurement Policy • Capital Expenditure Policy • Bank Accounts Policy • Leasing Policy • Risk Management Policy • Legal Advice Policy
Legislative Compliance Considerations	<ul style="list-style-type: none"> • Constitution
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p>Date Reviewed: [Date] Revokes Policy Reviewed:[insert date of policy superseded]</p>

Section 1: Financial Management
Policy 3: Budgeting and Forecasting

<p>Policy Rationale</p>	<p>For Upper Clutha A&P Society to fulfill its strategic initiatives, the Upper Clutha A&P Society will need to apply resources to its identified, planned, and prioritised operational activities. This will usually take the form of an annual business plan and accompanied by an annual budget, reflecting the relationship between planned-for events and associated costs and revenues.</p> <p>A robust budget will assist Upper Clutha A&P Society in determining the most effective allocation of resources to those activities that Upper Clutha A&P Society determines to be essential to achieving its strategic outcomes.</p> <p>Once the budget has been reviewed and approved, it will also act as the Upper Clutha A&P Society's primary control point over expenditures and serve as an excellent tool for determining the performance of managers and Upper Clutha A&P Society's operational activities.</p>
<p>Policy Statement(s)</p>	<p>Upper Clutha A&P Society shall ensure robust budgeting systems and procedures are adopted to enable effective management and monitoring of Upper Clutha A&P Society's operational performance and financial health.</p> <p>An annual budget (including Profit and Loss, Balance Sheet & Cash-flow Statements) for the Upper Clutha A&P Society is to be presented to the Board with budgets needing to be finalised and approved at least one month prior to the start of the financial year for which they pertain.</p> <p>The annual budget shall:</p> <ol style="list-style-type: none"> 1. Align with the Board's stated objectives and priorities. 2. Be presented in such a way as to make it easy to interpret and follow and shall comply with standard budget presentation formats. 3. Include an analysis of: <ol style="list-style-type: none"> a. Composition of budgeted revenues b. Composition of budgeted expenditure, both by type of expenditure and for which operational activities it relates to c. What months the budgeted revenues and expenditure are likely to be received/incurred d. How the operational activities being budgeted fit with Upper Clutha A&P Society's strategic objectives

4. Incorporate input from the staff responsible for the Upper Clutha A&P Society's various operational activities.
 5. In alignment with reserves policies and financial management policies, unless exceptional circumstances prevent, Upper Clutha A&P Society's annual budget should maintain a 15 % surplus of revenue over expenditure.
 6. Contain sufficient detail for the Board to understand on what assumptions or basis Upper Clutha A&P Society's revenues and expenditures have been budgeted.
- Upper Clutha A&P Society's employees in charge of a budget shall ensure they have received the relevant training from the Financial Manager on the budget process, expectations, rigour required of budgeted revenues and expenditures, and tools required to compile and manage their budget effectively and efficiently.

Policy Implementation and Related Procedure Documents

The implementation and review of these Annual Budget policies are the responsibility of the Upper Clutha A&P Society's CEO. Upper Clutha A&P Society's CEO is responsible for presenting the Board an annual budget (capital and revenue) and such additional information to enable the Board to make its approval of the annual budget.

Upper Clutha A&P Society's CEO is responsible for submitting to the Board explanations for material variances from Upper Clutha A&P Society's approved budgets.

Upper Clutha A&P Society's CEO is responsible for ensuring that any application to the Board for expenditure which has not been specifically budgeted for is supported by precise costings and recommendations as to how the new expenditure can be offset by either reducing similar expenditures, increasing revenues or where appropriate, applying special purpose funds.

Upper Clutha A&P Society's employees holding responsibility for a budget should have appropriate budget management measures included in their current performance agreement.

Upper Clutha A&P Society's Finance Manager is responsible for ensuring Upper Clutha A&P Society's budgeting and reporting systems and procedures are adequate and sufficient training is provided to Upper Clutha A&P Society's budget holders so they are able to manage their budgets efficiently and effectively.

The following Upper Clutha A&P Society's procedure documents should be referred to in regard to the generation and management of Upper Clutha A&P Society's annual budget:

- CEO Financial Management Policy
- Delegated Authorities Policy

Legislative Compliance Considerations	<ul style="list-style-type: none">• Constitution• Incorporated Societies Act 1908• Incorporated Society Rules
Review Protocol	Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date] Date Reviewed: [Date] Revokes Policy Reviewed: [Date]

Section 1:

Financial Management

Policy 4:

Financial Reporting and Monitoring

Policy Rationale	<p>In order for the Board to make informed and meaningful decisions the financial reporting presented to the Board must be:</p> <ol style="list-style-type: none">1. In a format that all Board members are able to understand2. Regular and timely3. A true and accurate account of the financial affairs of the organisation <p>The Annual Financial Statements will only be meaningful to external stakeholders if produced in an accurate, timely, and professional manner.</p>
Policy Statement(s)	<p>All financial reports submitted to the Board by the CEO shall:</p> <ol style="list-style-type: none">1. Reflect a true and accurate picture2. Be a complete representation of the organisation's financial performance and position3. Utilise standard financial reporting formats which present the data in a way that makes it easy to interpret or understand and comply with the necessary legal and accounting requirements4. Comply with the agreed Board reporting procedures5. Be presented on a monthly basis6. Easily allow comparison between actual and budget7. Be made available to the Board and Audit, Finance & Risk Committee as required8. Comment on trends and variances <p>At the completion of the annual reporting period, the Annual Financial Statements are to be prepared in an appropriate format, a timely manner, and forwarded to the Auditor.</p>
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Financial Reporting & Monitoring policies are the responsibility of Upper Clutha A&P Society's board.</p> <p>The implementation of Financial Reporting & Monitoring procedures is the responsibility of the Upper Clutha A&P Society's Finance Manager. He/she is also responsible for the preparation of all financial reports.</p>

	<p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Accountability, Internal Controls, and Audit Policy ● Financial Systems & Procedures Policy ● Budgeting Policy
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Charities Act 2005 ● Financial Reporting Regulations 2015 ● Financial Reporting Act 2013 ● Tax Administration Act 1994 ● Tax Administration (Financial Statements) Order 2014 ● Goods and Services Tax Act 1985
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p>Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 1:

Financial Management

Policy 5:

Accountability, Internal Controls and Audit

Policy Rationale	<p>Upper Clutha A&P Society will operate with Internal Controls and Accountability by all members and staff in order to:</p> <ol style="list-style-type: none">1. Protect the assets of Upper Clutha A&P Society2. Ensure the maintenance of records of Upper Clutha A&P Society's financial activities3. Provide a framework of operating standards and behaviour expectations4. Ensure compliance with all legal and reporting requirements5. Provide reasonable assurance that any errors and irregularities are quickly discovered <p>The organisation will also be subject to an annual Financial Audit in order to provide comfort around the financial statements and procedures utilised by the Upper Clutha A&P Society to external stakeholders.</p>
Policy Statement(s)	<p>The Upper Clutha A&P Society's Board will:</p> <ol style="list-style-type: none">1. Have regular communication with the organisation's auditor especially around issues that are new or unusual2. Obtain an annual management letter from the auditor at the conclusion of the annual audit, implement any recommendations and report to the Board on the implementation of the recommendations3. Put the organisation's audit out to tender at regular intervals and engage a suitably qualified auditor4. Outline a procedure for related party transactions (e.g. purchasing goods from a staff member's family company) <p>The Upper Clutha A&P Society's Finance Manager will:</p> <ol style="list-style-type: none">1. Ensure sufficient separation of duties and controls are put in place2. Implement robust and sound accounting policies, including the documentation of procedures within Upper Clutha A&P Society's finance manual3. Question individuals and / or units on significant negative variations from the budget and report to the Board through the CEO4. Implement an appropriate accounting system which safeguards controls5. Implement an internal review system6. Schedule the regular reviews of Upper Clutha A&P Society's Financial Policies

	<p>All Upper Clutha A&P Society members and staff will:</p> <ol style="list-style-type: none"> 1. Make themselves aware of the legislation, policies, and procedures relevant to their role 2. Comply with all legislation relevant to the specific policies or procedures relevant to their roles 3. Be accountable for and monitor the budgets of their role and / or unit 4. Comply with reasonable requests for information from the Upper Clutha A&P Society's auditor in a timely manner
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of the Accountability, Internal Controls & Audit policies are the responsibility of Upper Clutha A&P Society's Board</p> <p>Upper Clutha A&P Society's board is responsible for having regular communication with the organisation's auditor.</p> <p>Upper Clutha A&P Society's Finance Manager will establish and regularly review an internal controls framework under which the organisation will function.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Financial Reporting and Monitoring Policy ● Financial Systems & Procedures Policy ● Budgeting and Forecasting Policy ● Risk Policies ● Treasury Policies ● Tax & Compliance Policies
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Financial Reporting Act 2013 ● Charities Act 2005
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p>Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 1:

Financial Management

Policy 6:

Financial Systems and Procedures

Policy Rationale	Upper Clutha A&P Society will require a financial system that supports the Internal Control requirements for Upper Clutha A&P Society to function efficiently and effectively. The procedures of the organisation also need to be such that it can meet its tax and reporting requirements at any given time.
Policy Statement(s)	<p>The Upper Clutha A&P Society's Finance Manager shall ensure Upper Clutha A&P Society has the appropriate financial systems and procedures in place to meet Upper Clutha A&P Society's operational needs, management and financial reporting requirements, and</p> <p>Upper Clutha A&P Society's internal controls. Specifically, he/she is required to:</p> <ol style="list-style-type: none">1. Review the financial systems at least annually to determine their ability to meet Upper Clutha A&P Society's needs2. Ensure financial systems are able to record and report sufficient data to aid Upper Clutha A&P Society's financial management3. Periodically review Upper Clutha A&P Society's financial procedures to determine their ability to meet Upper Clutha A&P Society's needs4. Ensure that the data and financial records pertaining to Upper Clutha A&P Society are appropriately filed and held in storage for sufficient time <p>In ensuring the accuracy and integrity of Upper Clutha A&P Society's financial systems and procedures, Upper Clutha A&P Society's Finance Manager shall also :</p> <ol style="list-style-type: none">1. Ensure regular entry into the financial systems are made in order to minimise the workload when financial reports are required2. Ensure that the chart of accounts is sufficiently detailed to allow the comparison of actuals to a budget of any particular account at any given time3. Ensure there are segregation of users access within the financial systems and that the systems are password protected4. Ensure all (journal) adjustments are documented, referenced, appropriately narrated and recorded in accordance with point 3 above

	<ol style="list-style-type: none"> 5. Ensure that reconciliations are performed at least monthly on all balance sheet items by a staff member independent from the enterer of data. He/she shall also review and authorise these reconciliations on a monthly basis and that work papers are appropriately filed 6. Ensure the system is locked off once management reports have been finalised 7. Ensure backups of the organisations data are done at regular intervals that will preserve sufficient inputs 				
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Financial Systems & Procedures policies are the responsibility of Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board may request that the External Auditors review the adequacy of financial systems and procedures as part of the annual audit.</p> <p>The Upper Clutha A&P Society's Finance Manager will implement and then regularly review the financial system to ensure sufficient protection of internal controls and the quality of reporting is maintained. He/she is also responsible for the procedures surrounding the use of the Financial Systems.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Accountability, Internal Controls & Audit Policy ● Financial Reporting & Monitoring Policy ● Tax Returns and Records Management Policy 				
Legislative Compliance Considerations	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Financial Reporting Act 2013 </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ● Charities Act 2005 ● Income Tax Act 2007 ● Tax Administration Act 1994 ● Goods and Services Tax Act 1985 </td> </tr> </table>	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Financial Reporting Act 2013 	<ul style="list-style-type: none"> ● Charities Act 2005 ● Income Tax Act 2007 ● Tax Administration Act 1994 ● Goods and Services Tax Act 1985 		
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Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]				
Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 2: Risk
Policy 1: Risk Management

<p>Policy Rationale</p>	<p>Like any organisation, Upper Clutha A&P Society must manage its risks responsibly.</p> <p>This risk management policy is enacted in order to:</p> <ol style="list-style-type: none"> a) Develop a risk-aware culture that is consistent with best practice b) Provide frameworks to manage potential risks to the organisation c) Assist Upper Clutha A&P Society achieving its long-term objectives, notwithstanding those risks it may face. <p>All of Upper Clutha A&P Society ‘s members and or staff are expected to be risk-aware.</p>
<p>Policy Statement(s)</p>	<p>Upper Clutha A&P Society is committed to:</p> <ol style="list-style-type: none"> 1. Developing a ‘risk-aware’ culture, in which the Board, management and staff are encouraged to identify and communicate risks in a timely manner 2. Consistent high-quality risk management practices, including acting upon risks identified through frameworks and tools in a timely manner 3. Developing and maintaining best practice tools and frameworks in order to identify, analyse, evaluate, treat, monitor and communicate risks 4. Ensuring key stakeholders recognise that we manage risks responsibly <p>Upper Clutha A&P Society’s risk management policy, therefore, requires that Upper Clutha A&P Society:</p> <ol style="list-style-type: none"> 1. Identify risks and associated opportunities in a planned and coordinated manner, and to respond to them with cost-effective actions. This will include the CEO reporting risks to Upper Clutha A&P Society’s Board 2. Be “risk prepared”, through high levels of risk awareness, ensuring appropriate tools and resources are available to monitor risks, and ensuring Upper Clutha A&P Society’s management and staff are competent in managing risk. 3. Minimise the risks that could impact on our organisation while achieving a tangible and sustainable organisational performance and high quality of service delivery 4. Enable achievement of long-term business objectives, notwithstanding those risks it may face 5. Ensure staff are trained and aware of the organisations approach and procedures for managing risk

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Risk Management policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board are responsible for reducing identified risks to an acceptable level.</p> <p>Upper Clutha A&P Society's CEO will ensure that a best practice risk management framework is adopted and utilised by Upper Clutha A&P Society. He/she is also responsible for reporting risks to the Board in a timely manner.</p> <p>Upper Clutha A&P Society's CEO is also responsible for ensuring appropriate regular training is provided to the organisation's members and or staff.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in regard to Risk Management:</p> <ul style="list-style-type: none"> ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Reserves Policy ● Legal Advice Policy ● Fraud Policy ● Business Continuity Policy 	
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Fair Trading Act 1986 ● Health and Safety at Work Act 2015 ● Employment Relations Act 2000 ● Copyright Act 1994 ● Gambling Act 2003 ● Privacy Act 1993 ● Standards New Zealand's Risk Management Guidelines 	
Review Protocol	Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]	Date Reviewed: [Date] Revokes Policy Reviewed: [Date]

Section 2: Risk
Policy 2: Fraud

Policy Rationale	Upper Clutha A&P Society’s Board, staff, and members have a responsibility to protect the organisation’s reputation and resources from fraud, and the risk of fraud.
Policy Statement(s)	<p>The organisation’s Board accepts that it has a responsibility to protect the physical and financial resources of the Upper Clutha A&P Society.</p> <p>Through the organisation’s CEO the Board is responsible for:</p> <ol style="list-style-type: none"> 1. Taking steps to deter and prevent fraud, theft, and corruption by persons who are employed or contracted by the organisation or who are service recipients of the organisation 2. Respecting the rights of employees to report concerns and make protected disclosures about any concerns 3. Making sure that individuals reporting their concerns in good faith and in a responsible manner do not suffer detrimental action as a consequence thereof so that disclosures of wrongdoing are seen as a positive aspect of organisational culture 4. Treating seriously any allegation of suspected fraud, theft or corruption 5. Taking prompt action on all reported concerns, both to bring the activity to an end and to discourage others who may be inclined to similar conduct 6. Being satisfied as to the facts of the case before initiating any disciplinary or legal action. This will involve a preliminary assessment, and where appropriate, investigation of the allegation 7. Notifying the New Zealand Police as warranted and / or appropriate 8. Seeking legal or other advice on the matter where required 9. Acting impartially, fairly, and equitably when handling cases of suspected fraud, theft or corruption, which includes having proper regard for the principles of natural justice and the avoidance of entrapment, bias, and favouritism 10. Treating people consistently, regardless of their status, length of service, or position/title 11. Cooperating fully with any investigations of alleged wrongdoing undertaken by external parties, such as an ‘Appropriate Authority’ as defined under the Protected Disclosures Act 2000, a Minister of the Crown or an Ombudsman 12. Exercising good judgement based on the evidence gathered and act on that judgement in the interest of members, shareholders and the public

	<p>13. Imposing and articulating strong deterrent penalties, including seeking prosecution and recovery of any losses, wherever possible and practicable</p> <p>14. Making details of successful prosecutions public wherever possible</p>
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of these Fraud policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>Any allegations concerning Upper Clutha A&P Society's staff or related parties are to be made to the CEO, who will communicate these to the Board. Any allegations concerning Upper Clutha A&P Society's CEO are to be made to the Board Chairman, who will communicate these to the Board. Any allegations concerning an Upper Clutha A&P Society Board member are to be made to the Upper Clutha A&P Society CEO who will advise the external auditor to commence an investigation.</p> <p>Upper Clutha A&P Society's board will be responsible for all allegations brought to their attention, and the committee may as warranted and / or appropriate, notify the New Zealand Police and / or advise the external auditor to commence an investigation.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● CEO Financial Management Policy ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Credit Card Policy ● HR Policy
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Protected Disclosures Act 2000 ● Crimes Act 1961 ● Summary Offences Act 1981 ● Secret Commissions Act 1910 ● Employment Relations Act 2000
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board</p> <p>Next Review Date: [Date]</p> <p>Date Reviewed: [Date]</p> <p>Revokes Policy Reviewed: [Date]</p>

Section 2:
Policy 3:

Risk
Legal Advice

Policy Rationale	Upper Clutha A&P Society will seek quality cost-effective legal advice where required in order to minimise the organisation's exposure to legal risk.
Policy Statement(s)	<p>Upper Clutha A&P Society shall obtain legal advice when it is reasonable and prudent to do so.</p> <p>The seeking of any legal advice or entering into any litigation should only be undertaken in accordance with Upper Clutha A&P Society's Delegated Authorities.</p> <p>Where legal advice is to be obtained, it should be:</p> <ol style="list-style-type: none"> 1. From suitably qualified barristers and or solicitors 2. Conducted in a timely manner 3. Following receipt and approval (by Upper Clutha A&P Society's CEO or Board, depending on delegated authority limits) of a quote for the anticipated legal engagement
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Legal Advice policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>As per Upper Clutha A&P Society's Delegated Authorities, Upper Clutha A&P Society's Board and or CEO will be responsible for seeking any legal advice or entering into any litigation as and when required.</p> <p>Upper Clutha A&P Society's CEO will be responsible for informing the Board of any impending or anticipated legal issues.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Accountability, Internal Controls & Audit Policy ● Risk Management Policy ● Incorporated Society Rules
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Lawyers and Conveyancers Act (Lawyers: Conduct and Client Care) Rules 2008 (sets out rights when you receive legal advice)

Section 2: Risk
Policy 4: Insurance

Policy Rationale	To minimise and mitigate the impacts of risks on Upper Clutha A&P Society’s resources and its ability to fulfill its operational activities, Upper Clutha A&P Society will secure sufficient and appropriate insurance cover.
Policy Statement(s)	<p>Upper Clutha A&P Society’s CEO will:</p> <ol style="list-style-type: none"> 1. Ensure sufficient and appropriate insurance cover is in place in order to minimise insurable risk 2. Ensure Upper Clutha A&P Society’s insurer(s) meet the credit rating and any other criteria as determined by Upper Clutha A&P Society’s Audit, Finance & Risk Committee 3. Review the insurance covers in place annually <p>Upper Clutha A&P Society’s Finance Manager will:</p> <ol style="list-style-type: none"> 1. Ensure that when new operations are commenced or significant assets are purchased or new leases are entered into, the insurance cover is reviewed and the new cover is put in place as may be required.
Policy Implementation and Related Procedure Documents	<p>The implementation and review of the Insurance policies are the responsibility of the Upper Clutha A&P Society’s Board.</p> <p>Upper Clutha A&P Society’s Board is responsible for determining the criteria for which Upper Clutha A&P Society’s insurer(s) should meet, e.g. credit ratings, location, accessibility, policy offerings, etc.</p> <p>Upper Clutha A&P Society’s CEO will ensure that a best practice approach is adopted in regards to insurance cover.</p> <p>Upper Clutha A&P Society’s Finance Manager will ensure that insurance cover requirements are documented in the organisation’s procedures as required.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Risk Management Policy ● Business Continuity Policy ● Legal Advice Policy ● Capital Expenditure Policy ● Travel & Entertainment Policy ● Leasing Policy

Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Companies Act 1993 (for D&O insurance) ● Incorporated Society Rules ● Insurance (Prudential Supervision) Act 2010 	
Review Protocol	Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]	Date Reviewed: [Date] Revokes Policy Reviewed: [Date]

Section 2:
Policy 5:

Risk
Business Continuity

Policy Rationale	Upper Clutha A&P Society is committed to its members, employees, suppliers, and stakeholders. To safeguard the availability of Upper Clutha A&P Society’s essential products and services in the event of a business disruption or disaster, best-practice business continuity planning and management practices should be adopted.
Policy Statement(s)	<p>Upper Clutha A&P Society recognises the commitment of the Board, management, staff, and suppliers to support the objectives of its Business Continuity Plans.</p> <p>Upper Clutha A&P Society also recognises the importance of comprehensive Business Continuity Plans to ensure the health, safety, and continued availability of employment of its employees and quality goods and services for those we serve.</p> <p>Upper Clutha A&P Society is therefore committed to:</p> <ol style="list-style-type: none"> 1. To the development and implementation Business Continuity Plans 2. Consider the on-going operations of Upper Clutha A&P Society, the integrity of IT infrastructure and data, as well as the impact of any staff and clients/visitors in the event of a business disruption or disaster 3. Support the development of Business Continuity Plans to safeguard the availability of Upper Clutha A&P Society’s essential products and services in the event of a business disruption or disaster 4. Implementing procedures and processes within Upper Clutha A&P Society’s Business Continuity Plans, including carrying out tests, where possible, on the integrity of those procedures and processes 5. Annually review the risk assessment of the organisation and amend the Business Continuity Plan accordingly
Policy Implementation and Related Procedure Documents	<p>The development, implementation and review of these Business Continuity policies are the responsibility of the Upper Clutha A&P Society’s Board.</p> <p>Upper Clutha A&P Society’s CEO will be responsible for reviewing and updating Upper Clutha A&P Society’s Business Continuity Plans, annually. These plans will be reviewed by and approved by the Board.</p>

	<p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Risk Management Policy ● Insurance Policy ● Delegated Authorities Policy 				
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Health and Safety at Work Act 2015 				
<p>Review Protocol</p>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Policy Reviewed By: Upper Clutha A&P Society Board</td> <td style="width: 50%;">Date Reviewed: [Date]</td> </tr> <tr> <td>Next Review Date: [Date]</td> <td>Revokes Policy Reviewed: [Date]</td> </tr> </table>	Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]	Next Review Date: [Date]	Revokes Policy Reviewed: [Date]
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Section 3:

Capital Expenditure, Investments and Reserves

Policy 1:

Reserves and Restricted Funds

Policy Rationale	<p>In meeting the needs of its constituents both today and into the future, Upper Clutha A&P Society needs to ensure it is both financially sustainable and has sufficient reserves to leverage off.</p> <p>To assist this, Upper Clutha A&P Society should have policies in place to determine what the acceptable minimum level of reserves is, and also guidelines for the application of any excess reserves or restricted funds.</p>
Policy Statement(s)	<p>Upper Clutha A&P Society is committed to maintaining sufficient reserves & restricted funds in order to ensure both the current and future sustainability of Upper Clutha A&P Society, specifically:</p> <ul style="list-style-type: none">• A general reserve of \$250,000 shall be maintained, being a level of funds required to enable the future sustainability of Upper Clutha A&P Society, and a precautionary level of self-insurance against unexpected financial demands, or sudden loss of revenues.• A continuity or cash reserve of \$250,000 shall be maintained, being 50% of the planned level of expenditure in any financial year. This reserve should be sufficient to cover any possible negative cash flows and should be sufficiently topped-up to a sum equal to 50 % of the approved budget for the current and / or subsequent financial year.• Special reserves or restricted funds as required. <p>Upper Clutha A&P Society's Board, will determine:</p> <ul style="list-style-type: none">• Upper Clutha A&P Society's minimum reserves target(s) and the level of cash reserves required to support its operational needs.• Upper Clutha A&P Society's Board will also determine the criteria for which any excess reserves or restricted funds are able to be used. <p>In determining reserves or restricted fund targets, Upper Clutha A&P Society's Board shall acknowledge:</p> <ul style="list-style-type: none">• Upper Clutha A&P Society's future funding requirements, including any anticipated capital expenditure or long-term projects• That increases in reserves and restricted funds will need to be funded through the generation of operational surpluses

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Reserves & Restricted Funds policies are the responsibility of Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board will determine and communicate to the CEO and Finance Manager, a reserve target, and a cash reserves level.</p> <p>Upper Clutha A&P Society's Board will have the right to amend the reserves target and a cash reserves level where deemed necessary and urgent.</p> <p>Upper Clutha A&P Society's CEO in conjunction with the Finance Manager will determine the basis under which the reserves target and cash reserves level will be achieved and included in the annual budget accordingly.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● CEO Financial Management Policy ● Budgeting & Forecasting Policy ● Risk Management Policy 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Incorporated Society Rules ● Constitution 				
Review Protocol	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Policy Reviewed By: Upper Clutha A&P Society Board</td> <td style="width: 50%;">Date Reviewed: [Date]</td> </tr> <tr> <td>Next Review Date: [Date]</td> <td>Revokes Policy Reviewed: [Date]</td> </tr> </table>	Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]	Next Review Date: [Date]	Revokes Policy Reviewed: [Date]
Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]				
Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 3:
Policy 2:

Capital Expenditure, Investments and Reserves
Capital Expenditure

Policy Rationale	Upper Clutha A&P Society will undertake capital expenditure in a controlled and prudent manner so the purchase of capital items is warranted and also efficient and effective.
Policy Statement(s)	<p>Upper Clutha A&P Society shall only commit to capital expenditure subsequent to a business case being put forward to, and approved by Upper Clutha A&P Society's Board.</p> <p>The criteria for the requirement of a business case (e.g. \$ value) and the criteria by which a business case will be approved are to be dictated and approved by Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's capital expenditure commitments must also:</p> <ol style="list-style-type: none"> 1. Be authorised by staff within Delegated Authorities 2. Be included within the approved annual budget(s). Where the capital expenditure is outside or likely to exceed the budget, Upper Clutha A&P Society's CEO will present a paper to the Board for approval 3. Include considerations for the cash flow, maintenance and insurance requirements of the capital expenditure 4. Be in accordance with Upper Clutha A&P Society's Procurement Policy and other organisational policies
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Capital Expenditure policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board will review all Capital Expenditure business cases prior to them being put forward for approval.</p> <p>Upper Clutha A&P Society's Finance Manager will implement systems and procedures to ensure capital expenditure projects are appropriately monitored and recorded.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy

	<ul style="list-style-type: none"> ● Financial Systems & Procedures Policy ● Purchasing & Payments Policy ● Procurement Policy ● Insurance Policy ● Fixed Assets Policy ● Foreign Exchange Policy ● Borrowing Policy ● Reserves & Restricted Funds Policy ● Risk Management Policy ● Leasing Policy ● Tax Policy
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● GST Act 1985 ● Tax Administration Act 1994 ● Incorporated Society Rules ● Constitution
Review Protocol	Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date] <div style="float: right;"> Date Reviewed: [Date] Revokes Policy Reviewed: [Date] </div>

Section 3:
Policy 3:

Capital Expenditure, Investments and Reserves
Fixed Assets Policy

Policy Rationale	It is prudent financial management that Upper Clutha A&P Society maintains adequate controls over its fixed assets and ensures expenditure on fixed assets is recorded and accounted for accurately.
Policy Statement(s)	<p>Upper Clutha A&P Society shall implement the following controls over its fixed assets:</p> <ol style="list-style-type: none"> 1. Maintain detailed records for each of its fixed assets acquired, including sufficient details to identify, locate, value, and determine any warranty provisions associated with each asset. 2. Ensure copies of property or significant and / or essential fixed assets records are maintained in an off-site location. 3. Conduct an annual inventory of all fixed assets to compare the record of fixed assets to their actual locations and determine the need to refurbish, replace, revalue, or dispose of any fixed assets. 4. Ensure access to fixed assets records are restricted to authorised personnel and that responsibilities for the following fixed asset functions are appropriately segregated: <ul style="list-style-type: none"> ● Fixed asset acquisitions ● Fixed asset records ● Guardianship of fixed assets ● Fixed asset disposals ● Reconciliation of physical assets to accounting records 5. Ensure all asset acquisitions, transfers and / or disposals and associated purchase, sale or disposal values are approved in line with Upper Clutha A&P Society's Delegated Authorities and associated policies <p>In accounting for all of Upper Clutha A&P Society's fixed assets over the value of \$500 including leased assets as applicable, Upper Clutha A&P Society shall ensure fixed assets are:</p> <ol style="list-style-type: none"> 1. Recorded in Upper Clutha A&P Society's Statement of Financial Position via the Asset Register 2. Depreciated over their estimated useful lives 3. Safeguarded for Upper Clutha A&P Society's benefit and ensure the maximum benefit is gained from them 4. Only disposed of when they are no longer in use, and not expected to be used again in the future. 5. Sufficiently insured in accordance with Upper Clutha A&P Society's Insurance Policy

	Should Upper Clutha A&P Society require any fixed asset valuations, then these should be acquired and / or reviewed by an independent and suitably qualified appraiser.	
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Fixed Assets policies are the responsibility of the Upper Clutha A&P Society's Board Upper Clutha A&P Society's CEO is responsible for the fixed assets of the organisation and will ensure they are appropriately protected and insured from risk.</p> <p>Upper Clutha A&P Society's Finance Manager will implement procedures for the recording, depreciation, and managing of fixed assets.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Financial Reporting & Monitoring ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Reserves & Restricted Funds Policy ● Insurance Policy ● Risk Management Policy ● Fraud Policy ● Leasing Policy ● Capital Expenditure Policy ● Tax Policy 	
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Income Tax Act 2007 ● Tax Administration Act 1994 ● Incorporated Society Rules ● Constitution 	
Review Protocol	Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]	Date Reviewed: [Date] Revokes Policy Reviewed: [Date]

Section 3:
Policy 4:

Capital Expenditure, Investments and Reserves
Unsecured Loans to Related Parties

Policy Rationale	<p>From time to time Upper Clutha A&P Society may decide to provide loan funding to associated organisations (related parties) free of any security over those funds.</p> <p>Decisions to provide such unsecured loans should be of strategic importance to Upper Clutha A&P Society and only provided where Upper Clutha A&P Society's financial security is not threatened should those funds not be repaid to Upper Clutha A&P Society.</p>
Policy Statement(s)	<p>Upper Clutha A&P Society may make unsecured loans to related parties where:</p> <ol style="list-style-type: none"> 1. The provision of funding to the related party is deemed essential to the future sustainability of the related party 2. The future sustainability of the related party is deemed essential to the achievement of Upper Clutha A&P Society's long term goals and strategies 3. The provision of unsecured loan funds are appropriately documented in deed form and are in accordance with the related party and Upper Clutha A&P Society's constitution. 4. The non-repayment of the loan funds will not impact on Upper Clutha A&P Society's financial security or ability to deliver its anticipated products and services 5. The tax consequences for the Upper Clutha A&P Society are acceptable <p>Any unsecured loans to related parties should be approved by Upper Clutha A&P Society's Board.</p> <p>Where Upper Clutha A&P Society makes unsecured loans to related parties:</p> <ol style="list-style-type: none"> 1. The terms of the unsecured loan funds must be documented 2. The related party will be required to report its financial position and progress or ability to repay the loan funds to Upper Clutha A&P Society's Board on an a regular basis 3. Upper Clutha A&P Society shall endeavour to gain appropriate input or oversight to the management of the related party as may be warranted e.g. Board membership 4. Any breach of terms must be promptly reported to the Upper Clutha A&P Society's Board

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Unsecured Loans To Related Parties policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>The Upper Clutha A&P Society's Board will be responsible for any unsecured loans made to related parties.</p> <p>The Upper Clutha A&P Society's Finance Manager will implement procedures for the monitoring and collection of unsecured loans.</p> <p>Details of any missed repayments are to be promptly reported to the Upper Clutha A&P Society's Board</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Budgeting & Forecasting Policy ● Financial Reporting & Monitoring ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Reserves & Restricted Funds Policy
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p style="text-align: right;">Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 3:

Capital Expenditure, Investments and Reserves

Policy 5:

Subsidiary / Associated Trust / Foundation Funds

Policy Rationale	Upper Clutha A&P Society may establish subsidiaries, associated trusts or foundations funds where those entities may be able to enhance the delivery of the Upper Clutha A&P Society long-term goals and strategies..
Policy Statement(s)	<p>Upper Clutha A&P Society may establish Subsidiaries, Associated Trusts and Foundation Funds where the:</p> <ol style="list-style-type: none">1. Establishment of such an entity is in accordance with Upper Clutha A&P Society constitution2. The establishment of such an entity is deemed essential to the achievement of Upper Clutha A&P Society long-term goals and strategies3. The establishment (and longevity) of such an entity is appropriately documented4. Control of the entity can be sufficiently maintained by Upper Clutha A&P Society Board5. Board is able to receive timely, relevant and reliable information on such entities, as deemed appropriate6. Operation of the entity will not have potential reputational or other risks to Upper Clutha A&P Society7. Required contributions to the entity will not impact on the Upper Clutha A&P Society financial security or ability to deliver its services8. Tax consequences for Upper Clutha A&P Society are acceptable <p>Establishment of any Subsidiaries, Associated Trusts, or Foundation Funds should be approved by Upper Clutha A&P Society Board.</p> <p>Upper Clutha A&P Society may be required to prepare financial reports consolidating the operations of such Subsidiaries, Associated Trusts or Foundation Funds. In these cases, the Upper Clutha A&P Society should ensure sufficient and appropriate information is made available to do so.</p>
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Subsidiary / Associated Trust / Foundation Funds policies are the responsibility of the Upper Clutha A&P Society Board</p> <p>The Upper Clutha A&P Society Board will be responsible for the establishment of any Subsidiaries, Associated Trusts and Foundation Funds.</p>

	<p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Budgeting & Forecasting Policy ● Financial Reporting & Monitoring Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Unsecured Loan to Related Parties Policy ● Tax & Charitable Status Policy ● Risk Management Policy
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Constitution ● Incorporated Society Rules ● Incorporated Societies Act 1908 ● Charities Act 2005 ● Financial Reporting Act 2013 ● Income Tax Act 2007
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p>Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 4:

Revenue and Receivables

Policy 1:

Commercial Activities, Grants and Funding

Policy Rationale	<p>Upper Clutha A&P Society will need to generate sufficient revenues to provide those goods and services essential to achieving its strategic outcomes.</p> <p>One avenue for the generation of these revenues is for Upper Clutha A&P Society to apply for grants and other funding opportunities. Upper Clutha A&P Society may also engage in attracting sponsorships and undertaking its own commercial activities.</p> <p>Upper Clutha A&P Society should only engage in those revenue-generating activities when they are aligned to its strategic outcomes when it is financially prudent to do so, and once the risks associated with those commercial activities have been deemed acceptable.</p>
Policy Statement(s)	<p>Any activities regarding Upper Clutha A&P Society applications for grants or other funding, attracting sponsorships or undertaking of commercial activities, should be conducted in accordance with Upper Clutha A&P Society Delegated Authorities.</p> <p>Upper Clutha A&P Society shall only engage in commercial activities or enter into sponsorship agreements where:</p> <ol style="list-style-type: none">1. Those commercial activities or sponsorships are aligned with Upper Clutha A&P Society strategic outcomes, values and beliefs2. Those commercial activities or sponsorships are not in any way considered unethical or illegal3. A risk management assessment has been performed on Upper Clutha A&P Society commercial activities or sponsorships and the risk has been accepted in accordance with the Risk Management Policy. The risk management assessment on commercial activities and sponsorships should be reviewed annually4. Sufficient internal controls are put in place to manage and administer those commercial activities and sponsorships5. The anticipated revenue from the commercial activities or sponsorships will exceed the anticipated expenses, inclusive of any capital expenditures6. There is a specific need or intended application for the revenues being generated7. Where the financial results achieved from commercial activities or sponsorships are below budget, the Board must consent to the on-going operation of those activities or sponsorships

Upper Clutha A&P Society may apply for grants or other funding from time to time. Where it does so, the following must be adhered to:

1. The organisations which Upper Clutha A&P Society seeks grants or other funding from are deemed acceptable by Upper Clutha A&P Society Board
2. There is a specific need or intended application for the funds being applied for
3. The funds must be used for the specified purposes included in the application and utilised within the time period allowed by the organisation providing the grant or other funding
4. Any excess funds or funds not utilised within the timeframe permitted (see point 3 above), must be returned in accordance with the directions provided by the organisation providing the grant or other funding
5. Sufficient internal controls are put in place to manage and administer those grants or other funding received

Policy Implementation and Related Procedure Documents

The implementation and review of these Commercial Activities, Grants & Funding policies are the responsibility of the Upper Clutha A&P Society Board.

Upper Clutha A&P Society's Board are responsible for approving the business case for a commercial activity or sponsorship prior to the commencement of that activity or sponsorship and approving the on-going operation of commercial activities and sponsorships.

Upper Clutha A&P Society's Board are also responsible for approving the organisations and applications which Upper Clutha A&P Society seeks grant or other funding from.

Upper Clutha A&P Society's CEO is responsible for preparing business cases for commercial activities, sponsorships, and any grant or other funding applications. He/she is also responsible for managing the day to day operations of commercial activities.

Upper Clutha A&P Society's Finance Manager is responsible for developing and implementing internal controls to manage and administer Upper Clutha A&P Society commercial activities, sponsorships, and any grant or other funding activities, including compliance with any grant or other funding requirements.

The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:

- CEO Financial Management Policy
- Delegated Authorities Policy

	<ul style="list-style-type: none"> ● Budgeting and Forecasting Policy ● Financial Reporting & Monitoring Policy ● Risk Management Policy ● Insurance Policy ● Reserves & Restricted Funds Policy ● Tax Policy ● Any industry standards or requirements relating to Commercial Activities (such as events) 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Income Tax Act 2007 				
Review Protocol	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Policy Reviewed By: Upper Clutha A&P Society Board</td> <td style="width: 50%;">Date Reviewed: [Date]</td> </tr> <tr> <td>Next Review Date: [Date]</td> <td>Revokes Policy Reviewed: [Date]</td> </tr> </table>	Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]	Next Review Date: [Date]	Revokes Policy Reviewed: [Date]
Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]				
Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 4: Revenue and Receivables
Policy 2: Setting Fees and Levies

<p>Policy Rationale</p>	<p>From time to time, in order to fulfill its strategic objectives and initiatives, Upper Clutha A&P Society may charge a fee or levy to its members to supplement Upper Clutha A&P Society’s external revenues or maintain its current level of reserves.</p> <p>This policy provides guidance over Upper Clutha A&P Society ‘s ability to set such fees or levies.</p>
<p>Policy Statement(s)</p>	<p>Upper Clutha A&P Society may set fees/levies where:</p> <ol style="list-style-type: none"> 1. The setting of fees/levies is deemed essential to the future sustainability of the Upper Clutha A&P Society 2. There is a specific need or intended application for the fees/levies being set 3. The setting of fees/levies is appropriately documented and in accordance with the Upper Clutha A&P Society’s constitution and rules. <p>Upper Clutha A&P Society’s fees/levies shall be determined as follows:</p> <ol style="list-style-type: none"> 1. Upper Clutha A&P Society’s Finance Manager will calculate the minimum fee level required to fulfill Upper Clutha A&P Society’s strategic objectives and/or maintain Upper Clutha A&P Society’s reserves at the current level, and then present this to the Board through the CEO 2. Upper Clutha A&P Society’s Board will set the fees/levies for the next year at a level greater than or equal to the minimum fee level calculated by the Finance Manager (or depending on the organisations constitution and rules), the Upper Clutha A&P Society’s Board will then recommend the fees/levies for the next year for approval at the Annual General Meeting. <p>The generation of any fee or levy invoices for Upper Clutha A&P Society shall be completed in accordance with Upper Clutha A&P Society’s Delegated Authorities and Revenue & Receipting Policy.</p>
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of these Setting Fees & Levies policies are the responsibility of the Upper Clutha A&P Society’s Board</p> <p>Upper Clutha A&P Society’s CEO is responsible for presenting any proposed fee or levy calculations to Upper Clutha A&P Society Board.</p>

	<p>Upper Clutha A&P Society's Board will establish the level of buffer required to be built into the minimum fees/levies in order to maintain the organisation's current financial position.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for determining the method under which the minimum fees/levies are calculated as well as performing the calculation. He/she is also responsible for the systems associated with the invoicing and collection of fee/levy revenue.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Budgeting & Forecasting Policy ● Revenue & Receipting Policy ● Receivables Policy ● Debt Collection & Write-off Policy ● Reserves & Restricted Funds Policy ● Tax Policy
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Incorporated Societies Act 1908 ● Incorporated Society Rules
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p style="text-align: right;">Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 4: Revenue and Receivables
Policy 3: Revenue and Receipting

Policy Rationale	<p>Upper Clutha A&P Society revenue streams will be invoiced and receipted in a timely and professional manner, so our clients have the utmost faith in us and respect for our service deliveries.</p> <p>Upper Clutha A&P Society will also receipt revenue received in a timely and systematic manner in order to safeguard the organisation from fraud and or mismanagement.</p>
Policy Statement(s)	<p>Any activities associated with the generation or receipting of Upper Clutha A&P Society’s revenues should be conducted in accordance with Upper Clutha A&P Society’s Delegated Authorities.</p> <p>Upper Clutha A&P Society shall implement appropriate controls over the generation and administration of revenue invoices to ensure:</p> <ol style="list-style-type: none"> 1. There are appropriate financial systems and procedures in place to manage debtor records and invoicing 2. Invoices are generated and sent to debtors in an accurate and timely manner 3. That invoices raised by Upper Clutha A&P Society and transactions entered within Upper Clutha A&P Society ‘s accounting systems disclose all information as may be required under any binding legislation, e.g. details required to be included on an invoice for tax purposes <p>Upper Clutha A&P Society’s receipting of revenue will be in accordance with the following:</p> <ol style="list-style-type: none"> 1. The organisation’s mail must be opened by a different person to that involved in the banking of receipts 2. All cheques for funds that Upper Clutha A&P Society receives must be crossed “not transferable” and banked to an Upper Clutha A&P Society bank account 3. All banking must be done at least weekly and more frequently if amounts of money held are significant 4. Where possible, Upper Clutha A&P Society should request payment by direct debit or automatic payment in order to minimise its cash fraud risk 5. All receipts must be recorded against whom the funds were received from and for which invoice (or sales item where invoice unknown) and entered into accounting systems as soon as practicable. Any remittance advice or other documents accompanying the payment should be retained and filed 6. Revenue received via Credit Card payment should be processed as soon as practicable. Procedures for failed processing or later rejection will be documented by the Finance Manager

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Revenue & Receipting policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board may request that the External Auditors review revenue and receipting as part of the annual audit.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for the:</p> <ol style="list-style-type: none"> 1. Implementation, review, and monitoring of the systems and procedures relating to invoicing and debtor management 2. Implementation, review, and monitoring of the systems and procedures relating to receipting of revenue 3. Provision of training to those staff dealing with Upper Clutha A&P Society's revenue receipts. <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Receivables Policy ● Bank Accounts Policy ● Credit Card Policy ● Fraud Policy 	
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Goods and Services Tax Act 1985 ● Income Tax Act 2007 	
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board</p> <p>Next Review Date: [Date]</p>	<p>Date Reviewed: [Date]</p> <p>Revokes Policy Reviewed: [Date]</p>

Section 4: Revenue and Receivables
Policy 4: Receivables

<p>Policy Rationale</p>	<p>It is prudent financial management that Upper Clutha A&P Society maintains adequate controls over its receivables to ensure they are accurately recorded and accounted for and best practices are adopted to maximise cash flow and minimize exposure to bad debt risk.</p>
<p>Policy Statement(s)</p>	<p>Upper Clutha A&P Society shall implement appropriate controls over its accounts receivables to ensure:</p> <ol style="list-style-type: none"> 1. All debtor invoices and receipts are recorded into in Upper Clutha A&P Society’s Accounts Receivable ledger in an accurate and timely manner 2. Statements for accounts receivable balances are generated and sent to debtors each month 3. Overdue accounts receivables are dealt with in accordance with the Debt Collection & Write-Off Policy 4. There is appropriate segregation of duties in relation to the processing of accounts receivable transactions and the processing of revenue receipts 5. That the Accounts Receivable ledger balances are actively reviewed by Upper Clutha A&P Society’s Finance Manager in consultation with the relevant staff member(s) in order to maximise cash flow and minimise exposure to bad debt risk 6. Upper Clutha A&P Society’s Statement of Financial Position includes a true and fair presentation of Upper Clutha A&P Society’s Accounts Receivable <p>Upper Clutha A&P Society is committed to addressing debtor queries both promptly and satisfactorily, and in a manner to enhance the collection of any outstanding balances.</p> <p>In accordance with Upper Clutha A&P Society ‘s Delegated Authorities and other Revenue Policies, credit notes shall only be issued where:</p> <ol style="list-style-type: none"> 1. There is an appropriate and/or authorised need to decrease the price and/or quantity of goods or services invoiced 2. There is a bad debt and a credit note is required to affect the removal of the balance owing from the accounts receivable ledger 3. Overpaid invoices will only be refunded provided that there are no other outstanding balances

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Receivables policies are the responsibility of the Upper Clutha A&P Society's Board</p> <p>Upper Clutha A&P Society's Board may request that the External Auditors review receivables as part of the annual audit.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for developing and implementing controls and procedures for the recording, monitoring, and collection of accounts receivables, as well as the controls and procedures for issuing credit notes and refunding overpaid invoice balances. He/she is also responsible for providing [quarterly] reports to the Audit, Finance & Risk Committee on the status of Upper Clutha A&P Society's accounts receivable balances.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Revenue & Receipting Policy ● Debt Collection and Write-Off Policy ● Tax Policy 	
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Consumer Guarantees Act 1993 ● Fair Trading Act 1986 ● Part 3 of the Contract and Commercial Law Act 2017 ● GST Act 1985 ● Tax Administration Act 1994 	
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board</p> <p>Next Review Date: [Date]</p>	<p>Date Reviewed: [Date]</p> <p>Revokes Policy Reviewed: [Date]</p>

Section 4: Revenue and Receivables
Policy 5: Debt Collection and Write-Off

Policy Rationale	Upper Clutha A&P Society will utilise methods of debt collection where appropriate to maximise cash flow and minimise exposure to bad debt risk. Bad debts will only be written off when all other avenues have been exhausted.
Policy Statement(s)	<p>Upper Clutha A&P Society is committed to addressing debtor queries both promptly and satisfactorily, and in a manner to enhance the collection of any outstanding balances. Upper Clutha A&P Society’s Finance Manager is responsible for monitoring accounts receivables. He/she shall pursue the payment of overdue accounts receivables where:</p> <ol style="list-style-type: none"> 1. Reasonable endeavours (including formal letter demanding payment within 10 working days has been sent) to recover the debt have taken place 2. It has been ascertained that there are no outstanding issues in relation to the accounts receivable balance 3. The overdue amounts are within his / her delegated authority. If they are outside his / her delegated authority, they will need to be escalated to Upper Clutha A&P Society’s CEO or Board <p>Where the above criteria have been met, Upper Clutha A&P Society’s Finance Manager is permitted to engage in the following activities to secure payment of overdue accounts receivables:</p> <ol style="list-style-type: none"> 1. Refer the outstanding amount to a debt collector 2. Negotiate and implement payment plan arrangements, where the receipts due under a payment plan outweigh any costs associated with that payment plan 3. Refer the matter to Upper Clutha A&P Society’s CEO and, in accordance with Upper Clutha A&P Society’s Legal Policy, suggest possible avenues of litigation to retrieve outstanding amounts. <p>Once any of the above debt collection activities have been enacted:</p> <ol style="list-style-type: none"> 1. A provision for the doubtful debt should be made in Upper Clutha A&P Society’s financial systems 2. Upper Clutha A&P Society shall only supply products or services to the debtor on a cash basis 3. Any unpaid balances may then be written off, as approved by the CEO in accordance with Upper Clutha A&P Society’s Delegated Authorities 4. No goods or services will be purchased from any unresolved bad debtors

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Receivables policies are the responsibility of the Upper Clutha A&P Society's Board</p> <p>The Upper Clutha A&P Society's Finance Manager will implement procedures for debt collection (including the establishment of approved credit agencies) and the implementation of a blacklisted customer/supplier list.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Revenue & Receipting Policy ● Receivables Policy 	
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Part 3 of the Contract and Commercial Law Act 2017 ● GST Act 1985 ● Tax Administration Act 1994 ● Privacy Act 1993 ● Credit Contracts and Consumer Finance Act 2003 	
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board</p> <p>Next Review Date: [Date]</p>	<p>Date Reviewed: [Date]</p> <p>Revokes Policy Reviewed: [Date]</p>

Section 5: Operating Expenditure and Payables

Policy 1: Payroll

Policy Rationale	<p>In being a responsible employer, Upper Clutha A&P Society will pay all employees and contractors accurately and on time. Upper Clutha A&P Society will also comply with all legislative requirements, employer responsibilities, and relevant tax and financial obligations in being an employer.</p> <p>It should be noted that this payroll policy only covers aspects of paying employees and contractors. Upper Clutha A&P Society's employment policies, processes, and procedures are covered under separate Human Resources policies and manuals.</p>
Policy Statement(s)	<p>All of Upper Clutha A&P Society's payroll obligations will be met in accordance with the following:</p> <ol style="list-style-type: none">1. Upper Clutha A&P Society will pay its employees accurately and on a timely basis, in accordance with the terms and conditions of employment agreements2. Upper Clutha A&P Society will maintain a separate wage and salary record for all staff, including holidays entitled to / taken, and sick days entitled to / taken3. All non-electronic employee payroll information will be kept in a locked facility to ensure the security of that information4. Upon receipt of appropriately authorised information, Upper Clutha A&P Society will endeavour to update employee payroll information in an accurate and timely manner5. All payroll related payments will be made by direct debit. Manual payments can be made in very special circumstances within Upper Clutha A&P Society's Delegated Authorities6. All staff will be provided with payslips when there are changes to normal pay.7. Any payment to an employee in excess of their Employment Agreement entitlements are required to be authorised by Upper Clutha A&P Society's Board8. Advances on wages/salaries to staff will not be paid9. All deductions from Gross Pay are to be made and forwarded to Inland Revenue on time. This includes Withholding Tax on certain contractors as specified in the Income Tax Act 200710. All Inland Revenue and ACC returns (if any) are to be completed and paid in accordance with the Upper Clutha A&P Society Tax Policies11. The KiwiSaver Act 2006 will be fully complied with. All requests from staff are to be promptly processed

	<p>The Upper Clutha A&P Society's Finance Manager is responsible for ensuring:</p> <ol style="list-style-type: none"> 1. Upper Clutha A&P Society's Payroll software and systems are fit-for-purpose, current and secure 2. All changes in remuneration (including bonuses) are appropriately reviewed and authorised, in accordance with Upper Clutha A&P Society's Delegated Authorities, before processing of payroll system transactions and payments 3. All payroll liabilities are fairly reflected in the Financial Statements and Management Reports of the Society. 4. Segregation of duties, whereby no employee is responsible for both processing payroll transactions and processing payroll payments 		
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of these Receivables policies are the responsibility of the Upper Clutha A&P Society's Board Upper Clutha A&P Society's Board may request that the External Auditors review payroll functions as part of the annual audit.</p> <p>The Upper Clutha A&P Society's Finance Manager is responsible for:</p> <ul style="list-style-type: none"> ● Implementing and updating Payroll systems and procedures in accordance with best practice principles. ● The performance of the payroll function in accordance with Upper Clutha A&P Society's Delegated Authorities. ● Ensuring all payroll tax returns are completed accurately, filed and taxes are paid on time ● Providing quarterly reports to the Board on the status of Upper Clutha A&P Society's employee leave balances. <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ● Department of Labour website (www.dol.govt.nz) ● Employment Agreements ● Delegated Authorities Policy ● Financial Reporting & Monitoring Policy </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Tax Returns & Record Management Policy ● Tax & Charitable Status Policy </td> </tr> </table>	<ul style="list-style-type: none"> ● Department of Labour website (www.dol.govt.nz) ● Employment Agreements ● Delegated Authorities Policy ● Financial Reporting & Monitoring Policy 	<ul style="list-style-type: none"> ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Tax Returns & Record Management Policy ● Tax & Charitable Status Policy
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Section 5: Operating Expenditure and Payables
Policy 2: Purchasing and Payments

<p>Policy Rationale</p>	<p>Having adequate controls over the purchase and payment of goods and services is an essential element of Upper Clutha A&P Society's financial management.</p> <p>These policies should not only assist Upper Clutha A&P Society's efficient and effective purchase of goods and services in accordance with the Upper Clutha A&P Society's delegated authorities and budgeting policies but also safeguard the organisation from fraud and/or mismanagement of its funds.</p>
<p>Policy Statement(s)</p>	<p>Any activities associated with the purchase and payment of goods and services for Upper Clutha A&P Society should be conducted in accordance with Upper Clutha A&P Society's Delegated Authorities.</p> <p>Upper Clutha A&P Society shall implement appropriate controls over the ordering, or commitment to expenditures, to ensure:</p> <ol style="list-style-type: none"> 1. Staff have the appropriate delegated authority to commit Upper Clutha A&P Society to the ordering or purchasing of goods and services 2. That the amount of expenditure commitments are within Upper Clutha A&P Society's available budget. If the expenditure has not been budgeted, then the expenditure will require further approval within Upper Clutha A&P Society's Delegated Authorities 3. That Upper Clutha A&P Society adheres with all other specific policies relating to expenditure (including Procurement Policy, Capital Expenditure Policy, etc.) 4. That goods and services are acquired from suitable and /or approved suppliers, and that goods and services will be received on terms agreeable to Upper Clutha A&P Society 5. That Upper Clutha A&P Society is getting value for money 6. Ordering and purchasing processes are efficient, effective and timely, and where possible include the receipt of quotes <p>Upper Clutha A&P Society shall also implement appropriate controls over the receipt and processing of invoices and accounts payable, to ensure:</p> <ol style="list-style-type: none"> 1. There are appropriate financial systems and procedures in place to manage suppliers' records, processing of invoices and subsequent payments to suppliers

2. That supplier invoices received are date stamped and appropriately approved within Upper Clutha A&P Society's Delegated Authorities before being processed for payment
3. That supplier invoices are checked that they are not fictitious and relate to goods or services actually received
4. That supplier invoices received by Upper Clutha A&P Society and transactions entered within Upper Clutha A&P Society 's accounting systems disclose all information as may be required for tax purposes or any other compliances

Upper Clutha A&P Society's Finance Manager is responsible for ensuring:

1. There are adequate segregation of duties between employees responsible for the processing of accounts payable transactions and employees responsible for the payments to suppliers
2. All changes to suppliers bank details or payment terms are appropriately reviewed and authorised before being processed in Upper Clutha A&P Society's finance systems
3. That all supplier payments are paid electronically, as initiated by Upper Clutha A&P Society. Manual payments or direct debits may be made in special circumstances, within Upper Clutha A&P Society's Delegated Authorities
4. That supplier payments will only be made following invoices having been entered into the account's payable ledger
5. That payment runs occur on or before the date invoices are due for payment, thus avoiding any late payment penalties, etc.
6. That payment runs are in accordance with Upper Clutha A&P Society's Bank Accounts Policy
7. That in the circumstances an invoice is overpaid, a recovery or refund of the overpayment is sought

Upper Clutha A&P Society's Finance Manager is also responsible for ensuring:

1. Upper Clutha A&P Society's accounts payable systems and any associated software is fit-for-purpose, current and secure
2. The accounts payable ledger is reviewed and reconciled at least monthly (to statements where provided by suppliers)
3. All accounts payable are fairly reflected in the Financial Statements and Management Reports of the organisation
4. Sufficient accruals are provided for at month-end (for reporting purposes) for any supplier invoices anticipated but not received

Policy Implementation and Related Procedure Documents

The implementation and review of these Purchasing & Payments policies are the responsibility of the Upper Clutha A&P Society's Board

Upper Clutha A&P Society's Board may request that the External Auditors review purchasing and payables as part of the annual audit.

	<p>Upper Clutha A&P Society's Finance Manager is responsible for the:</p> <ol style="list-style-type: none"> 1. Implementation, review, and monitoring of the systems and procedures relating to purchasing and the receipt and processing of suppliers invoices 2. Implementation, review, and monitoring of the systems and procedures relating to suppliers records and payments to suppliers 3. Provision of training to those staff dealing with the purchase of goods and services on behalf of Upper Clutha A&P Society and the processing of supplier's invoices and accounts payable. <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Procurement Policy ● Bank Accounts Policy ● Credit Card Policy ● Tax Policy ● Fraud Policy
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● GST Act 1985 ● Tax Administration Act 1994
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p style="text-align: right;">Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 5: Operating Expenditure and Payables
Policy 3: Procurement

<p>Policy Rationale</p>	<p>It is prudent that the Upper Clutha A&P Society acquires quality goods and services at the best possible cost. Employing best practices around the selection of suppliers and the procurement of goods and services will ensure the Upper Clutha A&P Society derives the best value for money.</p>
<p>Policy Statement(s)</p>	<p>Any activities associated with the selection of suppliers and / or the procurement of goods and services for Upper Clutha A&P Society should be conducted in accordance with Upper Clutha A&P Society’s Delegated Authorities.</p> <p>Upper Clutha A&P Society should only engage in procuring goods or services from suppliers where:</p> <ol style="list-style-type: none"> 1. There is a specific need for the goods or services offered by suppliers 2. The goods and services and / or the terms of trade offered are not in any way considered unethical or illegal 3. There are no conflicts of interest, undisclosed and / or unapproved related party relationships between the supplier and Upper Clutha A&P Society 4. Sufficient internal controls are put in place to manage and administer the procurement of goods and services <p>Upper Clutha A&P Society shall also implement appropriate controls over Upper Clutha A&P Society’s supplier and procurement decisions, whereby:</p> <ol style="list-style-type: none"> 1. Decisions should not necessarily be based on the best price, but also take other considerations into account, such as quality, timeliness, supplier reputation, ethical production and resourcing, terms of trade, etc. 2. At least three written quotes should be acquired, or a tender process undertaken where expenditure is expected to exceed \$[5,000] 3. A lease versus purchase comparison is assessed for items over \$[1,000] 4. The specifications or criteria for the evaluation and selection of a supplier by way of a tender process shall be determined by Upper Clutha A&P Society’s Audit, Finance & Risk Committee 5. Upper Clutha A&P Society’s Board shall also determine who should be involved in any evaluation processes, ensuring any persons who have a financial interest in the tender are extricated from the process

	<p>Upper Clutha A&P Society may implement preferred supplier procurement practices in order to streamline the selection of suppliers and gain efficiencies in the procurement of goods and services. Any preferred supplier arrangements will also be subject to the provisions of this Procurement policy.</p>				
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of these Procurement policies are the responsibility of the Upper Clutha A&P Society’s Board.</p> <p>Upper Clutha A&P Society’s Board will also be responsible for evaluating any tender processes, where not otherwise within the Delegated Authorities of Upper Clutha A&P Society’s CEO</p> <p>Upper Clutha A&P Society’s Finance Manager is responsible for implementing best practice procurement practices and procedures. These will be subject to approval by Upper Clutha A&P Society’s Board.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures ● Purchasing & Payments Policy ● Capital Expenditure Policy 				
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Section 5: Operating Expenditure and Payables
Policy 4: Petty Cash and Expense Claims

Policy Rationale	<p>Upper Clutha A&P Society will keep a small petty cash float for general expenses, where it is not feasible to pay for those expenses via Upper Clutha A&P Society's accounts payable.</p> <p>Where staff incur expenditure personally, on behalf of Upper Clutha A&P Society, Upper Clutha A&P Society will endeavour to reimburse staff for authorised expenditure in a prompt manner.</p>
Policy Statement(s)	<p>Upper Clutha A&P Society will keep a petty cash float of no more than \$[200] (an amount anticipated to be replenished about [twice] per month) which will be securely stored in a locked box at all times.</p> <p>Petty cash expenditure will:</p> <ol style="list-style-type: none"> 1. Be the responsibility of, and managed by an appropriately delegated, and trained member of staff (e.g. Receptionist, Office Manager) 2. Be recorded in an accurate and prompt manner 3. Be supported by a receipt or tax invoice 4. Only be used for general expenses of less than \$50 (e.g. milk, stamps) 5. Not be used for any advances, traffic fines, reimbursement of gifts or personal loans or expenses 6. Reviewed by Upper Clutha A&P Society's Finance Manager, on submission of a petty cash float replenishment <p>Upper Clutha A&P Society's Finance Manager shall promptly report any irregularities in petty cash expenditures to Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society will authorise and reimburse staff (via accounts payable) for any expenditure made personally by staff on behalf of Upper Clutha A&P Society where:</p> <ol style="list-style-type: none"> 1. The staff members have incurred those expenses in accordance with Upper Clutha A&P Society's Delegated Authorities 2. The expenditure is supported by supplier tax invoices and evidence of payment 3. An accurate expense claim form is completed, approved by the staff member's manager and forwarded to Upper Clutha A&P Society's finance staff as soon as practicable subsequent to the expenditure being incurred <p>Upper Clutha A&P Society will endeavour to reimburse staff expense claims in a prompt manner.</p>

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Petty Cash & Expense Claims policies are the responsibility of Upper Clutha A&P Society's Board</p> <p>The Upper Clutha A&P Society's Finance Manager will implement procedures and appropriate training for the administration and monitoring of Petty Cash expenditure. He/she will also implement procedures for the generation and processing of staff expense claims.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Fraud Policy ● Travel & Entertainment Policy ● Purchasing & Payments Policy ● Tax Policy 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● GST Act 1985 ● Tax Administration Act 1994 				
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Section 5: Operating Expenditure and Payables
Policy 5: Travel and Entertainment Expenditure

<p>Policy Rationale</p>	<p>Upper Clutha A&P Society’s activities will require staff to travel from time to time. The cost of travel will be paid for by Upper Clutha A&P Society.</p> <p>Entertaining internal and external parties is also likely to be part of Upper Clutha A&P Society’s activities.</p> <p>This policy will help guide Upper Clutha A&P Society’s staff and management as to what acceptable levels of travel and entertainment expenditure are so that Upper Clutha A&P Society is not viewed to be indulgent or irresponsible in terms of incurring these types of expenditure.</p>
<p>Policy Statement(s)</p>	<p>Travel and Accommodation</p> <p>Upper Clutha A&P Society shall implement appropriate controls over the booking of travel and accommodation, to ensure:</p> <ol style="list-style-type: none"> 1. Travel bookings are made in accordance with Upper Clutha A&P Society’s Delegated Authorities and all staff travel is approved by the appropriate Manager(s) 2. Travel is planned well in advance and budgeted for. Any travel not budgeted for must be approved by the Upper Clutha A&P Society’s CEO 3. Travel and accommodation bookings are as economical and efficient as possible, having regard to the purpose, distance, time and urgency of travel, and also regard to personal health, security, and safety considerations. 4. All alternative options are considered by staff before booking travel to ensure travel is required (e.g. teleconferencing, Skype) 5. Staff seek to use the lowest cost fares where possible while giving consideration to the cost/time impact in the likelihood of having to alter travel arrangements 6. All air travel, accommodation, rental vehicles, and other travel requirements are booked with Upper Clutha A&P Society’s preferred suppliers whenever possible 7. Staff do not personally benefit from any travel provided by or incurred at Upper Clutha A&P Society’s expense 8. Any / all travel involving staff spouses must be approved by Upper Clutha A&P Society’s Board 9. Any cash travel advances are approved by Upper Clutha A&P Society’s CEO, and will only be approved in special circumstances, generally associated with overseas travel

10. Meals and other ancillary expenses, while staff are on Upper Clutha A&P Society business, are 'reasonable', as shall be periodically determined by Upper Clutha A&P Society's CEO (e.g. costs should not exceed \$[35] for an evening meal)
11. The above principles are embedded within Upper Clutha A&P Society and that Upper Clutha A&P Society's Board and senior management also model these conservative behaviours

Entertainment Expenditure

Entertainment and hospitality can cover a range of items from tea, coffee, and biscuits to catering, such as meals and alcohol. It also includes other non-catering-related items such as Upper Clutha A&P Society funding the entry to a sporting or cultural event. Internal entertainment (where Upper Clutha A&P Society staff enjoy the benefits of the entertainment provided) is considered acceptable when approved in advance by Upper Clutha A&P Society's CEO, and relates to any of the following:

- Building business relationships with stakeholders and suppliers
- Recognising significant business or staff achievements
- Organisational planning sessions
- Internal professional development sessions
- Powhiri / welcomes and farewells for permanent staff

External Entertainment may be considered acceptable when approved in advance by Upper Clutha A&P Society's CEO, and relates to any of the following:

- Building business relationships with stakeholders and suppliers
- Representing Upper Clutha A&P Society
- Hosting stakeholders and suppliers at events
- Reciprocating hospitality, either on or off Upper Clutha A&P Society's premises

Upper Clutha A&P Society shall implement appropriate controls over the provision of entertainment activities or expenditure, to ensure:

1. Any entertainment activities or expenditure is arranged and purchased in accordance with Upper Clutha A&P Society's Delegated Authorities
2. Where possible, entertainment is planned well in advance and budgeted for. Any entertainment not budgeted for must be approved by the Upper Clutha A&P Society's CEO

	<ol style="list-style-type: none"> 3. All entertainment activities and expenditures are cost-effective and appropriate for the occasion 4. Staff and management are aware of what is appropriate, as periodically determined by Upper Clutha A&P Society's CEO (e.g. costs should not exceed \$[10] per head for morning / afternoon teas, appropriate and responsible provision and / or consumption of alcohol etc.) 5. All entertainment activities and expenditures are supported by tax invoices and appropriately processed within Upper Clutha A&P Society's financial systems. 				
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Travel & Entertainment Expenditure policies are the responsibility of the Upper Clutha A&P Society's Board</p> <p>Upper Clutha A&P Society's CEO will develop and communicate appropriate guidelines for Upper Clutha A&P Society travel and entertainment expenditure to all staff.</p> <p>Upper Clutha A&P Society's CEO will provide a report on Upper Clutha A&P Society's travel and entertainment expenditure to Upper Clutha A&P Society's Board a [quarterly] basis.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for the implementation, review, and monitoring of processes and procedures relating to the booking, purchase, and processing of travel and entertainment expenditures. He/she is also responsible for providing staff training in relation to Upper Clutha A&P Society's Travel & Entertainment Expenditure policies.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authorities Policy ● Budget & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Purchasing & Payments Policy ● Petty Cash & Expense Claims Policy ● Credit Cards Policy 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● GST Act 1985 ● Tax Administration Act 1994 ● Income Tax Act 2007 				
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Section 5: Operating Expenditure and Payables
Policy 6: Leasing

<p>Policy Rationale</p>	<p>Upper Clutha A&P Society may from time to time decide to lease assets, as opposed to purchasing them outright. Upper Clutha A&P Society’s decision to lease should only be made where it can be demonstrated that the benefits/costs of leasing outweigh the benefits/costs of outright ownership of those assets.</p>								
<p>Policy Statement(s)</p>	<p>Upper Clutha A&P Society’s Board will determine the criteria for evaluating the cost/benefit of leasing assets, and also those categories of assets which Upper Clutha A&P Society may lease, as opposed to purchasing outright.</p> <p>As at the time of this policy being reviewed, Upper Clutha A&P Society may lease the following categories of assets:</p> <ul style="list-style-type: none"> • IT Equipment • Office Equipment & Photocopiers <p>Upper Clutha A&P Society should only enter into leases when:</p> <ol style="list-style-type: none"> 1. A cost-benefit analysis (including tax implications) has been performed and it can be demonstrated that the leasing is of greater benefit to Upper Clutha A&P Society than purchasing 2. The insurance obligations of the lease have been quantified and the cover has been obtained 3. The lease terms and conditions are acceptable to Upper Clutha A&P Society, as per criteria determined by Upper Clutha A&P Society’s Board (e.g. duration of leases, hire purchases, etc.) <p>Upper Clutha A&P Society should only enter into leases after having considered and fulfilled the requirements within Upper Clutha A&P Society’s associated policies, as follows:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1. Delegated Authorities</td> <td style="width: 50%;">5. Procurement</td> </tr> <tr> <td>2. Capital Expenditure</td> <td>6. Borrowing</td> </tr> <tr> <td>3. Fixed Assets</td> <td>7. Insurance</td> </tr> <tr> <td>4. Purchasing & Payments</td> <td></td> </tr> </table> <p>Any amendments, extensions, or cancellations to lease agreements shall only be completed within Upper Clutha A&P Society’s Delegated Authorities, and after fulfilling the above policy statements.</p>	1. Delegated Authorities	5. Procurement	2. Capital Expenditure	6. Borrowing	3. Fixed Assets	7. Insurance	4. Purchasing & Payments	
1. Delegated Authorities	5. Procurement								
2. Capital Expenditure	6. Borrowing								
3. Fixed Assets	7. Insurance								
4. Purchasing & Payments									

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Leasing policies are the responsibility of the Upper Clutha A&P Society's Board. Upper Clutha A&P Society's CEO is responsible for all leasing decisions. Where a lease is outside of his / her delegated authority, he/she will prepare a paper for Upper Clutha A&P Society's Board to approve.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for implementing best practice procedures for the evaluation of leasing decisions and the on-going management and administration of leases and lease conditions once leases are entered into.</p> <p>In addition to those policies mentioned in the above policy statements, the following Upper Clutha A&P Society policies and frameworks should also be referred to in this regard:</p> <ul style="list-style-type: none"> ● Budgeting & Forecasting Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures ● Tax & Charitable Status Policy ● SSAP 18 – Accounting for Leases & Hire Purchase Contracts ● NZ IAS 17 - Leases 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Income Tax Act 2007 ● Goods and Services Tax Act 1985 ● Personal Property Securities Act 1999 				
Review Protocol	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Policy Reviewed By: Upper Clutha A&P Society Board</td> <td style="width: 50%;">Date Reviewed: [Date]</td> </tr> <tr> <td>Next Review Date: [Date]</td> <td>Revokes Policy Reviewed: [Date]</td> </tr> </table>	Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]	Next Review Date: [Date]	Revokes Policy Reviewed: [Date]
Policy Reviewed By: Upper Clutha A&P Society Board	Date Reviewed: [Date]				
Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 5: Operating Expenditure and Payables
Policy 7: Inventory

Policy Rationale	Where Upper Clutha A&P Society undertakes any commercial activities requiring inventories to be held, best practice inventory controls should be adopted to minimise exposures to obsolescence and / or theft.
Policy Statement(s)	<p>Upper Clutha A&P Society’s Finance Manager shall ensure:</p> <ol style="list-style-type: none"> 1. Inventories are stored securely 2. Upper Clutha A&P Society has fit-for-purpose software and systems to accurately record the order, receipt, and sale of inventories 3. Appropriate controls are in place to ensure the accurate and timely entry of transactional information into inventory systems 4. Inventories are purchased in accordance with Upper Clutha A&P Society’s Procurement and Purchasing & Payments Policies 5. Appropriate segregation of duties and security over the access to inventories and the processing of inventory transactions, in accordance with Upper Clutha A&P Society’s Delegated Authorities 6. Physical stock takes are conducted periodically and at the end of each reporting period 7. Reconciliation of physical inventory records with electronic records/transactions. 8. Lower of cost or market value calculations are conducted at the end of each reporting period, thereby providing an accurate reflection of inventory being included in Upper Clutha A&P Society’s Financial Statements and Management Reports 9. Obsolete or damaged goods are disposed of or scrapped as soon as possible
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Inventory policies are the responsibility of the Upper Clutha A&P Society’s Board.</p> <p>Upper Clutha A&P Society’s Finance Manager is responsible for implementing best practice systems and procedures for the ordering, receipting, selling, and counting of inventories.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Delegated Authority Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy

- Commercial Activities, Grants & Funding Policy
- Revenue & Receipting Policy
- Insurance Policy
- Fraud Policy
- Purchasing & Payments Policy

Review Protocol

Policy Reviewed By: Upper Clutha A&P Society Board
 Next Review Date: [Date]

Date Reviewed: [Date]
 Revokes Policy Reviewed: [Date]

Section 6:
Policy 1:

Treasury
Bank Accounts

Policy Rationale	Upper Clutha A&P Society will ensure its bank accounts are operated in a manner that ensures controls are in place over cash funds and the authorisation of any banking transactions.
Policy Statement(s)	Upper Clutha A&P Society's bank accounts will be operated in accordance with the following: <ol style="list-style-type: none">1. New bank accounts can only be opened following approval from Upper Clutha A&P Society's Board2. Any amendments to bank credit limits and / or overnight clearing facilities may only be actioned following approval from Upper Clutha A&P Society's Board3. Signatories for the bank accounts must be approved by the Upper Clutha A&P Society's Board4. Two signatories are required to authorise any payments from the organisation's bank accounts, including both electronic and manual payments5. Upper Clutha A&P Society is permitted to pay recurring invoices and payments by either direct debit or automatic payment. These authorities are to be authorised by two signatories6. No "blank" cheques are to be signed or issued under any circumstances7. All cheques issued are to be crossed "not transferable"8. Payments in the form of cash cheques or cash are to be avoided, with the exception of petty cash payments9. All cheques for funds that Upper Clutha A&P Society receives must be crossed "not transferable" and banked to an Upper Clutha A&P Society bank account10. Any cheques which remain outstanding for a period greater than 6 months should be reviewed and written back where necessary11. All banking must be done at least weekly and more frequently if amounts of money held are significant12. Upper Clutha A&P Society will maintain a minimum cash reserve, which will be dictated by the Board, at all times13. Upper Clutha A&P Society's bank's terms and conditions must be adhered to at all times14. No EFTPOS cards are to be issued or linked to any of Upper Clutha A&P Society's bank accounts

	<p>The Upper Clutha A&P Society's Finance Manager will:</p> <ol style="list-style-type: none"> 1. Maintain a register of the holders of the Upper Clutha A&P Society's authority to operate the bank accounts 2. Review and re-approve any direct debit or automatic payments annually 	
<p>Policy Implementation and Related Procedure Documents</p>	<p>The implementation and review of these Bank Account policies are the responsibility of the Upper Clutha A&P Society's Board.</p> <p>The Upper Clutha A&P Society's Finance Manager is responsible for the implementation, review, and monitoring of the systems and procedures relating to bank accounts. These should be in accordance with Section 1 of the Financial Policies.</p> <p>The following Upper Clutha A&P Society policies and frameworks should also be referred to in this regard:</p> <ul style="list-style-type: none"> ● Bank's terms and conditions ● CEO Financial Management Policy ● Delegated Authorities Policy ● Accountability, Internal Controls & Audit Policy ● Financial Systems & Procedures Policy ● Petty Cash & Expense Claims Policy ● Fraud Policy 	
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Charities Act 2005 	
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board</p> <p>Next Review Date: [Date]</p>	<p>Date Reviewed: [Date]</p> <p>Revokes Policy Reviewed: [Date]</p>

Section 6:
Policy 2:

Treasury
Credit Cards

<p>Policy Rationale</p>	<p>Upper Clutha A&P Society may provide authorised staff members with a credit card if it is determined that a need exists. Authorised staff are responsible for the credit card issued to them and shall only utilise the facility in accordance with the policy statements below.</p>
<p>Policy Statement(s)</p>	<p>The Upper Clutha A&P Society’s Board will:</p> <ol style="list-style-type: none"> 1. Authorise the credit card limit of the Upper Clutha A&P Society’s CEO 2. Dictate policy in regard to any credit card reward schemes <p>The Upper Clutha A&P Society’s CEO will:</p> <ol style="list-style-type: none"> 1. Authorise the issue of credit cards and card limits for individual staff members - no company or group credit cards are permitted <p>The Upper Clutha A&P Society’s Finance Manager will:</p> <ol style="list-style-type: none"> 1. Implement the procedures for reviewing and approving the expenditure on credit cards 2. Implement the procedures for checking the balances and use of the credit cards 3. Implement the procedures for ensuring that credit cards are paid on time and that the correct balance is paid 4. Ensure that the credit card expenditure is correctly accounted for and disclosed in the financial reports 5. Maintain a register of the holders of the Upper Clutha A&P Society’s credit cards <p>Authorised staff shall use credit cards in a responsible manner. Specifically, he/she is required to:</p> <ol style="list-style-type: none"> 1. Only use the credit card for Upper Clutha A&P Society related expenses. No expenditure of a personal nature is permitted 2. Be aware that transactions incurred on the credit card are subject to audit and/or check at any time and provide information and explanations of credit card use promptly 3. Retain all receipts and tax invoices for goods and services charged on the Upper Clutha A&P society’s credit card 4. Not use the credit card to obtain cash drawdowns or advances 5. Not attempt to alter the limit on their credit card without the approval of the Upper Clutha A&P society’s CEO 6. Ensure expenditure is within their financial delegation

7. Ensure the expenditure is within existing budgets
8. Surrender the credit card on request of the Card issuer, Upper Clutha A&P society's Finance Manager or upon leaving the Upper Clutha A&P society
9. Acknowledge and adhere to all Card issuer terms and conditions

The Upper Clutha A&P society condones that credit cards be used for:

1. Travel related expenditure
2. Expenditure purchased via the internet or phone for which no other payment options are available
3. Entertainment related expenditure including hosting

Policy Implementation and Related Procedure Documents

The implementation and review of these Credit Card policies are the responsibility of the Upper Clutha A&P Society's Board.

The Upper Clutha A&P society's CEO is authorised to cancel credit cards as well as authorise the replacement of credit cards arising from the incidence of theft or misplaced cards. The exception to this authority is in the case of his / her own credit card which is the Board's responsibility.

The Upper Clutha A&P society's Finance Manager is responsible for the systems and procedures relating to credit cards and ensuring that authorised staff members are aware of the relevant systems and procedures. He/she will also periodically report to the Board on usage and volumes of transactions on credit cards.

The Upper Clutha A&P society's Managers are responsible for the approval of expenditure on their staff members' credit cards. The following Upper Clutha A&P society policies should be referred to in this regard:

- | | |
|---|--|
| ● Position descriptions/employment agreements | ● Accountability, Internal Controls & Audit Policy |
| ● Delegated Authorities Policy | ● Financial Systems & Procedures Policy |
| ● Budgeting Policy | ● Bank Accounts Policy |
| ● Financial Reporting & Monitoring Policy | ● Tax Returns and Records Management Policy |

Review Protocol

Policy Reviewed By: Upper Clutha A&P Society Board
Next Review Date: [Date]

Date Reviewed: [Date]
Revokes Policy Reviewed: [Date]

Section 6:

Treasury

Policy 3:

Foreign Exchange

Policy Rationale	Upper Clutha A&P Society will only buy foreign currency when it has contractual commitments requiring payment in foreign currency(ies) and will only enter into foreign currency arrangements in order to minimise any foreign exchange exposure.
Policy Statement(s)	Upper Clutha A&P Society Board Members, management and staff shall only approve or enter foreign currency arrangements or purchase foreign currency where: <ol style="list-style-type: none">1. It is prudent to do so2. The value of the foreign currency transaction is appropriate for Upper Clutha A&P Society’s foreign currency commitments3. The purchase of any foreign currency or contracted amounts are within exposure risk limits approved by Upper Clutha A&P Society’s Board.4. The purchase of foreign currency or contracted amounts are within the Upper Clutha A&P Society’s Delegated Authorities5. There is sign-off by a second person whom holds the appropriate financial delegation authority
Policy Implementation and Related Procedure Documents	The implementation and review of these Bank Account policies are the responsibility of the Upper Clutha A&P Society’s Board. Upper Clutha A&P Society’s Board will: <ol style="list-style-type: none">1. Determine what level of foreign currency exposure risk is acceptable to Upper Clutha A&P Society (as relating to Policy Statement 3 above).2. Determine what level of management and reporting is required of particular foreign currency exposures and / or contracts Upper Clutha A&P Society’s Finance Manager is responsible for: <ol style="list-style-type: none">1. Obtaining relevant advice from one of the bank’s experts before recommending or entering into foreign currency arrangements2. The implementation of systems and procedures relating to foreign currency transactions3. Reporting foreign currency exposure and contracts in place (monthly) to the Upper Clutha A&P Society’s Board. The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard: <ul style="list-style-type: none">● Bank’s terms and conditions● CEO Financial Management Policy● Delegated Authorities Policy

	<ul style="list-style-type: none"> • Budgeting & Forecasting Policy • Financial Reporting & Monitoring Policy • Accountability, Internal Controls & Audit Policy • Risk Management Policy • Bank Account Policy
Legislative Compliance Considerations	<ul style="list-style-type: none"> • Constitution • Incorporated Society Rules
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p>Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 6:
Policy 4:

Treasury
Borrowings

Policy Rationale	The Upper Clutha A&P Society will borrow funds in a conservative manner as not to risk the reputation or continuity of the Society.
Policy Statement(s)	<p>Upper Clutha A&P Society shall only borrow funds when the following criteria are met:</p> <ol style="list-style-type: none"> 1. A business case must be put forward and approved by the Board before any borrowing's applications can commence, in particular, if borrowings are in respect to new operations or assets 2. The criteria for the approval of a business case is to be dictated and approved by the Board 3. Before borrowing is approved a budget must be submitted to and signed off by the Board. This budget must forecast the Society's ability to repay the debt in full and on time 4. Signatories of two or more Board members are required to commit Upper Clutha A&P Society to any debt, with the preferred mode of authorisation being by formal resolution of the Board <p>In borrowing funds, Upper Clutha A&P Society shall do so in accordance with the following:</p> <ol style="list-style-type: none"> 1. The level of overall borrowings for the Society shall not exceed 20% of asset value 2. No borrowing limits, such as an overdraft limit, will be exceeded 3. Borrowings must only be obtained from reputable organisations, as approved by the Board 4. All banking or finance institution's terms and conditions must be adhered to 5. No borrowing discussions should be entered into that may require Personal Guarantees of any Board or Staff member without express Board approval to do so 6. If the loan is to be secured over any assets of the Society, those assets are to be insured <p>The Upper Clutha A&P Society's Finance Manager will:</p> <ol style="list-style-type: none"> 1. Monitor the repayment of the borrowings 2. Regularly review the interest rate and terms of the borrowings and report to the Board if better options become available

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Borrowings policies are the responsibility of Upper Clutha A&P Society's Board</p> <p>The Upper Clutha A&P Society's Board is responsible for approving any borrowings/overdraft facilities.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Bank's terms and conditions ● CEO Financial Management Policy ● Delegated Authorities Policy ● Budgeting & Forecasting Policy ● Financial Reporting & Monitoring Policy ● Accountability, Internal Controls & Audit Policy ● Insurance Policy ● Risk Management Policy ● Legal Advice Policy ● Capital Expenditure Policy
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Constitution ● Incorporated Societies Act 1908 ● Incorporated Society Rules
Review Protocol	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p> <p style="text-align: right;">Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>

Section 7:

Tax

Policy 1:

Tax and Charitable Status

<p>Policy Rationale</p>	<p>Upper Clutha A&P Society will endeavour to comply with all tax obligations, file returns, and pay tax liabilities on time in order to avoid any unnecessary interest and penalties. In doing so Upper Clutha A&P Society shall be seen to be a tax compliant organisation by its stakeholders.</p> <p>Upper Clutha A&P Society has obtained charitable status and will comply with the requirements set out in the Charities Act 2005 to maintain its charitable status.</p>
<p>Policy Statement(s)</p>	<p>The Upper Clutha A&P Society's Finance Manager will:</p> <ol style="list-style-type: none"> 1. Ensure all tax returns are filed on time 2. Ensure all tax balances are paid on time 3. Ensure that the basis and taxable periods under which Upper Clutha A&P Society GST activity is returned (if any) is the most appropriate for the Society 4. Ensure all benefits provided to staff/members are taxed appropriately 5. Ensure that the persons authorised with Inland Revenue to act on Upper Clutha A&P Society behalf are regularly reviewed and updated, particularly with finance staff changes 6. Respond appropriately and within a reasonable time to requests from Inland Revenue 7. Ensure that all transactions entered into by Upper Clutha A&P Society are assessed for any possible tax obligations and that those obligations are appropriately recorded <p>The Upper Clutha A&P Society's Finance Manager will also:</p> <ol style="list-style-type: none"> 1. Ensure that Upper Clutha A&P Society complies with the requirements to maintain its Charitable status 2. Ensure that all Charities Commission returns are filed correctly and on time 3. Respond appropriately and within a reasonable time to requests from the Charities Commission

Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Tax & Charitable Status policies are the responsibility of Upper Clutha A&P Society's Board.</p> <p>Upper Clutha A&P Society's Board may request that the External Auditors review tax compliance as part of the annual audit.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for implementing and then regularly reviewing the tax requirements for the organisation and the related procedures. He/she is also responsible for the filing of tax returns and payment of tax liabilities.</p> <p>Upper Clutha A&P Society's Finance Manager will also establish and review the procedures supporting the requirements for Upper Clutha A&P Society to register for and then maintain charitable status.</p> <p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Accountability, Internal Controls & Audit Policy ● Tax Returns and Records Management Policy 				
Legislative Compliance Considerations	<ul style="list-style-type: none"> ● Income Tax Act 2007 ● Tax Administration Act 1994 ● Financial Reporting Act 2013 ● KiwiSaver Act 2006 ● GST Act 1985 ● Charities Act 2005 				
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Next Review Date: [Date]	Revokes Policy Reviewed: [Date]				

Section 7:

Tax

Policy 2:

Tax Returns and Records Management

Policy Rationale	<p>Upper Clutha A&P Society will endeavour to file returns for any tax obligations and pay any tax liabilities on time in order to avoid any unnecessary penalties. In doing so Upper Clutha A&P Society shall be seen to be a tax compliant organisation by its stakeholders.</p> <p>Upper Clutha A&P Society requires effective records management systems to ensure the efficient generation, entry, compilation, maintenance, security, and preservation of the organisation's current and historical records.</p>
Policy Statement(s)	<p>The Upper Clutha A&P Society Finance Manager will:</p> <ol style="list-style-type: none">1. Ensure the organisation's tax and record management systems are efficient, effective and kept up to date (e.g. payroll software)2. Ensure all tax returns are completed accurately, filed and taxes are paid on time3. Ensure all tax returns prepared by the Finance Team are reviewed and authorised by him/her4. Set and review the records management procedures for the Upper Clutha A&P Society in accordance with relevant best practice principles and legislation. These procedures should include, but not be limited to, the security of records, storage on site, storage off-site, storage on digital media, retention periods and destruction within the minimum legal period (where required) <p>The Upper Clutha A&P Society's Board members, staff, and members will comply with the records management procedures.</p>
Policy Implementation and Related Procedure Documents	<p>The implementation and review of these Tax & Records Management policies are the responsibility of Upper Clutha A&P Society's Board</p> <p>Upper Clutha A&P Society's Board may request that the External Auditors review tax compliance as part of the annual audit.</p> <p>Upper Clutha A&P Society's Finance Manager is responsible for implementing and then annually reviewing the records management procedures for the Society. He/she will report regularly to the Audit & Risk Committee on the organisation's tax compliance status.</p>

	<p>The following Upper Clutha A&P Society policies and frameworks should be referred to in this regard:</p> <ul style="list-style-type: none"> ● Financial Systems & Procedures Policy ● Payroll Policy ● Tax Policy 	
<p>Legislative Compliance Considerations</p>	<ul style="list-style-type: none"> ● Constitution ● Income Tax Act 2007 ● Tax Administration Act 1994 ● KiwiSaver Act 2006 ● GST Act 1985 ● Incorporated Societies Act 1908 ● Incorporated Society Rules ● Financial Reporting Act 2013 ● Financial Reporting Regulations 2015 	
<p>Review Protocol</p>	<p>Policy Reviewed By: Upper Clutha A&P Society Board Next Review Date: [Date]</p>	<p>Date Reviewed: [Date] Revokes Policy Reviewed: [Date]</p>