



1. Introduction

- 1.1 GBWR funding comes principally from grants, sponsorship and charitable donations for the sole purpose of meeting GBWR's charitable objects. It is essential that all funds are used wisely and that GBWR is able to demonstrate good governance to its donors, partners and Members. This paper sets out the process for ensuring that all income is distributed in accordance with the conditions or stipulations attached thereto, and that all expenditure is appropriately authorised and effectively controlled.

2. GBWR Sources of Income

- 2.1 GBWR's main sources of income are:
- a. UK Sport for the World Class Performance Programme (WCP)
 - b. UK Sport – various grants e.g. International Influence
 - c. Sport England for the Whole Sport Plan (WSP)
 - d. Sport England – various grants e.g. Coaching
 - e. Commercial Sponsorship
 - f. Membership Subscriptions
 - g. Charitable donations

3. Board of Trustees

- 3.1 The Board of Trustees is ultimately accountable for ensuring that GBWR's income is effectively managed, controlled and used for the purposes it was allocated. The commitment of UK Sport and Sport England funding is restricted by the terms and conditions set out in the various UK Sport and Sport England Funding Agreements. Other income streams may have specific conditions attached to their use but otherwise all income may be used to further GBWR's charitable objects and in accordance with the GBWR Annual Business Plan and Budget which are approved annually by the Board of Trustees.

4. Chief Executive Officer (CEO)

- 4.1 In accordance with the UK Sport and Sport England Agreements, the CEO is the accountable officer for the UK Sport and Sport England funding streams. In addition, the Board of Trustees delegates accountability for the financial management and control of all GBWR income streams to the CEO.

5. Annual Business Plan and Budget

- 5.1 The CEO is accountable to the Board of Trustees for producing an annual business plan and an annual budget to support it. The plan is to set out clearly the business objectives for the coming year and show by means of the budget how resources will be committed to meet the agreed objectives.



6. Role of Rugby Football Union (RFU) Finance Department

- 6.1 In accordance with the Service Level Agreement (SLA) between the RFU and GBWR the RFU will provide the necessary financial infrastructure and support to ensure the effective operation and control of GBWR finances. All GBWR finances are held in a separate National Westminster bank account within the umbrella group of RFU accounts.

7. Budget Structure

- 7.1 The total of the GBWR income streams constitute the GBWR annual budget. As explained at paragraph 3.1 above some elements of the budget will have restrictions on this use and will be accounted for accordingly. The budget will be apportioned to meet the objectives detailed in the annual business plan. Each Management Board Member will be a Budget Holder (BH) accountable for a Cost Centre (CC) which will be funded to meet the objectives detailed in the business plan and for which they are responsible, these are:

CEO	Corporate Governance & Business Management International Influence
National Development Director	Operations – primarily areas which relate to the delivery of the Sport England Whole Sport Plan
Performance Director	World Class Performance Programme

- 7.2 BH's are accountable to the CEO (the CEO being accountable to the Board of Trustees) for delivering their objectives within the budget allocated. CEO is accountable to the Board of Trustees for delivering the sum of the objectives in the business plan within the allocated budget.
- 7.3 Expenditure against budget is to be monitored monthly through the Management Board process. The CEO is responsible for taking appropriate action as necessary to ensure an adequate cash flow position at all times and a balanced or positive budget position at year end.

8. Authorisations

- 8.1 BH's are not permitted to delegate responsibility for their budget.

9. Invoice & Expense Approval

- 9.1 BH's are authorised to commit expenditure and approve invoices that are budgeted for up to and including £2000. Proposed expenditure and invoices over this amount and up to £5000 must be referred to and approved by the CEO.
- 9.2 Proposed expenditure (other than routine expenditure e.g. block accommodation and entry fees associated with international events) and invoices that are budgeted for and valued between £5001- £15, 000 are to be approved by the CEO and either the Chair or Finance Trustee.



- 9.3 Proposed expenditure (other than routine expenditure eg Block Accommodation and Entry Fees associated with International Events) that is over £15000 is to be approved by 2 Trustees including either the Chair or the Trustee with responsibility for Finance prior to the expenditure being committed. The CEO is to present a short paper which details the purpose of the expenditure and the process by which the supplier has been selected. Approval of the expenditure is to be obtained in writing. Approval of invoices relating to such approved expenditure is to be by the same 2 Trustees who approved the expenditure and is to be obtained in writing.
- 9.4 The GBWR Corporate & Membership Secretary in GBWR Central Office is authorised to commit expenditure and approve invoices which are budgeted for across all CCs up to and including £5000, where appropriate authority from the CEO, Board of Management or Trustees has been received.
- 9.5 In all instances requiring authorisation where the Chairman is not present, authority will be delegated to the Finance Trustee or Chair GFSC, or other trustee as prescribed by the Board of Trustees.

10. Payments

- 10.1 Authority for making payment either by cheque or bank transfer as follows:
- a. Up to £5000 – to be signed off by CEO or Corporate Secretary
 - b. £5001-£15,000 – to be signed off by CEO and Finance Trustee
 - c. Over £15,001 – to be signed off by CEO, Finance Trustee and Chairman

11. Corporate Debit Cards

- 11.1 Each BH will hold a Corporate Debit Card which they are authorised to use in accordance with the principles and levels of authorisation detailed above. National Westminster software will prevent multiple consecutive high sum usage or extraordinary use of the card without pre-authorisation.

12. Expenses

- 12.1 Policy relating to expenses is promulgated separately but the following principle are to be observed:
- a. no Trustee, Management Board Member, staff member or volunteer may approve their own expenses;
 - b. the CEO is to approve and sign all Management Board expense claims;
 - c. The Trustee with responsibility for finance is to approve and sign any claim made by the Chairman of Trustees
 - d. The Chairman of Trustees is to approve and sign the expense claims of the CEO;



- e. The Chairman of Trustees or in his absence, the Finance Trustee is to approve and sign expense claims for individual Trustees;
- f. Management Board Members are to sign and approve expense claims made by staff members or volunteers who are line accountable to them.

13. Board of Trustee Meetings

- 13.1 The CEO is to ensure that the Board of Trustees is provided with accurate and appropriate financial information at all of its meetings.