
Procurement Strategy

2016 - 19

Putting sport first

sportscotland
the national agency for sport

Document Control

Change Record

| Date | Author | Version | Change Reference |
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| 20/9/16 | Kate Brown | 0.1 draft | New Procurement Strategy in line with requirements from Procurement Reform (Scotland) Act 2014 |
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Introduction

1. 'Procurement' is defined as the whole acquisition process, covering all goods and services obtained from third parties, directly or indirectly by **sportscotland**.
2. This document sets out the **sportscotland** Procurement Strategy and Procedures and fully reflects the Scottish Model of Procurement and applies to **all procurements**. It is intended to inform everyone in the organisation who is involved in procurement whether as budget holder/internal customer, purchaser, expenditure authoriser, or contract manager/project sponsor.
3. It is the responsibility of all line managers to ensure that any staff involved in procurement processes adhere to the approach and policies outlined in this strategy.

Background to sportscotland

4. **sportscotland** is the national agency for sport, a non-departmental public body, responsible through ministers to the Scottish Parliament. It is also a National Lottery Fund distributor and is governed by National Lottery distribution rules. It invests Scottish Government and National Lottery resources to support people in Scotland to participate, develop and achieve in sport. It is committed to ensuring that these resources are invested wisely to achieve best value and maximum impact.
5. This procurement strategy covers the operations of the **sportscotland** group, which comprises **sportscotland** and the Scottish Sports Council Trust Company.

Corporate and Business Plan Priorities

6. The Procurement Strategy is set within the context of **sportscotland's** corporate plan 2015-19 which sets out the following:
 - 6.1. **Vision:** Our vision is a Scotland where sport is a way of life, where sport is at the heart of Scottish society and has a positive impact on people and communities.
 - 6.2. **Mission:** Our mission is to build a world class sporting system for everyone in Scotland. World class is an ambition to be the best we can be at all levels in sport.
7. Underpinning the vision which provides our ultimate direction and our mission which expresses how we will achieve the mission the following values guide how we will operate. These values are **honesty, respect, integrity, openness, inclusion and ambition**. These values underpin our approach to procurement.
8. In helping to develop a world class system for sport in Scotland, **sportscotland** invests its time, funding, expertise and information and works with partners to focus on ensuring that:
 - 8.1. **People:** Everyone taking part will be supported by quality people, working together to help them achieve their goals
 - 8.2. **Places:** Everyone will have access to a network of quality places where they can get involved in sport

- 8.3. **Profile:** People will see and hear about a range of sporting opportunities and be inspired by the success of Scottish sport.
9. Through focusing on these 'enablers' **sportscotland** will support and improve environments for sport which are defined as schools and education, clubs and communities and performance with a focus on the relationships and transitions between these environments.
10. The overall outcomes are to ensure that:
- 10.1. **Participation:** Everyone will have the opportunity to get involved and participate in sport and stay involved throughout their life
- 10.2. **Progression:** Everyone will have the opportunity to develop, progress and achieve success at their chosen level of sport.
11. The key **sportscotland** business plan priorities for 2017-19 in helping build a world class system for sport for everyone in Scotland are equalities, people development across the sector and collaboration and impact. Again these guide our approach to procurement.
12. Within the context of the 2017-19 Business Plan procurement is guided by the three organisational programmes aimed at:
- 12.1. Creating a more **efficient organisation** by ensuring all our business processes including procurement encourage the sustainable and efficient deployment of resources
- 12.2. Working towards creating a **smarter organisation** by developing and implementing better systems and approaches to planning, reporting and analysis and improving decision making through developing intelligence and driving innovation
- 12.3. Developing a **trusted organisation** by ensuring **sportscotland** complies with all legislative and policy requirements and increasing openness and transparency of information about **sportscotland** and how it operates, and working to advance fair and ethical practices.
13. For further information visit the website at www.sportscotland.org.uk .

Procurement Policy

14. **sportscotland's** Procurement Policy and Procedures are mandatory. Deliberate non compliance with these procedures may be treated as a performance issue. Application of the policy involves various roles.

Procurement Sponsor

15. Scottish Government Procurement Policy requires organisation sponsors that are accountable for procurement in the organisation, and responsible for ensuring there is appropriate governance, that organisational arrangements are in place and that staff given delegated authority to carry out procurement are sufficiently skilled. The Director of Corporate Services is **sportscotland's** Procurement Sponsor and ensures procurement matters are reported at senior levels and considered in broader organisational policies.

Head of Finance and Governance

16. **sportscotland's** owner of functional procurement activity is the Head of Finance and Governance. As an organisation with devolved responsibilities for some procurement in departments, the functional owner's responsibilities are to oversee and coordinate procurement activity across the organisation, manage and report on procurement risk, and ensure the activity is appropriately skilled, organised and supported to deliver the requirements of Scottish Government Procurement Policies.

Procurement Manager

17. **sportscotland's** Procurement Manager reports directly to Head of Finance and Governance. Their role is to provide an effective procurement and purchasing service across **sportscotland**, ensuring appropriate business systems and controls are in place to enable compliance. The Procurement Manager also leads a Procurement Working Group, with membership from across **sportscotland**. The main aim of this Group is to provide the Procurement Manager with support across the organisation to ensure value for money for **sportscotland** and compliance with the procurement policy and procedures.

Delegated Purchasing Officers

18. Delegated purchasing officers are those carrying out procurement activities with delegated authority on behalf of **sportscotland**. *No member of staff may commit **sportscotland** to any purchase without written delegated authority, which shall only be given when Eprocurement training has been completed. The level of delegated authority afforded to staff shall be commensurate with appropriate procurement training and skills.*
19. Delegated authority to commit a specific purchase contract (purchasing authority) is entirely separate from delegated budgetary authority, including that detailed in individual financial responsibility statements. Budgetary authority does not, of itself, imply purchasing authority. Purchasing authority will be delegated by the Head of Finance and Governance dependent on procurement needs, relevant training and experience. These staff members may be able to sub-delegate purchasing authority with the approval of the Head of Finance and Governance. Members of staff who have delegated purchasing authority shall be known as "delegated purchasing officers".
20. Where the usual officer with purchasing authority is absent, authority should be sought through their senior authorised purchaser or through the Head of Finance and Governance.
21. Key elements of the delegated purchaser officer's role in the procurement process are to:
- 21.1. challenge the end user/budget holder's requirements by considering alternatives, taking account of whole life costs and **sportscotland's** corporate plan/social responsibility and sustainability policies
 - 21.2. assist with the preparation of the business case, for example carrying out market assessments, researching best practice comparators and market dialogue where necessary
 - 21.3. develop output-based specifications designed to attract market interest and stimulate competition and innovation
 - 21.4. propose tender strategy and evaluation metrics, KPIs, Service Levels and contract management facets of the product/service to be delivered, ensuring the strategy considers collaborative opportunities

- 21.5. ensure any other expert or authoritative advice required has been sought from the **sportscotland** Procurement Manager or appropriate source
 - 21.6. seek advice from Procurement Manager or Procurement Working Group (PWG) member in relation to competitive tendering process. This includes advertising, evaluation of suppliers and choice of tenderers (where a quotation exercise), preparation of the Invitation to Tender, evaluation criteria, tender opening, evaluation and approval boards
 - 21.7. finalise the contract in consultation with Procurement Manager or PWG member where relevant, which must be in writing
 - 21.8. ensure there is a clear audit trail
 - 21.9. debrief unsuccessful bidders, if requested.
22. The Head of Finance and Governance will maintain a register of these purchasing delegations and tendering activity for the purpose of communications, advice, training and participation in evaluation panels as appropriate.

Note: A new delegated authority policy is being prepared and this section will be updated once this is finalised.

Separation of Duties

23. The roles of Budget Holder/Customer, Purchaser and Payment Authoriser should be separated. The purchaser who is empowered to make the binding commitment must have written delegated authority.
24. In the procurement process two key distinguishable roles are:
- 24.1. The budget holder/customer who perceives the need and makes out the business case to obtain any necessary approval to spend, then commissions the procurement and normally gives final approval to the recommended choice.
 - 24.2. The purchaser who fulfils the procurement role and is responsible for ensuring that the procurement process fully complies with procurement policy.
25. It is Scottish Government policy that these two key roles should be separated, though the use of the Government Procurement Card (GPC) has effectively combined requisitioning/buying authority to authorised cardholders (up to the limits specified against each Card). This does not in itself absolve cardholders from practicing good procurement processes even when spending these limited amounts.

Conflicts of Interest

26. It is essential that any Conflicts of Interest in relation to procurement are declared and dealt with appropriately in order to maintain public confidence in **sportscotland's** stewardship of public monies.
27. Each staff member who sits on a Tender Evaluation Panel involved in assessing tenders received as part of a procurement process will be required to sign a Conflict of Interest declaration setting out that no personal Conflict of Interest exists in relation to any of the entities bidding for business from **sportscotland**.

28. If any Tender Evaluation Panel member does declare a Conflict of Interest, they must step down from the Panel and an appropriate substitute staff member with a similar skill set must be appointed. The substitute will also have to make the appropriate declaration.

Overall Strategy and Approach

29. **sportscotland's** Procurement Strategy 2016-19 outlines the organisational development plans to implement a category-based approach to procurement which will deliver ongoing Value for Money, improvements in skills, and deliver best value through increased collaboration with others wherever practicable.

Value for Money (VFM)

30. A prime aim of the procurement process is to ensure that best VFM is achieved. Meeting the customer's requirement is fundamental. End users are not usually the purchasers themselves and their needs must be tested critically for cost effectiveness. To ensure best VFM in procurement the relevant factor is whole life cost, not lowest short term price. Whole life cost takes into account all aspects of cost over time, including capital, maintenance, management and operating costs, whenever they fall. Where investment appraisal techniques and analysis of financing costs are appropriate in complex cases for evaluating tenders, referral should be made to the Procurement Manager
31. Purchasers should also use their commercial influence to help improve the competitiveness of suppliers, e.g. by ensuring that the products, processes and services which they buy, as far as possible, reflect the requirements (in terms of quality and price) of markets, and specifications encourage innovation. Suppliers should not be put to unnecessary cost through casual enquiries for bids.
32. All managers, not only purchasers, are responsible for ensuring that best VFM is achieved through the procurement process.

Procurement Skills

33. **sportscotland's** policy is to ensure all delegated purchasing officers are assessed at regular intervals to ensure their skills are and remain commensurate with the level of authority invested in them, and to ensure training and development is planned for and embedded in Personal Development Plans.

Collaboration

34. Where a requirement can be met and value for money achieved through the use of an existing contract put in place by the Scottish Procurement and Commercial Directorate or another collaborative procurement agency such as Crown Commercial Service, **sportscotland's** policy is to utilise these contracts.
35. **sportscotland**, through its procurement policies and procedures will promote and engage in collaboration and information sharing with relevant organisations to ensure best value can be achieved.
36. The Procurement Manager will contribute to and seek to increase the utilisation of collaborative contracts and framework agreements as they are progressively developed for various categories of goods and services by the Scottish Procurement and Commercial Directorate.

Competitive Tendering

37. Procurement should be through competition unless there are exceptional reasons. It is **sportscotland** policy that procurement should be undertaken through open competition and that the organisation's likely annual demand across commodity groupings should be aggregated in a strategic approach to procurement to avoid multiple purchases for low values where VFM cannot be achieved. Multiple lower value orders as a method of avoiding full competitive tendering and advertising is unacceptable.
38. Important aspects of tendering procedures for each form of competition are outlined at key stage sections within the Scottish Government "Procurement Journey" website but this chart gives an overview of expected activity outside of existing procurement framework agreements or commodity strategies:

| Total Contract Value including any Extensions | Activity |
|---|---|
| £0 - £2,500 | One quote should normally be sought. A best value supplier should be identified based on clearly defined product/service required |
| Between £2,500 and £5,000 | Three verbal quotes should be sought and details retained. |
| Between £5,000 and £15,000 | A minimum of three written bids should be sought where possible through the Public Contracts Scotland Quick Quote Process. All related documentation should be retained as per sportscotland retention policy. |
| Over £15,000 | Relevant budgetary approval should be in place prior to commencing procurement. |
| Between £15,000 and EU Threshold (currently £181,302 for services and £4,551,413 for works) | Procurement Manager or Procurement Working Group Member will provide help and guidance and lead where required on the procurement process. Formal competitive tendering exercise carried out which will be advertised and carried out via the Public Contracts Scotland website. Any contracts over £50,000 must have financial stability checks carried out on suppliers by Head of Finance. |
| Over £50,000 for services and £2M for works and below EU Threshold. | Regulated Procurement which must meet requirements of the Procurement Reform (Scotland) Act 2014. Procurement Manager or Procurement Working Group Member will provide help and guidance and lead where required on the procurement process to ensure compliance. |
| EU Threshold and over | Procurement Manager will lead process through Public Contracts Scotland website. EU advertising regulations apply to supplies and services over the current threshold values of £181,302 and works over £4,551,413. |

39. **sportscotland** advertises all tenders over £15,000 (including those over EU threshold) on Public Contracts Scotland, the national contracts advertising portal for the Scottish Public Sector. Where possible the quick quote process on Public Contracts Scotland should be used for quotations under £15,000.
40. All tenders over £15,000 and the majority of quotations below this level are evaluated on the basis of the most economically advantageous tender using both quality and pricing criteria. Very small value quotations may be awarded on price alone. The Head of Finance and Governance or Procurement Manager can provide guidance on evaluation.

Single Source Justification (non-competitive action)

41. Single Source Justification (SSJ) is required in exceptional circumstances when procurements need to be made which cannot satisfy the minimum competition requirements. Great care is needed in authorising SSJ as without competition it is difficult to achieve best VFM and difficult to ensure that the procurement process is fully defensible. SSJ forms should be requested from Procurement Manager.
- 41.1 For contracts over £15,000, once completed, forms should be sent to Head of Finance and Governance for approval or challenge. Following approval the form will be sent to SMT by Head of Finance for final approval. A record of all SSJs over £15,000 is maintained by Procurement.
- 41.2 For contracts between £2,500 and £15,000, form should be completed and signed by line manager or equivalent person with relevant delegated purchasing authority. Form should be retained in project file in line with **sportscotland's** retention policy.

Contract Terms and Awards

42. Contracts must be in writing and be committed only by purchasers having specific written delegated authority. All contract award letters over £15,000 must be prepared with guidance from the Procurement Manager or a Procurement Working Group member and must be signed by a member of SMT. Contracts must also be in accordance with **sportscotland's** standard Terms and Conditions or those specifically tailored for **sportscotland** and agreed by Procurement or the Legal Team.

Freedom of Information

43. **sportscotland** complies fully with its responsibilities in respect of Freedom of Information (Scotland) Act 2002 and follows the Scottish Ministers' Code of Practice when responding to such requests.
44. Any requests for information received should in the first instance be directed to **sportscotland's** Legal Manager who is responsible for the management of all FOI issues.

Health and Safety

45. As part of the development of individual procurement strategies and the development of specifications for procurements, the potential health and safety risks arising will be assessed by the Delegated Purchasing Officer. **sportscotland** will ask suppliers to provide evidence to demonstrate they comply with current Health and Safety legislation and actively promote and manage good health and safety practice. Where particular risks are identified, suppliers will be asked as part of the tender process to provide information on the measures they

propose to put in place in response to those identified risks. **sportscotland** Contract managers are responsible for the monitoring of compliance in this respect.

Sustainable Procurement Duty

46. As part of the Procurement Reform (Scotland) Act 2014, **sportscotland** has a duty to consider the following when conducting a procurement process:

- 46.1. how we can improve the economic, social and environmental wellbeing of the authority's area
- 46.2. facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process
- 46.3. promote innovation.

Equality Duty

47. Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 when **sportscotland** awards a contract or framework on the basis of the most economically advantageous offer, it must have due regard to whether the award criteria should include considerations to enable it to better perform the equality duty. In addition if **sportscotland** propose to stipulate performance conditions in a contract or framework agreement, it must have due regard to whether conditions should include considerations to enable it to better perform the equality duty. The duty applies to procurement coming under the EU Procurement Directives.

Community Benefit Requirements

48. As part of the Procurement Reform (Scotland) Act 2014, where the estimated value of a contract is equal to or greater than £4,000,000, **sportscotland** has a duty to consider whether to impose community benefit requirements. Consideration of community benefits in lower value contracts should also be made where applicable.

Fair Working Practices

49. **sportscotland** is a Scottish Living Wage supporter and as such is considerate of Fair Working Practices in employment when entering into any contract with suppliers.

Working with Suppliers

50. **sportscotland** has signed up to the Supplier Charter which aims to simplify and facilitate access to public sector procurement opportunities as well as ensuring best value. Details of the Suppliers' Charter can be found on the Scottish Procurement and Commercial Directorate website.

Contract Management

51. Contract management is an essential part of the contracting process. Contract monitoring and management procedures are essential to ensure that the supplier/contractor meets the service levels set out in the contract and to ensure continuing value for money and compliance with legislation such as health and safety.

52. A contract manager will be appointed within **sportscotland** and a contract management plan in line with the Procurement Journey will be put in place during contract handover. The contract manager will be responsible for reviewing performance against contractual Service Level Agreements and other Key Performance Indicators of suppliers. The level of contract management input should be proportionate both to the value of the contract and to the criticality/risk element of the contract /supplier concerned. The nature of contract management should be considered as part of procurement strategies and clearly referenced during the tendering process to ensure suppliers can equally plan for management, reporting, contract reviews and site audits that may be an essential requirement in their contract delivery.
53. Contract management template documents are available within **sportscotland's** Sharepoint document management system.

Document Retention

54. All documents should be retained as per **sportscotland's** Procurement Document Retention Policy.

Payment on Time

55. **sportscotland** policy is to ensure that all valid invoices are paid on time and no later than 30 days after receipt of said valid invoice. The Scottish Government observes the Better Payment Code and British Standard 7890 which sets out good payment practice and the roles of buyer and seller, particularly emphasising the need for clarity in the arrangements.
56. The aim is to pay on time, never late but not unnecessarily early unless some early payment discount or other benefit has been agreed. Our interpretation of making payment is when a BACS payment is committed or a cheque is posted. If any invoices have been disputed, the 'clock' should run from the date the dispute was resolved.
57. **sportscotland** is committed to achieving the Scottish Government target of 10 working days for the payment of invoices and will periodically review ordering and payment procedures to identify opportunities for further streamlining processes or the business case for utilising relevant technology solutions including GPC and e-Procurement

Ethical Standards

58. Procurement must be undertaken to the highest ethical standards and fairness to suppliers. Purchasers should be honest, fair and impartial in their dealings with suppliers which includes respecting confidentiality of information received in the course of purchasing duties, and declaring any personal interest which may affect or be seen by others to affect impartiality. **sportscotland** also upholds all laws relevant to countering bribery and corruption, including the Bribery Act 2010.
59. Invitations from suppliers or potential suppliers to attend social functions or the offer of a gratuity in any form must not be accepted at any point prior to or during a tender exercise or during the contract period. Further details are provided in the **sportscotland** Gifts and Gratuities Policy.
60. Staff involved in the procurement process should be vigilant against the operation of cartels and collusions of suppliers. Any suspicions should be reported to the **sportscotland** Procurement Manager.

Handling Complaints

61. **sportscotland** treats all complaints seriously and expects that Delegated Purchasing Officers and Contract Managers will work to resolve all disputes with suppliers in the first instance. In the event that suppliers do not consider their complaint has been satisfactorily dealt with they should write to the Legal Manager who shall arrange for an independent review of the matter and shall respond in writing within 20 working days. If a supplier remains dissatisfied, they may ask for a further review of the decision which shall be carried out by the Director of Corporate Services.

Small and Medium Sized Enterprises (SMEs)

62. One of the priorities of both the Public Contracts (Scotland) Regulations 2015 and Procurement Reform (Scotland) Act 2014, is to improve access to public sector contracts, particularly for SME's and **sportscotland's** policy is to encourage participation by SME's. SMEs are most commonly defined as firms employing less than 250 people. There are many ways in which this can be done such as improving access to procurement opportunities and information, which do not discriminate against smaller firms and which help to improve VFM by increasing competition.

63. New requirements under the regulations to help support SMEs which **sportscotland** adheres to are, where possible, the splitting of contracts into lots, advertising all contracts over £15,000 on Public Contracts Scotland and when carrying out financial viability tests, applying reasonable threshold limits to facilitate the participation of SMEs, such as requesting that turnover be a minimum of twice the contract value.

Supported Businesses

“A supported business” means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons”

64. Under provision 21 of the Public Contracts (Scotland) Regulations 2015 **sportscotland** may reserve the right to participate in procurement for the award of a public contract or framework agreement to a supported business; or provide for such a contract or programme.

65. Scottish Government has set up a Framework for Supported Factories and Businesses details of which are available from the Procurement Manager or any Procurement Working Group member.

Government Procurement Card (GPC)

66. **sportscotland** utilises the Scottish Government's GPC scheme where individuals are granted the issue of a Government Procurement Card which can be used for minor purchases without the need for formal requisitioning, and issue of purchase orders. A **sportscotland** Procurement Card Policy is in place.

Purchasing Procedures

Purchasing Procedures

67. The purpose of **sportscotland** procurement procedures is to set out how the Purchasing Policy will be implemented in practice.

Delegated Purchasing Authority (DPA) Limits

68. Under no circumstances should goods or services be ordered without the delegated authority to do so. The current limits of authority for purchasing goods and services are as follows:

| Level | Purchasing Limit | 2nd signatory |
|--------------|-------------------------|---------------------------------|
| Level 1 | £5,000 | Level 2 |
| Level 2 | £15,000 | Level 3 |
| Level 3 | Over £15,000 | Director |

69. The above levels are based on the individuals concerned having the authority to spend the resources given to them through **sportscotland**'s business plan and budgetary process. A list of staff who has delegated authority and specimen signatures is held by the Finance team for control purposes.

70. Delegated authority levels and policy are being reviewed in the near future and will change to allow only those who need to purchase goods and services to do so when this Policy and Procedures Manual will be updated and reissued.

71. DPA is not required when existing mandatory contracts are used (for example specific Scottish Government collaborative frameworks) or when using a Government Procurement Card).

Estimating Lifetime Cost

72. **sportscotland**'s policy is that whole life costing should be considered for every contract. Only by taking account of all aspects of cost, including running and disposal costs, as well as the initial purchase price, can genuine value for money be achieved.

73. Under EU rules aggregation must be applied to any purchase that is subject to EU directives. When determining if a contract is over the EU threshold and therefore subject to EU Rules you must aggregate the value of all individual requirements expected to be awarded at the same time for goods or services of the same type across the organisation.

74. For contracts below EU thresholds the likely annual demand across commodity groupings should be aggregated to avoid multiple purchases for low value contracts where value for money cannot be achieved.

75. Further information is available from the Procurement Manager or Head of Finance and Governance.

Procurement Journey

76. The Scottish Procurement and Commercial Directorate has developed a series of best practice guides and templates primarily aimed at developing and implementing procurement strategies for goods and services covering matters including the initial preparation of brief through identification of suppliers, tendering, evaluation and contract management. This has been called "The Procurement Journey" and can be accessed at The Procurement Journey.

Contract Register and Planning

77. Annually, budget holders are required to provide details of foreseeable contracting requirements as part of normal business planning and budgeting processes. The Director of Corporate Services will review forward purchasing activities and appropriate skills and capacity to meet requirements on a quarterly basis with the Head of Finance and Governance.
78. All Delegated Purchasing Officers should notify the Procurement Manager of contracts being entered into on behalf of **sportscotland** so that the Contract Register is kept up to date. Such detail includes start and end date, contract value, supplier details, category of goods or services and assessment of notable procurement risk.

Procurement Risk

79. The Director of Corporate Services maintains the Corporate Risk Register which is reviewed on at least a quarterly basis. The risk register shall record and manage organisational risk arising from procurement-related activities. Delegated Purchasing Officers and Contract Managers are expected to identify and manage individual procurement/contract risk and flag any “red” risks or issues to the Head of Finance and Governance for guidance.

Purchase Requisition, Order and Receipting Process

80. Once a need to purchase goods and services has been identified, individuals who have authority to spend **sportscotland** resources must raise a purchase order through the **sportscotland** electronic purchase order system. The system for purchase order approval requires two electronic signatures by individuals with the relevant authority. Note that there are a limited range of exceptions to this rule and are referenced in “Goods and Services not requiring a Purchase Order” below.
81. Once the goods or services are received, the PO team member will receive the purchase invoice and ensure it ties up with the original PO and delivery note where appropriate.

Goods and Services not requiring a Purchase Order

82. Any order below the value of £200 (ex VAT) does not require a purchase order to be produced prior to authorising the spend.
83. The following range of goods and services do not require a purchase order:
- 83.1. Rent
 - 83.2. Rates
 - 83.3. Electricity & Gas
 - 83.4. Hire purchase contracts
 - 83.5. Lease Agreements
84. The normal rules of purchasing and the responsibilities of Delegated Purchasing Officers to comply with **sportscotland** procurement policy in respect of these goods and services are unaffected.

Note: This list is not exhaustive and will be subject to amendment. If there is any uncertainty you should contact a member of the Finance Team in the first instance.

Invoice Payments

85. The following process will be followed for the payment of invoices:

- 85.1. If the invoice value is below £200 it must have two authorising signatures.
- 85.2. If the invoice value is between £200 and £2,500 and equates to the PO and delivery has been confirmed, the invoice will be paid immediately by the Finance Team.
- 85.3. If the invoice value is between £200 and £2,500 and is within + or – 5% of the original PO, the PO team member will get their Line Manager to sign the invoice as proof that it has been reviewed and accepted as legitimate. If, at any time, the Line Manager or the PO team members have concerns/queries then they will contact the original requisitioner for final confirmation.
- 85.4. If the invoice value is between £200 and £2,500 and is higher than + or – 5% of the original PO, the original requisitioner must be given the invoice back to confirm the new value and/or deal with the supplier/contractor. They will then seek the relevant signatories to sign the invoice as authority to make payment.
- 85.5. All invoices over £2,500 will have to be signed by either the requisitioner or second signatory confirming the order has been satisfied before payment is arranged by the Finance Team
- 85.6. Any invoices with a value over £200 which are received by the Finance Team without a PO will not be paid and sent back to the requisitioner for resolution.