



# **SCOTTISH PARA-FOOTBALL**

**Governance Policy**

1.1 Scottish Para-Football is a Scottish Charity Incorporated Organisation (SCIO) Charity Number: SC048491. The registered office of Scottish Para-Football will be Hampden Park, Glasgow, G42 9AY.

Trustees must ensure that Scottish Para-Football is effective, responsible and accountable. Its trustees are there to oversee and take responsibility for everything that Scottish Para-Football does. It is an important role and one not to be taken on without an understanding of what is involved.

1.2 However, it is essential for Trustees to find out what they should be doing or how they should carry out their duties. In addition, there is an increasing demand from external sources – Funders, Government, Local Authorities, Public - for any voluntary organisation to demonstrate their ability to perform to the highest standards.

1.3 This documents is designed to provide advice and guidance on governance and financial procedures. It has been prepared to help Trustees by:

- (a) Providing information about the functions that Scottish Para-Football Performs
- (b) Assisting individual s to understand more about their roles and responsibilities and potential liabilities;
- (c) Encouraging the development and improvement of practice.

1.4 Governance does not mean managements. As illustrated in the table below, governance is broadly about the strategy and management is broadly about operations

<b>Governance (Strategy)</b>	<b>Management (Operations)</b>
Overview of organisation as a whole	Day-to-day operating or programmes and projects
Long term direction	Short to medium terms implementation of plans
Processes and framework for effective working	Detailed planning and supervision
Accountable for actions and decisions	Responsible for delivery

1.5 The lines between governance and management are easily blurred. This is because, while good operational management relies on sound direction and strategic planning, the development of a strategic long terms plan depends on the results of good management.

1.6 The main focus for any employed staff should be on operational matters, whilst the Board should focus on strategic matters. The intersection between the two, strategy and operations, is a crucial area for the efficiency and effectiveness of the organisation. Communication at this intersection should have special priority.

### **Mission Statement**

1.7 To create greater opportunities within Para-Football which allow participants to reach their full potential

### **Scottish Para-Football Vision**

1.8 We will strive to promote development opportunities and increase participation across Para-Football throughout Scotland

## **Objectives of Scottish Para-Football**

1.9 The following is an extract from Scottish Para-Football Constitution to show the objectives from the charity is established and shall be

To advance public participation in football by people in Scotland living with a disability, with a view to:

- (a) Promoting social change for the benefit of people in Scotland living with a disability;
- (b) Enabling people in Scotland living with a disability to integrate more fully within their local community;
- (c) Serving as a catalyst for people in Scotland living with a disability to become more physically active and adopt a healthier lifestyle;
- (d) Offering opportunities for people in Scotland living with a disability to be empowered within the sport and within their local community;
- (e) Providing opportunities for people in Scotland living with a disability to gain access to activities and competitions similar to those within other branches of the sport, thus inspiring greater participation and advancement within the sport among people living with a disability and challenging negative perceptions regarding people living with a disability;

And in particular by:

- (i) Promoting – among sports governing bodies, international, national and local government bodies, health authorities and other public agencies, third sector organisations, local communities and the general public - forms of football which facilitate participation in the sport by people living with a disability (referred to in this constitution as “Para-Football”); and
- (ii) Supporting (financially and/or otherwise), co-ordinating and regulating the work of organisations across Scotland which oversee a particular form of Para-Football, including their efforts to promote wider participation, high quality coaching and volunteering, opportunities for international competition, improved competition structures, and a more attractive footballing environment.

## **Powers of Trustees**

1.10 The following is an extract from the Scottish Para-Football Constitution to show the powers of the Trustees

- (a) Except where this constitution states otherwise, the SCIO (and its assets and operations) will be managed by the board; and the board may exercise all the powers of the SCIO.

(b) A meeting of the board at which a quorum is present may exercise all powers exercisable by the board.

(c) The members may, by way of a resolution passed in compliance with clause **Error! Reference source not found.** (requirement for two-thirds majority), direct the board to take any particular step or direct the board not to take any particular step; and the board shall give effect to any such direction accordingly.

## **Governance Responsibilities**

### **Scottish Para-Football**

- 2.1 This section describes the governance responsibilities of Scottish Para-Football's Board and Trustees. The aim of this section is to allow Scottish Para-Football to operate in a transparent and accountable manner, subject to the Constitution of Scottish Para-Football and mentoring and AGM
- 2.2 The role of the Board is to ensure Scottish Para-Football meets its objectives. To do this, the Board must ensure SPF is effective and well run.
- 2.3 Inappropriate financial operation can lead to grave consequences financially, legally and for the reputation of Scottish Para-Football. It is therefore imperative that SPF's procedures are always observed. Failure to follow these procedures may result in disciplinary action.
- 2.4 This helps to define what Scottish Para-Football should do, what it should not do, how it can be creative and how it needs to step a course between different and sometime competing interests to meet the objectives of Scottish Para-Football.
- 2.5 Scottish Para-Football can make a unique contribution to grassroots football in Scotland by focusing on the achievement of its objectives. Scottish Para-Football is about making a difference for all registered players officials and clubs within Scotland
- 2.6 Powers and responsibilities are contained in the Constitution of Scottish Para-Football and associated procedural documents.

### **Role of the Board**

- 2.7 In a word, the role of the Board is leadership. Leadership means setting the vision of Scottish Para-Football and running it in a way that will achieve these aims. There are many different tasks associated with this role and many different ways that it can be fulfilled. Rarely will the Board undertake this role in total isolation without support by it is important for Trustees to be clear that they are in charge of Scottish Para-Football and they are ultimately responsible for what it does.

- 2.8 Trustees must understand what they are responsible for, this document will give an idea of the breadth of issues that should be considered when establishing and/or running Scottish Para-Football
- 2.9 In a situation of uncertainty it is imperative to seek advice rather than go ahead without being sure of doing the right thing
- 2.10 To enable Scottish Para-Football to meet its objectives, the Board should perform the following functions
- (a) Strategic planning is imperative and must consider short, medium and long term issues so the Scottish Para-Football is clear in its purpose and direction.
  - (b) Effective management of Scottish Para-Football ensures it operates efficiently and works within its policies, budgets and relevant good practice guidance and the law
  - (c) All decisions taken are in line with ideals and purpose of Scottish Para-Football as laid out in the Constitution
  - (d) Be guided by the objectives when making all decisions
  - (e) Monitor, evaluate and review progress towards meeting the objectives
  - (f) Scottish Para-Football fulfils all its legal obligations;
  - (g) Comply with the demands of external regulators
  - (h) Maintain the values and ethos of Scottish Para-Football
  - (i) Provide sufficient guidance for volunteers and staff in performing their duties
  - (j) Resources are safeguarded and used efficiently in line with the purposes for which they were given
- 2.11 The functions listed at point 2.10 above, mean that Scottish Para-Football should focus on the 'big picture' ensuring that there is a good strategy in place to meet the objectives of Scottish Para-Football The Board should, as far as possible, not be involved in the day-to-day implementation of the strategy and steer clear of making operational decisions.
- 2.12 It is usually the case that voluntary organisations work for the benefit of others and this puts them in a position of trust to do the right thing. This is always true with respect to any money given to Scottish Para-Football in furtherance of its objectives.
- 2.13 In fulfilling its roles and responsibilities the Board should work with and seek help from its own staff and volunteers, voluntary sector infrastructure and intermediary bodies, the public or private sector and any other relevant organisation or individual. For example, the Board of an

organisation with staff would be foolish to try and set its vision for the next three years without involving the very people who would be delivering its work. Voluntary sector infrastructure and intermediary bodies (like volunteer Scotland) exist to support the sector so they are very well geared to assist.

### **Role of a Trustee**

- 2.14 Each of the charity trustees has a duty, in exercising functions as a charity trustee, to act in the interests of the SCIO; and, in particular, must:
- 2.15 seek, in good faith, to ensure that the SCIO acts in a manner which is in accordance with its purposes;
- 2.16 act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;
- 2.17 in circumstances giving rise to the possibility of a conflict of interest between the SCIO and any other party:
- (a) put the interests of the SCIO before that of the other party;
  - (b) Where any other duty prevents them from doing so, disclose the conflicting interest to the SCIO and refrain from participating in any deliberation or decision of the other charity trustees with regard to the matter in question;
  - (c) Ensure that the SCIO complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.
- 2.18 In addition to the duties outlined in clause 0, all of the charity trustees must take such steps as are reasonably practicable for the purpose of ensuring:
- (a) That any breach of any of those duties by a charity trustee is corrected by the charity trustee concerned and not repeated; and
  - (b) That any trustee who has been in serious or persistent breach of those duties is removed as a trustee.
- 2.19 Provided they have declared their interest - and have not voted on the question of whether or not the SCIO should enter into the arrangement - a charity trustee will not be debarred from entering into an arrangement with the SCIO in which they have a personal interest; and (subject to clause 0 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005), they may retain any personal benefit which arises from that arrangement.

- 2.20 No charity trustee may serve as an employee (full time or part time) of the SCIO; and no charity trustee may be given any remuneration by the SCIO for carrying out their duties as a charity trustee.
- 2.21 The charity trustees may (subject to the terms of an expenses policy adopted by the board, in the form in force from time to time) be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.
- 2.22 There are 6 key elements that describe the core remit for individual Trustees
- (a) Know and understand the duties and activities required to fulfil the role
  - (b) Actively contribute to the work of the Board whatever your role may be;
  - (c) Prepare for and participate fully in meetings, training, planning sessions and reviews where appropriate;
  - (d) Support and help each other and do whatever is possible to manage difference constructively
  - (e) Seek to have constructive and respectful communication and coordination with the volunteers and paid staff and when necessary use the appropriate procedures for managing concerns about performance and for responding to grievances or complaints;
  - (f) Act with integrity, avoid conflicts of interest and be worthy of the trust invested in the role by ensuring that all decisions are made solely in the interests of Scottish Para-Football

### **Management Responsibilities**

- 3.1 This section describes the management responsibilities within Scottish Para-Football and its Board. The aim of this section is to allow Scottish Para-Football to allocate managerial responsibilities to the appropriate people in order to comply with overall objectives.

### **Role of the Chair**

- 3.2 As the leader of Scottish Para-Football, it is the particular responsibility of the Chair to manage meetings effectively and in doing so to lead of guide the Board in making decisions.
- 3.3 Leadership should not be confused with control. Good leadership provides a framework that enables all Trustees to take part in debate or discussions and make decisions in the best interests of Scottish Para-Football

- 3.4 The effectiveness of the Chair depends in creating the rights atmosphere where all views are expressed and differences enhance, rather than damage collective working. This will enable the Board to examine its own performance in an honest and open way.
- 3.5 The Chair is required to undertake specific tasks associated with:
- (a) Running effective meetings ensuring thorough discussion, clear decision making and taking a casting vote when necessary.
  - (b) Resolving conflict within or on behalf of Scottish Para-Football
  - (c) Taking actions outside of meetings when a decision has to be made with urgency always staying in line with the Constitution
  - (d) To always act in the best interest of Scottish Para-Football and its members
  - (e) To never act against the best interest of Scottish Para-Football and its members
- 3.6 In addition the Chair may also take on other duties such as
- (a) Chairing Board meetings
  - (b) Representing Scottish Para-Football at external meetings or events
  - (c) Being actively involved in fundraising or public relations activities
  - (d) Being a cheque signatory and or as a signatory to funding applications

#### **Role of Vice Chair**

- 3.7 The Vice Chair should deputise for the Chair at meetings and (where authorised or requested by the Chair) at events and functions that the Chair is unable to attend. The Vice chair should support the Chair in performing all duties and assume leadership responsibilities for Scottish Para-Football in the Chair absence.

#### **Role of Trustee**

- 3.8 Trustees of Scottish Para-Football must always act in the best interest of Scottish Para-Football and its members and actively participate within Board meetings ensuring the best environment is created within Scottish Para-Football

#### **Role of the Secretary**

- 3.9 The Secretary is, as far as the law is concerned, the 'Senior Administrator' responsible for ensuring that regulations are complied with. The duties of the Secretary include



- (a) Preparing the paperwork for meetings
- (b) Being familiar with and overseeing procedures for the operation of the Board e.g. organising the Annual General Meeting
- (c) Providing OSCR with the necessary information within the specified timescales e.g. annual financial returns, changes in members for the Board and notification of where Scottish Para-Football's records are kept
- (d) Ensuring that information and advice is made available to Trustees in a timely manner
- (e) To advise the Chair and the Board on financial matters ensuring the financial integrity of Scottish Para-Football
- (f) To advise on the viability of the Board's financial strategy in the form of written comments on the annual accounts and budget submitted to the Board and the Annual General Meeting
- (g) To present the budget for the forthcoming year the first Board meeting of the new financial year
- (f) To ensure that the budget as a whole is not overspent unless authorised by the Board
- (g) To present accounts showing expenditure to date against the headings of the approved budget to the Board
- (h) Ensure statutory returns are made to any relevant regulators
- (i) Helping the Chair to set the agenda
- (j) Ensuring the minutes are taken at meetings of the Board and Working Groups
- (k) Ensure that minutes are taken at the Annual General Meeting
- (l) Being the contact point for all Scottish Para-Football correspondence
- (m) Sending out correspondents on behalf of Scottish Para-Football
- (n) Keeping the website up to date
- (o) To manage the day-to-day financial operations of Scottish Para-Football and ensure the prompt progression of all financial and related business, ensuring that expenditure is consistent with Scottish Para-Football's plans and the requirements of any funders

- (p) To prepare accounts showing expenditure to date against the headings of the approved budget to the Board
- (q) Helping to put together financial plans, reports and related policies and to oversee the preparation of accounts to audit
- (r) Liaising with Scottish Para-Football appointed auditor or any other financial examiner

3.10 Although the Secretary is responsible for carrying out particular duties, it is the Board that is expected to ensure Scottish Para-Football conforms to its legal obligations

3.11 The Secretary need not be a member of the Board.

### **Accounting, Income and Banking**

#### **Accounting**

4.1 The financial year shall commence on 1<sup>st</sup> January and end on 31<sup>st</sup> December

#### **Income**

4.2 The procedure for dealing with income as follows

- (a) Secretary to receive all income on behalf of Scottish Para-Football
- (b) If necessary secretary to issue a receipt
- (c) Secretary to record and allocate to the appropriate code all income within an excel spreadsheet so designed for this purpose
- (d) Cash or cheques to be banked as quickly as possible
- (e) Reconcile the bank account against the bank statement

4.3 Membership fees will be set annually by the Trustees and presented for approval at the Annual General Meeting

#### **Banking – Cash or Cheques**

4.4 All monies received on behalf of Scottish Para-Football shall be paid into Scottish Para-Football Bank Account

4.5 All cheques drawn against Scottish Para-Football account must be signed by TWO from the four signatories appointed by the Board.

- 4.6 Cash, cheque books and other primary banking material is stored in a lockable safe within Scottish Para-Football offices
- 4.7 Cash should not be held on the premises any longer than necessary and must be paid into Scottish Para-Football's account as soon as possible
- 4.8 Banking of the taking should be done upon receipt and is the responsibility of the Secretary

#### **Banking – Online Payments**

- 4.9 All monies received online on behalf of Scottish Para-Football are paid directly into the account of Scottish Para-Football
- 4.10 All online payments will be collected on a daily basis
- 4.11 Reconcile the bank account against the bank statement

#### **Expenditure**

##### **Budgets**

- 5.1 The draft budget will be prepared by the Secretary on behalf of the Board.
- 5.2 Once approved by the Board, major budget alterations and/or deviations of £5,000 outside the approved budgeted expenditure can only be authorised by the Board. The notification of this should be prepared by the Secretary.
- 5.3 The Secretary will be responsible for overseeing the transfer of the approved budget and monitoring the management and amendments of said budget on a monthly basis

##### **Purchases**

- 5.4 Any trustee or Member can make a recommendation or request to make a purchase on behalf of Scottish Para-Football
- 5.5 It is the responsibility of the Secretary, upon receipt of a request, to initiate the authorisation process.
- 5.6 Once a request has been made, Scottish Para-Football has to decide whether to make the purchase
- 5.7 It is the responsibility of the Secretary to determine the budget heading from which the purchase is to be drawn, in consultation with the Board.
- 5.8 If overspending of budget headings is required, the decision must be made according to the guidelines in 5.2 and principle outlined in 5.5 of this documents.

- 5.9 It is the responsibility of the Secretary to make all purchases on behalf of Scottish Para-Football and ensure that the purchase is carried out in accordance within the guidelines in this and any other relevant Scottish Para-Football policy and/or procedure
- 5.10 As soon as each purchase is delivered and found to be in order, all relevant documentation must be added to the “invoice for payment basket” in order to make any payment. Should the necessary paperwork not accompany the goods then Scottish Para-Football reserve the right to withhold issuing payment until valid paperwork can be produced.

### **Obtaining Quotes**

- 5.11 The Secretary must always try to get the best deal for the purchase with two quotations required on any purchase over £2,000. This ruling will not apply to ongoing business relations such as computer system work or provisions of Auditors which is approved at the Annual General Meeting.

### **Making the Purchase**

- 5.12 If the Secretary agrees an invoice should be held for query, the supplier should be notified as soon as possible.
- 5.13 It is Scottish Para-Football staff responsibility to carefully check any goods for faults upon receipt. Faulty goods or goods not matching the description, or invoices disputed for any other reason, should under no circumstance be paid for. Scottish Para-Football reserves the right to hold payments for faulty or incorrect goods. The supplier should be notified of any issues with the supply as soon as possible.
- 5.14 Payments to suppliers must always be in response to an invoice and never to a statement. If a statement showing any unpaid delivery is received and the invoice cannot be found, a copy must be requested from the supplier
- 5.15 Incoming invoiced should be processed by the date indicated on the invoice unless queried
- 5.16 Expenses Claims Forms, should be submitted to the Secretary, complete with all supporting documentation (receipts, invoices)
- 5.17 Expense claims must be submitted as soon as possible after the expense was incurred, and in any case within that actual financial year.
- 5.18 Claims without invoices or receipts with the exception of mileage claims, to support them will be considered by the Secretary on an individual basis. The Secretary will not authorise such claims in the absence of exceptional reasons.

### **Expenses**

- 6.1 Expenses will be paid as follows

- (a) When attending Scottish Para-Football Board Meetings all reasonable expenses incurred will be paid by Scottish Para-Football
- (b) When attending Scottish Para-Football Committee meetings all reasonable expenses incurred will be paid by Scottish Para-Football
- (c) When attending meetings to represent the board or Scottish Para-Football actual expenses incurred will be paid by Scottish Para-Football
- (d) When working for on behalf of Scottish Para-Football actual expenses incurred will be paid by Para-Football

### **Expenses Reimbursement**

- 6.2 Reimbursement of expenses for all Board or Committee members must be made using Scottish Para-Football Expense Form before being authorised by the Secretary. All Expenses forms must be signed and have receipts attached

### **Travel**

- 6.3 Any rental vehicle must first be authorised by the Secretary and is the responsibility of the individual to book. Individuals hiring vehicles on behalf of Scottish Para-Football must ensure that the appropriate insurance cover is taken out on the rental vehicle as Scottish Para-Football does not have insurance cover. Reimbursement for all additional costs for rental vehicles will be made through the standard Expense Form
- 6.4 Scottish Para-Football will reimburse Board and Committee members at the agreed pence per mile rate when using their own vehicles. Only exact petrol costs will be reimbursed for rental vehicles used for Scottish Para-Football business. Reimbursement will be made through the standard Expense Form
- 6.5 Scottish Para-Football will not be responsible for any mechanical or legal costs (i.e. parking tickets) incurred in the use of a vehicle for Scottish Para-Football business. It is the responsibility of the individual to operate within the law
- 6.6 Travel by train or bus should be by standard class and booked in advance to get the lowest price where possible
- 6.7 All air travel must be authorised by the Board before being booked. Any changes to tickets for personal reasons, which incur additional costs, are to be met by the ticket holder.

### **Document Retention**

- 7.1 All financial documents, legal documents or record of accounts will be safely for a period of 7 years

7.2 Electronic backups of the financial data are to be saved to the Scottish FA secure server

### **Credit Card Payments**

7.3 Scottish Para-Football credit card is managed by the Secretary and is used for Scottish Para-Football purchases and expenditure.

### **Fraud**

8.1 Scottish Para-Football is absolutely committed to maintaining an honest, open and well-intentioned atmosphere, it does not tolerate fraud

8.2 Examples of fraud could be theft or abuse of property; deception or falsification of records; corruption concerning procurement or tendering; wrongly claiming reimbursement of expenses; charging for goods and services not actually delivered or misuse of sick leave

8.3 Scottish Para-Football encourages staff and Trustees not to turn a blind eye to fraud but to report it to the Board

8.4 Scottish Para-Football will take seriously any allegations or incidence of fraud

### **Insurance**

8.5 The Board is responsible for achieving adequate insurance cover for Scottish Para-Football and all of its members.

## Document Control

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