

Snowsport England - Statement of Financial Principles 2020

Annual Financial Target

- Achieving an annual surplus when the funding from our main supporter, Sport England, continues to decrease is a potentially unrealistic stretch goal. For 2021, with the 2020 Sport England grant levels maintained, with all else remaining 'normal' we should target breakeven or a small surplus as a reasonable stretch goal.
- With the impact of the Covid 19 pandemic, forecasts suggest 'breakeven' is potentially wishful thinking and a substantial one year deficit should be expected. Our Financial Target for 2021 should therefore be to actively work to minimise losses, with a return to a stretch goal of breakeven in 2022 (recognising that this may require structural changes to the organisation) and a small trading surplus thereafter.

Bank Accounts

- Deposit Accounts- all such surplus cash to be suitably invested in various authorised financial institutions with no more than £85k in any one FSCS registered institution. The length of any fixed term deposits will be based on highly conservative cash requirement forecasts to ensure sufficient free cash is available.
- Trading Account- currently we bank with HSBC and because of the nature of our transactions, we can at any one point in time exceed £80k with HSBC. This is considered to be an acceptable risk.

Expenditure Authorisations

- All transactions exceeding £1,000 to be authorised either by the Chair of the Board or the Finance Director.
- Below £1,000, authorisations are to be confirmed by the CEO or by the Operations Manager when the CEO is on leave. Where the Operations Manager authorises expenditure, a listing should be made and reviewed with the CEO on return from leave
- A Purchasing order procedure to be introduced for all orders initially exceeding £1,000, with the above financial authorising limit applying.
- To obtain at least two quotes for all expenditure exceeding £1,000, unless authorised otherwise by CEO or Finance Director. For expenditure above £5000 the number or quotes to be sought, or whether a tender process is to be required to be discussed and agreed by the board.

Cash Reserves

- At any one point in time the company to hold at least 6 months of cash in hand to meet on-going trading requirements. This sum is estimated to be £100K. Where reserves are forecast to fall below this level the Finance Director and CEO will raise this with the Board.

Contractual Expenditure

- Group Insurance, to review at least every 3 years (last reviewed 2018)
- Accounting Outsourcing Services, to review every 3 years (last reviewed 2017)

- Appointed auditors, review every 3 years (reviewed in 2019)
- Any contracts above £5000 to be reviewed annually.

Governance Committees

- Remuneration committee , see TORs
- Audit and Risk Committee , see TORs

Event Targets

- English Championships, to plan/ budget for a minimum surplus of £10K to £15k with a stretch goal of £20k.
- All SSE events to at least break-even.
- All discipline courses to at least break-even.

Contingency Plan

- To plan progressively to become less dependent on Sport England funding by increasing internally generated revenues and greater commercialisation by way of external sponsorship.

Approval:- Board Meeting 19th November 2020