



Financial Policy

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1.1 Revenue

- 1.1.1 Service fee is recognized on the completion of the services provided. Examples of services provided include talks, workshops, and courses.

All current National Athletes, Coaches, appointed supporting personnel (e.g. Team Manager, Mechanic, Sports Science personnel, etc), Management Committee members, and staff shall be entitled to participate in events/races (i.e. where will pay for their individual membership and race license fees), courses, workshops or seminars free of charge.

All other requests for waiver of the service fee must be documented for the General Manager and/ or Management Committee to approve the waiver of fees on a case-by-case basis, based on the following approving authority matrix:

APPROVING AUTHORITY	AMOUNT
President or Hon Treasurer and Secretary-General (2)	Above S\$1.00 to S\$25,000
President, Secretary-General, Hon Treasurer and	Above S\$25,000 to S\$50,000
Management Committee	Above S\$50,000

- 1.1.2 Donations and Income from fundraising projects and donors are recognized as and when received or recognized when committed sponsorship or donations and there is no uncertainty over the collectability even though the funds have not been received.
- 1.1.3 Donations received in advance e.g. in lieu of specific programs, are deferred and recognized as incoming resources as and when the programs take place.
- 1.1.4 Invoice and tax invoice shall be issued in the following cases:
- for those projects which represent business activities.
 - For those projects which do not represent business activities (e.g. sponsorship, donation of an event). Only outright donations with no commercial benefits received by donors are eligible for a tax deduction. Tax deduction receipts will be in the format as stipulated by IRAS (available via IPCLink). Only the Hon-Treasurer can sign on the tax deduction receipts).
- 1.1.5 For participants of organized courses, events/races, and SBS's membership/license application, the duly completed and submitted Registration Form, incorporating payment details, shall be used as a basis for the collection of the relevant fee.
- 1.1.6 Credit note for invoice or tax invoice shall be issued in the following cases:
- When a customer decides to cancel a service to be rendered by SBS, after having been issued a tax invoice by SBS in the first place. Concurrently, the tax invoice which has been issued will need to be cancelled.
 - An invoice that has been prepared and issued to a donor or sponsor, in order to facilitate the disbursement of the donation or sponsorship, will have to be subsequently canceled, to be replaced by a system-generated tax-exempt receipt number to be issued to the donor or sponsor.

1.2 Receipts

- 1.2.1 The Hon Treasurer and/or Sports Development Manager will deposit all funds, whether cash or cheque, into the bank account, with no monies removed to make payments or for other purposes.
- 1.2.2 Cash is easily stolen and must be handled carefully. If cash is received in the office, the person accepting the cash must inform the Hon Treasurer and/or Sports Development Manager to provide an official receipt when receiving the cash.
- 1.2.3 All cash received shall be deposited into the bank within a week or when cash in hand exceeds **\$1,000.00**.
- 1.2.4 Failing which, cash shall be kept in the petty cashbox and locked in a secure environment. Records of collections are verified with the receipts and revenue. The report is maintained by the Hon Treasurer and/or the Sports Development Manager.

1.3 Official receipt

- 1.3.1 Official receipt shall be issued in the following cases:
 - a. Cash Received (donation fee, sponsored fee, and program fees)
 - b. If an official receipt has been issued but is in a poor/damaged condition and cannot be used, it shall not be destroyed but shall be canceled and attached to the counterfoil for inspection when required.
- 1.3.2 Donation and Sponsorship with Benefits
On the matter relating to donation and sponsorship with benefits, the SBS adheres to guidelines as stipulated by the Inland Revenue Authority of Singapore (IRAS) including IRAS' Circular "Tax Treatment on Donations with Benefits" published on 1 May 2006 See [http://www.iras.gov.sg/irasHome/uploadedFiles/Other_Taxes_and_Services/Charities/etaxguideondonationwithbenefits\(3\).pdf](http://www.iras.gov.sg/irasHome/uploadedFiles/Other_Taxes_and_Services/Charities/etaxguideondonationwithbenefits(3).pdf)

1.4 Cash at Bank

- 1.4.1 Bank accounts are operated by authorized signatories under dual control (see paragraph 3.2).
- 1.4.2 Bank reconciliation is carried out at the beginning of the month for the previous month-end and must be reviewed by a person independent of preparing the reconciliation.
- 1.4.3 Interest income from bank balances is recognized based on accrual

2 Purchases

- 2.1 SBS shall ensure that there are budgeted funds before they commit any purchases. Approval has to be sought before any purchase is committed.
- 2.2 All purchases of goods and services are to be authorized by the sports development manager and/or the relevant approving authority (see paragraph 3)
- 2.3 The Sports Development Manager's and/or the relevant approving authority's approval must be documented prior to purchase. Invoices are to be verified and matched to delivery orders as to the quantity, amount, and price before they are processed for payment.
- 2.4 SBS shall obtain multiple quotations (at least 3 written quotations) for all purchases where the estimated procurement value is above \$6,000 but not exceeding \$70,000 (see paragraph 3 for approving authorities and approval limits).

The following procedures shall be adhered to:

Purchase Amount	Procedures
\$6,000 and below	No quotations are required. Requestors shall source quotations to purchase from vendors offering products of the best value and are assessed to be reasonable.
Above \$6,000 to \$70,000	Minimum of three (3) Quotations
Above \$70,000	Invitation to Tender All tenders received shall be evaluated by a Tender Evaluation Committee based on the established criteria. Thereafter, relevant documents to be escalated to the Management Committee for approval

- 2.5 Tender procedures will apply for all purchases above \$70,000, and proper evaluation need to be carried out by an appointed Tender Evaluation Committee for all tenders received based on the established criteria. The Tender Evaluation Committee shall comprise the General Manager and 3 appointed Management Committee members.
- 2.6 The tenders are to be submitted and evaluated via email by the Tender Evaluation Committee and, shall be submitted to the Management Committee (see para 3) on the award of the tender.
- 2.7 If a purchase is to proceed without going through the three Quotations or a Tender exercise, SBS's shall seek approval for waiver of competition from the approving authority as specified.
- 2.8 The relevant Management Committee member/ Sports Development Manager in charge shall submit the waiver of competition request to the President and Hon Treasurer. For waiver of competition valued at \$50,000 or less, the President and Hon Treasurer shall undertake the evaluation and approval. For waiver of competition of value exceeding \$50,000, the request shall be submitted to the Management Committee for approval.

2.9 Delegation of Authority

2.9.1 The SBS's Sports Development Manager shall initiate the identification and recommendation of course conductors, instructors, trainers and coaches for SBS organized competency development courses. The recommended list, with justifications, and the eventual appointment of course conductors, instructors, trainers, and coaches will be approved by the SBS's Management Committee. This list would then be reviewed periodically.

2.9.2 As for the identification and appointment of Commissaires for local events and races, this would be done in consultation with the Commissaires' and Technical Commission.

2.10 Contracts

2.10.1 The delegation of authority/signatories for Contracts, Letter Agreements, and Letters of Appointments would be as follows:

DELEGATION OF AUTHORITY / SIGNATORY	TYPE	TOTAL VALUE
Secretary-General	Letter Agreement / Contract (Cash Sponsorship)	S\$1.00 to S\$20,000.00
President	Letter Agreement/Contract (Cash Sponsorship)	S\$20,000.00 and above
Secretary-General	Contract (Award of Quotations)	S\$1.00 to S\$50,000.00
President	Contract (Award of Tenders)	Above \$50,000.00
Management Committee Sports Development Manager	Identification and Appointment of Course Conductors, Trainers, Coaches, Instructors – competency development activities. Signatory - Letter of Appointment	As per the SBS's Pricing Guide (see below)
Commissaires and Technical Commission Sports Development Manager	Identification and Appointment of Commissaires for local events and races. This would be done in consultation with the Commissaires' and Technical Commission Signatory - Letter of Appointment	As per the SBS's Pricing Guide (see below)

3. Payments

3.1 Authority and Approval Limits

3.1.1 Purchase requisition

3.1.2 All purchase requests should be approved by authorized persons. The authorized Person are as follows:

APPROVING AUTHORITY	AMOUNT
Sports Development Manager	S\$500 & below
President or Hon Treasurer and Secretary-General (2)	Above S\$501 to S\$25,000
President, Secretary-General, Hon Treasurer	Above S\$25,000 to S\$50,000
Committee Members (4)	Above S\$50,000

3.2 Signing of Cheques

3.2.1 The approval limits for payments and operation of bank accounts is as follows:

APPROVING AUTHORITY	AMOUNT
President or Hon Treasurer or Secretary-General (any 2)	S\$3,000 & below
President or Hon Treasurer or Secretary-General (any 2)	Above S\$3,000

3.2.2 Formal notification of authorized cheque signatories, specified limits of authority, and permissible financial transactions shall be sent to banks periodically (at least annually) for update.

3.3 Credit Note

APPROVING AUTHORITY	AMOUNT
Secretary General	S\$3,000 & below
President	Above \$3,000 to \$10,000
Management Committee	Above S\$10,000

3.4 Credit Term, Monitoring of Debts and Write off Bad Debt

3.4.1 The SBS's Accounts Assistant shall indicate the credit term on all invoices i.e. "Immediate" for individuals who sign up for SBS's organized courses (in other words, all payments must be made before the commencement of the course) and "30 days" for all other services rendered. For sponsorship income, invoices will be raised in a timely manner in accordance with the agreed payment terms as stipulated in the Agreement.

3.4.2 The Hon Treasurer, Sports Development Manager and Accounts Assistant shall actively monitor collection and endeavor to keep debtors aging within 90 days.

3.4.3 The Hon Treasurer, Sports Development Manager and Accounts Assistant shall highlight any long outstanding debts in excess of 90 days to the Management Committee.

3.4.4 Having exhausted all means and/or when the debts are deemed irrecoverable, the write-off of debts shall be approved as follows:

APPROVING AUTHORITY	AMOUNT
President	S\$10,000 & below
Management Committee	Above S\$10,000

3.4.5 Notwithstanding the above approving authority, if there are reasons to believe that there is fraud or negligence associated with the write-off, it shall be reported to the Management Committee immediately.

3.5 Waiver of Competition (shall only be meant for sole suppliers of a product/specialized service)

APPROVING AUTHORITY	AMOUNT
President and Hon Treasurer	S\$50,000 & below
Management Committee	Above S\$50,000

3.6 Tender Documents

The Management Committee shall review the submissions made by all tenderers and the justifications put forth by the Tender Evaluation Committee, applying pre-agreed criteria, in the final decision-making process for the award of a tender.

APPROVING AUTHORITY	AMOUNT
Management Committee	Above \$50,000

3.7 Payment Vouchers

3.7.1 Payment voucher shall be attached with supporting documentation including the vendor's invoice (original /Certified True Copy invoice, email invoice) and delivery order before payment can be made.

3.7.2 Any mode of payment that includes telegraphic transfer, demand draft, and cheque payments must be accompanied by a payment voucher.

3.7.3 The payment voucher shall be signed and checked by the Sports Development Manager or the authorized Management Committee member.

3.7.4 The payment voucher and supporting documents shall be stamped "PAID" after the payment is made.

3.8 Cheque payments

- 3.8.1 No cash cheque is allowed except for reimbursement of petty cash.
- 3.8.2 All cheque payments shall be crossed. The amount paid to the payee's name can be either written down in words as well as figures clearly or printed out in numbers by a machine cheque writer.
- 3.8.3 All cheques issued shall follow the payee's name as indicated in the invoice.
- 3.8.4 Open-dated and pre-signed cheques cannot be issued. If a cheque is not presented within the validity period, Finance shall then adjust the accounting system to effect the cancellation.
- 3.8.5 Any canceled or spoilt cheque shall be marked "CANCELLED" across the cheque and retained for verification.

3.9 Petty Cash Imprest System

- 3.9.1 Petty cash is meant for reimbursement to staff for their medical, dental, and transport claims, and all other small expenses. For the purpose of accounting, the Expenditures are classified and charged according to the appropriate objects of expenditure.
- 3.9.2 The imprest is maintained at \$1,000 each month. Where the claim is \$200 or more or exceeds the available petty cash balance, the disbursement shall be made via cheque payment.
- 3.9.3 The petty cash is to be kept separate from the cash received from donations or fund-raising activities.
- 3.9.4 The Hon Treasurer should witness the petty cash count prior to preparing cash to replenish the petty cash float.
- 3.9.5 All petty cash claims should be duly supported by original receipts and the petty cash voucher should be approved by the Hon Treasurer.

3.10 Business Expenses (Staff)

- 3.10.1 All business or business entertainment expenses of individuals (incurred by staff and Management Committee members) must be supported or approved as per the approval matrix highlighted below. Business expenses must be for official duties as directed by SBS's Management Committee and can include payment for ERP, car park, petrol, office equipment, office repairs, maintenance, and replacement.
- 3.10.2 Staff and Management Committee members' reimbursement claims are to be completed with original supporting documents and to be approved as per the following approval matrix

Approving Authority	Amount
Secretary General	\$1.00 to \$5,000.00
President, Secretary General and Hon Treasurer	\$5,001.00 to \$10,000.00

3.10.3 Business Entertainment

SBS's Management Committee members and the Sports Development Manager can claim for expenses incurred when entertaining on behalf of the SBS, subject to the following limit per person:

Event	Maximum Limit Per person	Timing
Breakfast	\$15.00	6 am to 10 am
Lunch	\$30.00	10 am to 5 pm
Dinner	\$50.00	5 pm onwards
All other activities and Events	To seek approval from President and Hon Secretary	

The ratio of SBS Management Committee members and Sports Development Manager to guests shall be 1 (up to 2) to 1 guest. If the SBS's Management Committee member and Sports Development Manager ratio is exceeded, reasons need to be provided for the exception.

