Procurement Strategy



**Document Control**

**Change Record**

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| Date | Author | Version | Change Reference |
| 15/05/19 | Kate Brown | 0.1 | New strategy prepared with details of new Corporate Strategy and change of Procurement Sponsor title. |
| 31/01/20 | Kate Brown | 0.2 | Updated with new EU Thresholds. |
| 28/01/21 | Kate Brown | 0.3 | Annual review and update following end of EU transition period. |
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Introduction

1. The Procurement Reform (Scotland) Act 2014 requires a contracting authority with expected annual procurement spend above £5 million to produce a Procurement Strategy.
2. 'Procurement' is defined as the whole acquisition process, covering all goods and services obtained from third parties, directly or indirectly by **sport**scotland.
3. This document sets out the **sport**scotland 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.
4. 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

1. **sport**scotland 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.
2. This procurement strategy covers the operations of the **sport**scotland group, which comprises **sport**scotland and the Scottish Sports Council Trust Company.

**Corporate Strategy Priorities**

1. The Procurement Strategy is set within the context of **sport**scotland’s corporate strategy Sport for Life which sets out the following**:**
	1. **Vision:** Our vision is for an active Scotland where everyone benefits from sport.
	2. **Mission:** Our mission is to help the people of Scotland get the most from the sporting system.
2. Underpinning the vision which provides our ultimate direction and our mission which expresses how we will achieve the mission the following principles guide how we will operate:-

8.1 **Inclusive**: We understand the barriers people face and proactively address them so everyone has the opportunity to get involved in sport and physical activity.

8.2 **Accountable**: We plan well, we measure our performance and we are accountable for delivering outcomes.

8.3: **Responsive**: We adapt what we do based on how we’re doing and what’s happening around us.

8.4: **Person-centred**: We listen to people and put their voices at the heart of our thinking.

8.5: **Collaborative**: We develop and strengthen partnerships and collaboration across the public, voluntary and private sectors.

8.6: **World class:** We do everything to the highest possible standard, whilst seeking to continuously improve.

1. The overall outcomes are:
	1. **Participation, progress & achieve:** We improve opportunities to participate, progress and achieve in sport.
	2. **Well being and resilience:** We support well being and resilience in communities through physical activity and sport.
	3. **Stay active**: We encourage and enable the active to stay active throughout life.
	4. **People and places**: We improve our active infrastructure – people and places.
	5. **More active**: We encourage and enable the inactive to be more active.
	6. **Physical confidence & competence**: We develop physical confidence and competence from an early age.
	7. **Inclusion**: Our commitment to inclusion underpins everything we do.
2. For further information visit the website at **www.sportscotland.org.uk** .

**Procurement Priorities**

The purpose of the procurement strategy is to link the strategic aims and vision of **sport**scotland with the day to day management of procurement ensuring compliance with all relevant legislation and encouraging best practice across the organisation. The Procurement Strategy reflects the aims of the **sport**scotland Corporate Strategy, the Scottish Government National Performance Framework and The Public Procurement Strategy for Scotland.

The key procurement priorities are as follows:

• Deliver value for money and savings for **sport**scotland

• Embed sustainable procurement practices

• Increase procurement capability

* Utilise collaborative contracts where relevant

• Encourage Small to Medium Enterprise (SME) participation in contracts

* Embed contract management across the organisation

**Procurement Policy**

1. **sport**scotland's Procurement Strategy 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***

1. 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 Chief Executive Officer is **sport**scotland’s Procurement Sponsor and ensures procurement matters are reported at senior levels and considered in broader organisational policies.

***Head of Finance and Governance***

1. **sport**scotland’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***

1. **sport**scotland’s Procurement Manager reports directly to Head of Finance and Governance. Their role is to provide an effective procurement and purchasing service across **sport**scotland, 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 **sport**scotland. The main aim of this Group is to provide the Procurement Manager with support across the organisation to ensure value for money for **sport**scotland and compliance with the procurement strategy.

***Delegated Purchasing Officers***

1. Delegated purchasing officers are those carrying out procurement activities with delegated authority on behalf of **sport**scotland. *No member of staff may commit* ***sport****scotland 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.*
2. 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".
3. 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.
4. Key elements of the delegated purchaser officer’s role in the procurement process are to:
	1. challenge the end user/budget holder’s requirements by considering alternatives, taking account of whole life costs and **sport**scotland’s corporate plan/social responsibility and sustainability policies
	2. assist with the preparation of the business case, for example carrying out market assessments, researching best practice comparators and market dialogue where necessary
	3. develop output-based specifications designed to attract market interest and stimulate competition and innovation
	4. propose tender strategy of the product/service to be delivered, ensuring the strategy considers collaborative opportunities
	5. ensure any other expert or authoritative advice required has been sought from the **sport**scotland Procurement Manager or appropriate source
	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 or tender exercise), preparation of the Invitation to Tender, evaluation criteria, tender opening, evaluation and approval boards
	7. finalise the contract in consultation with Procurement Manager or PWG member where relevant, which must be in writing
	8. ensure there is a clear audit trail
	9. debrief unsuccessful bidders, if requested.
5. The Head of Finance and Governance will maintain a register of these purchasing delegations.

***Separation of Duties***

1. 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.
2. In the procurement process two key distinguishable roles are:
	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.
	2. The purchaser who fulfils the procurement role and is responsible for ensuring that the procurement process fully complies with procurement policy.
3. It is Scottish Government policy that these two key roles should be separated, through the use of the Government Procurement Card (GPC). This 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***

1. 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 **sport**scotland’s stewardship of public monies.
2. 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 **sport**scotland.
3. 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.

***Value for Money (VFM)***

1. 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
2. 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.
3. All managers, not only purchasers, are responsible for ensuring that best VFM is achieved through the procurement process.

***Procurement Skills***

1. **sport**scotland’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***

1. 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 Property Directorate or another collaborative procurement agency such as Crown Commercial Service, **sport**scotland’s policy is to utilise these contracts.
2. **sport**scotland, 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.
3. 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 Property Directorate.

**Competitive Tendering**

1. Procurement should be through competition unless there are exceptional reasons. It is **sport**scotland 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.
2. 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 ex VAT for length of contract. Value should include 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 £30,000 | A minimum of three written quotes should be sought. All related documentation for awarded contracts over £15,000 must be sent to procurement for inclusion in the contracts database. All other documentation should be retained as per **sport**scotland retention policy.  |
| Between £30,000 and £50,000 | A minimum of three quotes required. It is be mandatory to utilise Public Contracts Scotland quick quote process. If insufficient suppliers are known, tender process as below should be followed. Procurement to either lead or provide training and support for this process. Procurement approval for this process must be in place prior to commencing procurement. |
| Over £50,000 services, £2M works and below Procurement Legislation Threshold  | Procurement Manager or PWG Member will provide help and guidance and lead where required on the procurement process. Formal competitive tendering exercise carried out, meeting the requirements of the Procurement Reform (Scotland) Act 2014, 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 and Governance. |
| Procurement Legislation Threshold and over | Procurement Manager will lead process through Public Contracts Scotland website. Procurement Legislation advertising regulations apply to supplies and services over the current threshold values of £213,477 and works over £5,336,937. |

1. **sport**scotland advertises all tenders over £50,000 (including those over Procurement Legislation threshold) on Public Contracts Scotland, the national contracts advertising portal for the Scottish Public Sector. The quick quote process on Public Contracts Scotland should be used for quotations between £30,000 and £50,000.
2. All tenders over £30,000 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)***

1. 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.

37.1 For contracts over £2,500 ex VAT, once completed, forms should be sent to Head of Finance and Governance for approval or challenge. Following approval, for any contract over £30,000, the form will be sent to SMT by Head of Finance and Governance for final approval. A record of all SSJs is maintained by Procurement.

***Contract Terms and Awards***

1. 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. Any contract over £30,000 will require to be signed by a member of SMT with contracts below this signed by a Head or Lead. Any contract up to £5,000 may be signed by a DPA Level 2. Contracts must also be in accordance with **sport**scotland’s standard Terms and Conditions or those specifically tailored for **sport**scotland and agreed by Procurement or the Legal Team.

***Freedom of Information***

1. **sport**scotland 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.
2. Any requests for information received should in the first instance be directed to **sport**scotland’s Legal Manager who is responsible for the management of all FOI issues**.**

***Health and Safety***

1. 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. **sport**scotland 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. Information should also include measures put in place regarding sub-contractor risks, where relevant. **sport**scotland Contract Managers are responsible for the monitoring of compliance in this respect.

***Sustainable Procurement Duty***

1. As part of the Procurement Reform (Scotland) Act 2014, **sport**scotland has a duty to consider the following when conducting a procurement process**:**
	1. how we can improve the economic, social and environmental wellbeing of the authority’s area
	2. facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process
	3. promote innovation.

1. **sport**scotland policy will be will prioritise and take account of climate and the circular economy, where relevant.

***Equality Duty***

1. Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 when **sport**scotland 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 **sport**scotland proposes 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 Procurement Legislation thresholds.

***Community Benefit Requirements***

1. 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, **sport**scotland 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 Work First***

1. **sport**scotland policy is to ask all bidders of contracts over £30,000 to describe how they are adopting and intend to continue embedding Fair Work First criteria in their organisation. For all other contracts, **sport**scotland policy is to consider, before undertaking a procurement exercise, whether it is relevant and proportionate to include questions on Fair Work First.

***Fair and Ethical Trading***

1. **sport**scotland policy will be to procure fairly and ethically traded goods and services where they meet business requirements.

***Procurement of Food***

1. Included within our catering contracts is the requirement to promote healthy eating and to adhere to animal welfare standards.

***Contract Management***

1. 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.
2. A contract manager will be appointed within **sport**scotland and contract management requirements will be agreed 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.
3. The Contract management process is managed by the Procurement Manager and administered by the Legal and Procurement Administrator on behalf of **sport**scotland. Contract management documentation is retained in the procurement contracts database.

***Document Retention***

1. All documents must be retained as per **sport**scotland’s Procurement Document Retention Policy.

***Payment on Time***

1. **sport**scotland 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. **sport**scotland policy also requires contractors to pay sub-contractors and sub-contractors to pay sub-contractors no later than 30 days after receipt of valid invoice.
2. 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.
3. **sport**scotland 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***

1. 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. **sport**scotland also upholds all laws relevant to countering bribery and corruption, including the Bribery Act 2010.
2. 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 **sport**scotland Gifts and Gratuities Policy.
3. 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 **sport**scotland Procurement Manager.

## Handling Complaints

1. **sport**scotland 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 Chief Executive Officer.

***Small and Medium Sized Enterprises (SMEs)***

1. 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 **sport**scotland’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.
2. Requirements under the regulations to help support SMEs which **sport**scotland adheres to are, where possible, the splitting of contracts into lots, advertising all contracts over £50,000 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”*

1. Under provision 21 of the Public Contracts (Scotland) Regulations 2015 **sport**scotland 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.
2. Scottish Government has set up a Commodities Reserved for Supported Businesses Framework details of which are available from the Procurement Manager or any Procurement Working Group member. **sport**scotland encourages the use of supported businesses for relevant requirements.

***Government Procurement Card (GPC)***

1. **sport**scotland 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 **sport**scotland Procurement Card Policy is in place.

**Purchasing Procedures**

***Purchasing Procedures***

1. The purpose of **sport**scotland procurement strategy is to set out how the Purchasing Policy will be implemented in practice.

***Delegated Purchasing Authority (DPA) Limits***

1. 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 | £30,000 | Level 3 |
| Level 3 | Over £30,000 | Director |

1. The above levels are based on the individuals concerned having the authority to spend the resources given to them through **sport**scotland’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.
2. 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***

1. **sport**scotland’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.
2. Under procurement rules aggregation must be applied to any purchase that is subject to procurement directives. When determining if a contract is over the procurement threshold and therefore subject to procurement 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.
3. For contracts below procurement 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.
4. Further information is available from the Procurement Manager or Head of Finance and Governance.

***Procurement Journey***

1. 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](https://www.procurementjourney.scot/node).

***Contract Register and Planning***

1. Annually, budget holders are required to provide details of foreseeable contracting requirements as part of normal business planning and budgeting processes. The Chief Executive Officer will review forward purchasing activities and appropriate skills and capacity to meet requirements on a quarterly basis with the Head of Finance and Governance.
2. All Delegated Purchasing Officers should notify the Procurement Manager of contracts being entered into on behalf of **sport**scotland 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***

1. The Chief Executive Officer 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 Order and Invoicing Process***

1. When the need to purchase goods or services has been identified and a supplier has been selected, a purchase order (PO) must be raised through the **sport**scotland finance system.

The finance system requires two electronic signatures by individuals with the relevant authority level.

Once the PO has been approved, the work or goods can be requested from the supplier.

1. Once goods or services are received, the supplier should issue an invoice quoting the PO reference number.
2. The purchase invoice should be checked and submitted to Finance confirming that services or goods have been delivered as expected and that the invoice can be paid.

***Goods and Services not requiring a Purchase Order***

1. Utilities and ‘Contracts for Service’ (consultants or contractors hourly fees) which are paid as part of an overarching contract do not require a purchase order.
2. Any order below the value of £500 (ex VAT) does not require a purchase order to be produced prior to authorising the spend.

***Invoice Payments***

1. If the invoice has a matching PO, it must be approved by one authorising signature with the correct approval level (confirmation by email is sufficient).

If the invoice does not require a PO, it must be approved by two authorising signatures (confirmation by email is sufficient).

Any variation from the PO value needs to be approved by the correct level of approver.

**Reporting**

1. As soon as practicable after the end of the financial year, an annual procurement report will be published to include:-

84.1 A summary of regulated procurements completed during the year covered by the report.

84.2 A review of whether those procurements complied with the procurement strategy

84.3 Non-compliant regulated procurements and a statement of the intention to ensure future procurements do comply

84.4 Summary of community benefits as part of regulated procurements in the report period.

84.5 Summary of steps taken to facilitate involvement of supported businesses in regulated procurements during the report period

84.6 Summary of regulated procurements expected to commence in the next 2 financial years

84.7 Any other information as required by Scottish Ministers.