



KNIGHTON HEATH

GOLF CLUB

PURCHASING POLICY & PROCEDURES

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1. Purpose and Application

This Purchasing Policy applies to and binds all directors, managers, and employees of the Knighton Heath Golf Club (the Club) in any situation where they are involved in a purchasing process, whether as requisitioners or specifiers, purchasers, or negotiators, or those who validate or authorise payment. 'Purchasing' includes all procurement activities including leasing and hiring and may where appropriate include other activities accompanying the life cycle of goods (or service contracts) and the end-of-life disposal of goods which have been procured (whether or not they remain in the Club's ownership). Adherence to the Purchasing Policy is both an individual and a corporate responsibility. Any breach of this policy or non-adherence to the procedures in this policy, may constitute a disciplinary offence.

2. Policy Objectives

The Club's Purchasing Policy exists to ensure that the Club, and every individual involved in purchasing activities follow the same process and use their best endeavours to ensure that our purchasing and contracting activities are:

- Legal
- Accountable and auditable
- Ethically, environmentally, and socially responsible
- Economically effective
- Open to continuous improvement and development, in particular by the training, development and support of staff.

Of these objectives, Legality and Accountability and Auditability, are non-negotiable. There are no circumstances in which it is permissible for those engaged in the purchasing activity to consciously break, or knowingly to risk breaking, the laws that apply.

There are no circumstances in which it is permissible to requisition or buy goods or services or commit the Club's funds without documenting the transaction in such a way that at a future date it is possible to determine the following information;

- Who requested the expenditure
- The purpose of the expenditure
- Who made or approved the expenditure
- The process by which all key decisions were arrived at, and by whom
- The destination of any goods or services received and of any payments made.

The Club is committed to the fair and effective application of laws and regulations. There is therefore a positive duty on the Club and its members to report and refer any and all reasonably founded suspicions of illegal activity (for example, attempts at corruption, evidence of anti-competitive or breaches of employment or environment law).

The Purchasing Policy will support, protect and where possible preserve the anonymity of 'whistle-blowers', inside or outside of our Club, who act in good faith, even if their suspicions should subsequently prove to be unfounded.

The Club, and individual members, should give full co-operation to legitimate authorities investigating such claims.

That specifically includes the duty to ensure that any conceivably relevant documentation is preserved and made available, even if such documents could be construed adversely to the interests of the Club or individual members.

3. Accountability and Auditability

For all purchases, contracts, and external commitments above the level of 'petty cash' and minor allowable personal expenses, the Club should maintain systems, whether manual or electronic, that will, record the following information:

- The originator of the requirement
- The purpose for which the requisition was made
- The route by which the requisition was approved
- The methods adopted in accordance with the Procedures below, (or any variation from Procedure, with reasons) to procure the requirement, with all relevant documentation (for example Requests for Quotation, Tender documents and so on) and the reasons for decisions made
- The source of supply
- The compliance or otherwise of the goods or service, and of the supplier or contractor, with the requirement as specified in the contract or other agreement
- All actions taken to remedy any defect as recorded above; and the results
- The route by which payment was authorised, and when, to whom and in what sum any payment(s) are made.

Note: The above is the minimum requirement – there may be many procurements for which more detailed accountability is required.

It is a fundamental requirement of the policy that as far as is possible (and subject to the Procedures for low-value purchases), the requisitioner, the buyer, negotiator or contractor, the receiver, and the authoriser of payment, should be different persons, all identifiable in the records maintained.

4. Economic Effectiveness

The Club spends a considerable portion of its revenues on bought-in goods and services and procuring such goods and services in the most economically effective manner is, (subject to the legal, ethical, and other restraints outlined above), the responsibility of the General Manager and his delegated Department Managers.

In carrying out this role, all those involved in purchasing should ensure that:

- The desired outcome is that of the greatest value gained at the lowest total cost
- The total cost takes into account the full anticipated life-cycle costs of the goods or services, including such factors as maintenance, servicing, reliability costs, and costs of ultimate disposal where the Club may be responsible for them
- Value should, where appropriate, take into consideration, factors such as sustainability, environmental and social benefits and improving the competitiveness of the supplier base on which the Club depends.

5. Code of Ethics

Persons engaged in any aspect of purchasing on behalf of the Club shall never use their authority for personal gain and shall seek to uphold and enhance the standing of the Club by:

- Maintaining an unimpeachable standard of integrity in all their business relationships both inside and outside the Club
- Fostering the highest possible standards of professional competence across all areas of their responsibility
- Complying both with the letter and the spirit of the law of the country in which they operate and with which they deal
- Complying with all contractual obligations incurred by or on behalf of the Club
- Rejecting any business practice which might reasonably be deemed improper.

6. Purchasing Structure, Responsibilities and Authority

The General Manager is authorised by the Board to fulfil the following functions:

- Develop and implement the Purchasing Procedures
- Introduce controls to ensure that the Purchasing Policy and Procedures are adhered to
- Develop and implement standard Procedures that will enable the Club to meet the objectives of the Purchasing Policy, while having regard to economic effectiveness
- Carry out the negotiations for all major and significant procurements
- Establish appropriate rules and procedures to enable purchasing authority to be delegated to other individuals and/or departments
- Review the parameters and practices of any delegated authority regularly to ensure that it continues to meet the Purchasing Policy requirements. See Annexure A for details of Delegated Purchasing Authority Limits
- Maintain records and data systems in such a way that an appropriate, auditable, trail of each purchasing activity is available
- Adopt a holistic approach to the needs and policies of the Club; where possible operating in a cross-functional manner involving and recognising the needs of all stakeholders in the procurement (internal and external) and as far as is practicable taking a long-term view of the benefits and risks to the Club of any proposed procurement.

7. Records, Systems and Data

The General Manager, in collaboration with others (such as end-users, finance/accounts, goods receivers and so on) should maintain systems that will record and monitor all historic and current purchasing activity, and which can generate appropriate reports to inform and improve future activity.

Such systems, whether manual, automated or a combination of both, should be able to record, analyse, correlate, cross-reference, and report on:

- All purchases and commitments for goods, works and services, including procurement exercises where no contract is ultimately awarded
- Notes of the process by which the procurement strategy was decided
- Notes of the process by which the contract evaluation and award criteria were decided

- All documents relating to the tender or quotation process. To include a register of Invitations to Tender (ITT) issued, originals of the ITT, specification and any advertisements, evidence of how recipients of the ITT were selected, all bids/quotes received in response (whether compliant or not). Notes of any contacts with bidders, by the purchasing or other departments, that may be relevant to the process
- Results of the evaluation exercise
- Notes of all post-tender negotiations and their outcome
- The final contract
- Records of any variations agreed after awarding the contract
- Records of all disputes and their resolution
- Records of staged acceptances and payments and final sign-off, reconciliation of invoices and final payment
- Any warranties, guarantees etc. relevant to the transaction should be held with these records or, if retained elsewhere, a note of their location and validity filed.

It should be possible to cross reference individual procurements to a Supplier database which, for all current, historic, or potential suppliers, should cover the following:

- Ownership (including ultimate ownership if, for example part of a group or holding company) with any relevant changes that may come to light
- Addresses and other contact details at both corporate and, where different, operational level
- Any relevant status checks carried out (for example, accounts, bank and trade references, credit checks etc.) with dates
- Capabilities, capacities, and qualifications claimed (such as ISO 9000, 14000 series)
- If nominated a 'preferred supplier' or similar, details of the procedure and justification
- Details of contracts awarded, procedures used, results, (including details of any difficulties and/or problems. [Note: care should be taken to include not only issues that appear to have been the 'fault' of the supplier or contractor, but also those which may have originated within the Club – for example, post-award changes in specifications, quantities, delivery dates. Exceptionally good performance by a supplier should also be noted.]
- Records of 'close-out' of purchases or contracts, including payments and any disputes or delays.

The following must be reported to and recorded by the General Manager:

- Any actual or potential unethical approach or inducement, evidence of restrictive practices
- Possible conflicts of interest
- Information on illegal or unacceptable practices by a supplier which could discredit the Club if it was known to a member or supplier
- Failure by a supplier to meet the specified requirements, in terms of quality, quantity or delivery
- All requests by a supplier to vary the terms of a contract after it has been agreed
- Occasions where the prices or other terms offered by a preferred supplier or under a call-off contract appear to be less favourable than is available elsewhere in the marketplace
- Reluctance or refusal by a preferred supplier to bid for a contract, or to enter a realistic bid

- Reluctance or refusal to supply under the terms of an existing framework or call-off contract
- Warranties, guarantees, service agreements etc.

8. Gifts, Hospitality and Other Inducements

Only gifts of small intrinsic value - pens, desk diaries and the like - may be accepted from actual or potential suppliers. Gifts of real worth should be reported and returned to the supplier with a polite explanation of why the offer is unacceptable. Suppliers who persist in making such offers should be made aware that the Club will cease to deal with them.

On occasion, it may be necessary both to give and receive hospitality. In such circumstances, any hospitality offered or accepted must be modest and proportional to the occasion, and of the type and scale that you would offer if the situations were reversed.

Invitations to visit user sites, attend specialist conferences, association annual dinners etc. as the guest of a supplier should be treated with caution and approved in advance by your line manager.

Invitations extended to a spouse or other guest should be declined except in exceptional circumstances which should be approved by your line manager. All invitations to sporting occasions and other functions with little or no business content should be reported and declined. These rules apply at all times, not just in working hours. Invitations should be declined politely but firmly.

Some inducements are unavoidable, as they come packaged with the product. The obvious example is 'air miles' earned on business travel. All benefits gained through spending the Club's funds are the property of the Club and should be reported and surrendered (although if they are of no value to the Club the General Manager may authorise the recipient to retain them).

9. Conflicts of Interest

When dealing with suppliers, potential conflicts of interest can sometimes arise. Spouses or other relatives may be employed by the supplier company or possess shareholdings or other stakes; personal friendships may grow up over time. Such potential conflicts should be reported to your manager as soon as they are identified.

They will not normally prevent the Club trading with the company concerned, but it may be in everybody's interests to arrange for the expenditure to be handled by someone else.

Employees should avoid as far as possible dealing with our suppliers in their private affairs, particularly if this is likely to put them under some obligation to the supplier.

Where such arrangements are unavoidable, it is essential that they ensure that they are not offered any sort of deal which is not commonly available, and which could be construed as a reward for actions taken in the course of their employment.

10. Evaluation and Selection of Suppliers

Supplier selection is a key part of the purchasing process as miss matches between the Club's needs and the Supplier's offerings can often add cost, cause delays, and even damage the Club's reputation. A supplier should be able to provide reliability, quality, value for money, strong service, clear communication, financial security and have a partnership approach to doing business.

For all major contracts (with a value over £5,000) the following checks should be made:

10.1 Company Profile

Name, trading styles, registration numbers, addresses and contact details (both Operational and Registered address), company status (for example plc, privately owned), details of any group or holding company of which it is a part, company age and history, details of lines of business, whether the business is manufacturer, retailer/distributor, agent/licensee etc.

10.2 Additional Information

Membership of any employers/trade associations. Staff representation/union recognition/participation in national or local agreements. Evidence of appropriate insurance policies (such as employers' liability, third party, professional indemnity) Where the supplier is likely to be using sub-contractors, especially 'labour only', evidence of compliance with relevant legislation.

10.3 Track Record and References

Customer references should be taken up. Current or previous suppliers should also have a record maintained by the Administration Office (however, care should be taken to ascertain whether circumstances, for example, ownership, have changed since the Company was last employed) evaluation of risk, policies, and attitudes.

A balanced scorecard approach may be required to assess some of these parameters. However, although some potential suppliers will 'score' better than others in an evaluation exercise, this should be treated as a 'stop-go' decision, rather than a ranking - that is, a supplier is either apparently qualified for the proposed procurement, or it is not. Note that evaluation needs to be carried out on suppliers even if they have recently been evaluated for a different procurement. Suppliers that may be deemed unqualified for a major procurement (for example, through lack of capacity or slender financial resources) may be perfectly well qualified to be considered for a smaller procurement, or one in which the perceived risk is lower.

11. Requests for Quotations or Invitation to Tenders (RFQ/ITT)

All purchases that have a value at item level of above £3,000 (or £5,000 for works), must have a minimum of 3 competitive quotations.

Purchases with a total value above £50,000, should go to tender. Invitations to tender must be prepared and issued to a minimum of 3 appropriately prequalified suppliers.

ITTs and RFx (that is, Requests for Information/Quotation/Price) should contain all the information, including the specification, that a potential supplier or contractor needs to furnish a compliant bid, but only that information.

The ITT, and its supporting documentation, are critical to the success of a procurement. As such, adequate time must be allowed to ensure that the ITT properly describes the requirements and conditions, without being so prescriptive that opportunities to achieve greater value for money are lost.

The specification should be prepared by the General Manager for approval by the Management Committee. For tenders requiring the input of specialist services, i.e., an architect for building works, the architect may be requested to prepare the specification and to recommend suppliers who have completed similar projects to a satisfactory level to tender.

The ITT should include the following:

- A list of contents of the ITT package
- Clear identification of the procurement, for example, a reference number (especially important where similar classes of goods or services are being purchased simultaneously)
- The date, time, and place to which, completed tenders must be returned to the General Manager
- An address label, which includes the reference number to enable the receipt of tenders to be logged in the Register without opening them
- The broad criteria by which bids will be judged (for instance, Best Price, Best Economic Advantage, or other more complex factors)
- Notification that only written responses to the ITT will be accepted
- The address from which additional copies of the tender documentation can be obtained; also, a list of any supplementary documents that may be available, and any deposits or charges payable for these
- The number of copies of the tender to be submitted
- A list of any supporting documentation that will be required
- Details of any financial guarantees, performance bonds, retentions or staged payment schemes that may apply
- The period of time for which tenders are expected to remain valid
- Arrangements for issuing revisions to the ITT, or for requiring extensions to the validity of tenders (including instructions on how modified bids should be submitted)
- The legal framework that will apply to any subsequent contract (note: this will normally be English Law)
- If bids for part only of the contract are acceptable, this should be stated
- The procedure to be followed if clarification of any aspect of the ITT is required, together with a note advising that such clarification will be issued to all other tenderers
- If variants to the specification are acceptable as long as they achieve the same result, this should be stated
- The Club's standard terms and conditions or form of contract for building/construction works
- Forms of dispute resolution (for example adjudication, arbitration) that will apply to any Contract
- A confidentiality clause.

Additional clauses in the ITT may cover the following:

- Inspection, certification, or quality assurance requirements
- Delivery dates or schedules of deliveries, point of delivery
- Special requirements for labelling, packaging, or carriage
- Requirements for insurance
- Point of acceptance of the goods or service (especially if this differs from the point of delivery)
- Reservation of the Club's right: to accept only part of a tender, to reject all tenders or to cancel the tendering process
- The extent, if any, to which the Club will meet specified expenses incurred by potential suppliers in tender preparation
- Where a group of suppliers are submitting a joint bid, any requirements for the legal form, and joint and several liability, of such a grouping
- Any requirements for disclosing the identity and involvement of sub-contractors
- Instructions to ensure pricing information is presented in the same way, if appropriate a pricing schedule, may be given. This should include provision for the estimation of volume discounts and similar variables. Pricing information should, where appropriate, give an indication of the 'total cost of ownership', rather than just the delivered price
- Any provision for price variation clauses, any provision for staged payments
- Procedure for arranging site visits and so on, as appropriate.

The General Manager should maintain a Register of ITTs so that progress, response, and outcomes can be monitored. This should include the following information:

- Date of ITT
- Name of suppliers invited to tender
- A reference number for the ITT
- The method by which the ITT was despatched (such as email, post, recorded delivery, hand delivery etc.)
- Supplier contact details
- Date and method of confirmation of receipt by the supplier (which might, for example, be a recorded delivery signed receipt)
- Date that a formal response to the ITT is received.

All tenders will be opened at the same time in the presence of the General Manager, the Financial Director, and the Chairman of the Management Committee. The General Manager, The Financial Director and the Chairman of the Management Committee will decide which supplier to award the contract to, based on the criteria set out in the ITT. All decisions must be reported to the full Management Committee.

12. Single Source or Sole Supplier Agreements

Single source purchasing refers to purchases from one selected supplier, even though there are other suppliers that provide similar products. Sole source procurement however refers to those purchases for unique products that can only be sourced through one supplier/manufacturer.

Both sole and single source purchasing requires buying from only one vendor. This is a very precarious position for any company to be in, as they are so dependent upon the services of a single vendor.

In this situation, it is imperative that the company has an excellent supplier relationship and should avoid situations that restrict purchasing to single or solo sourcing agreements. All such agreements that have an annual spend of more than £5,000 or have a contractual agreement extending beyond 12 months must be agreed by the Management Committee.

13. Goods and Services Acceptance Process

A clear process should be followed to ensure that all goods and services procured by the Club are accounted for and can be traced. The most common issues surrounding deliveries are over/under deliveries, damaged and incorrect goods. The following steps should be taken to reduce the risk and liability to the Club.

13.1 Taking Delivery

When receiving large or hazardous goods it is important that the exact delivery arrangements are known so that the appropriate staff and facilities will be in place to receive them. If purchasing large items, check that there is adequate space for the item and sufficient access for the delivery.

13.2 Damaged goods

When a product is delivered check as much as possible to ensure the product is in good condition, whilst the delivery person waits. If the delivery person is in a hurry sign the delivery note and ensure "unchecked" is written clearly on the delivery note.

If boxes/packaging look as though they are damaged, there are two options:

- refuse the delivery
- accept the delivery, make the delivery person aware of the damage and sign for the goods clearly writing "damaged" on the delivery paperwork and if possible, take a photograph.

In both situations, the supplier should be contacted immediately to report the problem and the call should be followed up with written confirmation and a copy of the photograph if taken.

If the Club arranged the delivery directly with the courier, it will be the Club's responsibility to prove that it was the courier who caused the damage to the products. In this instance, it is important that any damage is immediately brought to the attention of the delivery person and then to their employer

If the supplier arranged the delivery, again make the delivery person aware of the damage. However, in this instance the seller is responsible for dealing with the problem and has a contractual responsibility to supply the Club with goods which are of satisfactory quality.

13.3 Quantity Discrepancies

When taking delivery of large quantities, for example 1,000 files, it is difficult to ensure that the right quantity has been delivered and it would be unreasonable to expect the delivery person to wait whilst they were counted. In such instances, the delivery note should be marked as "unchecked". This will retain the Club's right to claim from the supplier if the incorrect quantity has been delivered. The law allows purchasers "a reasonable amount of time" to check deliveries and report faults.

It is therefore imperative that deliveries are fully checked as soon as possible after delivery and any discrepancies, no matter how minor, are reported immediately to the supplier.

If the amount received is above the amount ordered, the supplier must collect the extra items. The supplier may offer to let the Club keep these items free of charge, especially if they are of a low value. They may also offer to sell the Club the extra product, often with the promise of a deferred invoice. The Club is under no obligation to accept either offer.

If the amount received is less than the amount ordered, the options are:

- cancel the balance, providing the supplier has been informed immediately that the remaining quantity is of no use to you due to the delay
- to ask the supplier to deliver the missing items at the Club's convenience
- to reject the part order and cancel the balance informing the supplier that the delivery is in breach of contract as the full quantity is required.

13.4 Incorrect Goods

If the goods match what was ordered and it is simply the case that the wrong item was purchased or the incorrect quantity was ordered, it will be the supplier's decision as to whether they are willing to assist the Club or not. The supplier has no legal obligation to take the goods back. However, they may be willing to do this if the Club accepts a restocking fee. Once the available options have been established the matter should be referred to the General Manager to agree which course of action to take. Each case should be assessed with the best interests of the Club in mind.

If the goods do not match the order, the following options are available:

- Reject the delivery and cancel all future deliveries (assuming this is the first instalment)
- Reject the delivery and request a re-delivery within a reasonable amount of time
- Accept the goods.

Again, each case should be assessed with the best interests of the Club in mind and any decision should be agreed with the General Manager.

13.5 Commissioning and Installation

If the goods or equipment purchased require either commissioning and/or Installation a clear timed schedule should be agreed with the supplier prior to the order being placed. This schedule will then form part of the contractual relationship with the supplier and will ensure that the entire requirement is fulfilled.

13.6 Receiving

Once the goods or services have been accepted, the delivery note, or service completion document should be signed to confirm acceptance. Where possible the person receiving the goods or service should not be the person who placed the order. This may be difficult in instances where technical services have been requested and the person requesting the service is the only person with the necessary knowledge to determine if the service has been performed satisfactorily.

13.7 Storing Deliveries

Boxes/equipment should be moved to a safe place and not be left where they could be tripped over, knocked down or fall on someone. They should have a designated place, which ensures they are being stored in the most appropriate way. Goods must also be stored in an area which will not affect food or workspace hygiene, i.e., chemicals in a kitchen area. For more information on Health and Safety implications contact the General Manager.

The storage area should be secure, items should not be accessible to anyone other than those authorised and if necessary, a log of items being stored and removed from this area should be implemented.

The shelf life of items should be considered (if applicable), use by dates should be checked as the goods are received and the First in First Out (FIFO) principle should be adopted when using the items.

14. Payment Processing

It is the Club's policy that all payments made through the Lloyds Bank banking system must be approved and no one person should have access or capability to make any payment without a second person overseeing and authorising the payment in the banking system.

The Administration Assistant is responsible for ensuring that all invoices received by the Club are approved and processed in a timely manner in order for them to be paid to the supplier by the agreed terms of purchase (normally end of month + 15 days). Where invoices are not approved due to quantity, quality, or price issues the Administration Assistant should assist the Departmental Managers to resolve the issues with the supplier.

When an invoice arrives the Administration Assistant should allocate the invoice to the relevant department for account allocation and authorisation to pay.

When the Administration Assistant receives the signed approved invoice and signed delivery note the invoice should be entered onto the Sage accounting system.

At month end the Administration Assistant should check the invoices against each supplier statement and creates a summary list of suppliers (creditors), together with statements, invoices, and delivery notes, to be paid. This should be forwarded to the General Manager for checking and sign off as "approved for payment."

The Administration Assistant should load the above creditors list onto the online banking payment system awaiting approval.

A summary list of the payments to be made should be printed, checked, and signed by the General Manager. Once this has been completed satisfactorily the payment is then approved in the banking system by the General Manager or in his absence the Finance Director.

A list of creditors paid by Direct Debit should be checked and approved by the General Manager or in his absence by the Finance Director.

The month end bank balance and the balance as reflected on the Sage accounting balance sheet should be reconciled by the Administration Assistant and forwarded to the General Manager for approval.

Daily authorisation limits for online banking:

Administrative Assistant – nil

General Manager – up to £25,000

Finance Director – up to £ 45,000

15. Purchase Authorisation at Line Level for Budgeted Operational Items

Finance Director – up to £25,000 for all areas of the business

General Manager – up to £8,000 for all areas of the business

Catering Manager – up to £1,000 for Catering expense only

Bar Manager / Supervisor – up to £1,000 for Bar expense only

Course Manager – up to £3,000 for Course expense only

16. Purchase Authorisation for Capital Expenditure

Finance Director – up to £45,000 for all areas of the business

General Manager – up to £8,000 for all areas of the business

17. Purchase Authorisation Delegation of Authority

Departmental Managers may request delegation of authority to cover holidays and absence. This should be limited to 50% of the managers authorisation level. Managers should try to make purchases for any major items in advance of taking leave.

18. ANNEXURE A - Procedure for use when the value of the purchase is less than £3,000

18.1 Purchasing Procedure for the Bar

The selection of the Brewery which is the major single source of supply of alcohol for the Club will be undertaken by MANCO on quotations and bid tabulations carried out by the General Manager. This will be a formal quotation as laid down in the Club's Purchasing Policy and Procedures (section 11). On approval of quotation/tender the details of the supplier will be entered into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

Once appointed the Bar Manager / Supervisor(s) will contact the Brewery weekly, establish replacement stocks and order from the Brewery as a single source of supply. The Bar Manager / Supervisor(s) will be both the requisitioner and orderer; the purpose will be stock replenishment.

A similar situation occurs with the soft drinks, laundry, and cleaning materials suppliers.

Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The snacks are replenished weekly, and the delivery will be checked as above.

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the Bar Manager / Supervisors(s) for validation. The Bar Manager / Supervisors(s) will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Bar Manager / Supervisors(s) should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Bar Manager / Supervisor(s) must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.2 Purchasing Procedure for the Catering Department

The selection of the Catering suppliers will be made by the Catering Manager, who may determine as necessary that suppliers may be single source supply or otherwise. Due to the number of orders placed and the relatively small values there is no requirement for any tenders or quotations.

On approval of a supplier the Catering Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

As and when required and with regard to seasonality and bookings the Catering Manager will contact such suppliers as required and place orders as required to meet the Catering needs of the Club. The Catering Manager(s) will be both the requisitioner and orderer; the purpose will be stock replenishment.

A similar situation occurs with the Cleaning Materials supplier(s).

Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the Catering Manager for validation. The Catering Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Catering Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Catering Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.3 Purchasing Procedure for the Upkeep of the Course - Course Materials

The selection of the Course Materials suppliers will be made by the Course Manager, who may determine as necessary that suppliers may be single source supply or otherwise. Due to the size of orders placed and the relatively small values there is no requirement for any tenders or quotations.

On approval of a supplier the Course Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The Course Manager will determine the materials required in order to complete the work and will contact such suppliers as required and place orders as required to meet the needs of the Club.

The Course Manager will be both the requisitioner and orderer; the purpose will be materials necessary for work on the course. Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the Course Manager for validation. The Course Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Course Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Course Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.4 Purchasing Procedure for the Upkeep of the Course - Course Improvements

The Course Improvement plan for each year will be agreed by the Greens Committee in consultation with the Course Manager who will prepare a material take off required for the work. The selection of such suppliers is made by the Course Manager, who may determine as necessary that suppliers may be single source supply or otherwise. Due to the size of orders placed and the relatively small values there is no requirement for any tenders or quotations.

On approval of a supplier the Course Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The Course Manager will determine the materials required in order to complete the work and will contact such suppliers as required and place orders as required to meet the needs of the Club. The Course Manager will be both the requisitioner and orderer; the purpose will be materials necessary for work on the course. Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the Course Manager for validation. The Course Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Course Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Course Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.5 Purchasing Procedure for the Upkeep of the Course - Repairs & Renewals

The identification of the requirement will be determined by the Course Manager and the supplier(s) will generally be single source items. If the value of the repair/renewal exceeds the Course Managers limit of authority permission to proceed must be requested from the Finance Director before any commitment is made.

The selection of such suppliers is made by the Course Manager, who may determine as necessary that suppliers may be single source supply or otherwise.

Due to the size of orders placed and the relatively small values there is no requirement for any tenders or quotations.

On approval of a supplier the Course Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The Course Manager will determine the materials required in order to complete the work and will contact such suppliers as required and place orders as required to meet the needs of the Club. The Course Manager will be both the requisitioner and orderer; the purpose will be materials necessary for work on the course. Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the Course Manager for validation. The Course Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Course Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Course Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.6 Purchasing Procedure for Upkeep of the Course - Contractors

The identification of the requirement will be determined by the Course Manager and agreed by the Greens Committee; the supplier(s) will generally be single source. If the value of the repair/renewal exceeds the Course Managers limit of authority permission to proceed must be requested from the Finance Director before any commitment is made.

The selection of such suppliers is made by the Course Manager, who may determine as necessary that suppliers may be single source supply or otherwise. The Course Manager must ensure that each Contractor has adequate insurance (copies of insurance certificates must be kept) further a risk assessment must have been completed and agreed with the Contractor and lastly proof of competence must be copied to the Contractors file.

On approval of a supplier the Course Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The Course Manager will be both the requisitioner and orderer, the purpose will be determined by the contract (Verti draining/tree work etc.). Once the work has finished the Contractor should obtain the Course Manager's signature on a certificate of completion, the Course Manager retaining a copy which will be retained and marked up with any comments regarding the contract and its conduct additionally the orderer should ensure that he is identified.

Once the supplier invoice is received, it will be passed to the Course Manager for validation. The Course Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The Course Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the Course Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.7 Purchasing Procedure for Administration - Equipment

The requirement for equipment may be new or to replace existing, generally the equipment will be located in the Clubhouse, the need and estimates of order value will have been discussed between the Chairman/Finance Director and General Manager. The selection of the supplier(s) will be made by the General Manager, who may determine as necessary that such supplier(s) may be single source supply or otherwise.

On approval of a supplier the General Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The General Manager will determine the equipment required contacting such suppliers as required and place orders as required meeting the needs of the Club.

The General Manager will be the requisitioner and orderer, the purpose being dependant on the Equipment being sourced. Once delivered the goods will be received and controlled as against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the person placing the order should be identified on the delivery note. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the General Manager for validation. The General Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and where necessary note guarantees and warranty documentation that have been received, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The General Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the General Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.8 Purchasing Procedure for Administration - Contractors

The identification of the requirement will be determined by the General Manager and agreed by the MANCO where appropriate; the supplier(s) will generally be single source. If the value of the repair/renewal exceeds the General Managers limit of authority permission to proceed must be requested from the Finance Director before any commitment is made.

The selection of such suppliers is made by the General Manager, who may determine as necessary that suppliers may be single source supply or otherwise. The General Manager must ensure that each Contractor has adequate insurance (copies of insurance certificates must be kept) further a risk assessment must have been completed and agreed with the Contractor and lastly proof of competence must be copied to the Contractors file.

On approval of a supplier the General Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The General Manager will be both the requisitioner and orderer; the purpose will be determined by the contract (Plumbing/Electrical/H&S/HR etc.). Once the work has finished the Contractor should obtain the General Manager's signature on a certificate of completion, the General Manager retaining a copy which will be retained and marked up with any comments regarding the contract and its conduct additionally the orderer should ensure that he is identified.

Once the invoice is received, it will be passed to the General Manager for validation. The General Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and where necessary note guarantees and warranty documentation that have been received, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The General Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the General Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.9 Purchasing Procedure for Administration – Miscellaneous/Emergency

The selection of the supplier(s) will be made by the General Manager, who may determine as necessary that such supplier(s) may be single source supply or otherwise.

On approval of a supplier the General Manager will ensure that the detail of each supplier is given to the Office for entry into the SAGE supplier database file by the Office as per Club's Purchasing Policy and Procedures (section 7).

The General Manager will determine the material(s) required contacting such suppliers as required and place orders as required meeting the needs of the Club.

The General Manager will be the requisitioner and orderer, the purpose being dependant on the Equipment being sourced. Once delivered the goods are received, they must be validated against the delivery note as per the instructions in the Club's Purchasing Policy and Procedures (section 13).

The delivery note(s) will be retained and marked up with any comments regarding the delivery; additionally, the orderer should ensure that he is identified. Any discrepancies are handled as per the Club's Purchasing Policy and Procedures (section 13)

Once the supplier invoice is received, it will be passed to the General Manager for validation. The General Manager will validate the invoice for the correctness of quantity and quality of the items delivered, and where necessary note guarantees and warranty documentation that have been received, and if correct, will be forwarded to the Office, who will enter the invoice into the SAGE accounting system.

On a monthly basis the office will receive statement(s) from the supplier which are reconciled against the entries in SAGE. Once the amount owing to the supplier is verified by the office, payment will be loaded, via the online banking system, for authorization.

The General Manager (or Finance Director) will separately authorize the payment.

The General Manager should ensure that any problems with the supplier are reported to the Office who will enter the details on the supplier database within SAGE accounting.

At all times the General Manager must ensure they conduct the purchasing of stock(s) as per the Club's Purchasing Policy and Procedures.

18.10 Purchasing Procedure for Administration – Petty Cash

In the event that small scale purchases (less than £100.00) are required, the appropriate Manager will sanction the purchase from an appropriate vendor; a cash advance may be taken from the office once a petty cash voucher equivalent to the cash withdrawn is signed by the recipient of the monies.

The purchase of the item must be accompanied with a receipt from the vendor. The receipt is forwarded to the office along with any remaining monies, the Office will amend the petty cash voucher entering into the SAGE system, replacing such monies to ensure the float remains at the specified level.

Any outstanding petty cash vouchers not redeemed by the end of the month will be collected from the recipient's monthly pay check.

19. ANNEXURE B – Supplier Evaluation Forms

PART 1: SUPPLIER INFORMATION		
Registered Company Name		
Registered Place of Business/Address		
Company Registration Number		
VAT Registration Number		
Telephone Numbers		
Fax Numbers		
E-Mail Address		
Website		
Details of your organisation's scope of activity / products / services:		
Number of months / years in business:		
Does the company belong to any Group of Companies?	Yes / No	
If Yes, please state the name of the company/organisation:		
Does the company have any subsidiaries?	Yes / No	
If Yes, please provide details:		
Company Name:	Location:	Field of Activity:

PART 2: CONTRACTS MANAGEMENT SYSTEM				
Part 2	Contracts Management			
2.1	Does the business operate as a Limited Liability, Partnership, Sole Trader, Incorporation, Other? Please specify:			
2.2	Please provide us with the contact details of 3 other companies with whom you have similar sized contracts and nature?			
	Company Name	Address	Phone Nos.	
	1.			
	2.			
	3.			

PART 3: Standards / Certifications			
Part 3	Current Approvals	Accredited by	Certificate No (if any)
3.1	ISO 9000:14000 Series <i>(please provide a copy)</i>		
3.2	Membership of any Employers / Trade Associations		
3.3	Appropriate Insurance Policies – employers' liability, third party or professional indemnity. <i>(please provide a copy)</i>		

PART 4: Health & Safety		
Does your company have 5 or more direct employees? (If YES, please answer all questions. If NO, please answer all questions except 1 and 2)	YES / NO	
Does your company have/operate the following? If yes, please attach evidence	Rating	
1. A Health and Safety Policy? <i>(Please attach your Policy Statement, describe the Health and Safety responsibilities of Management, and provide an index listing of your general arrangements and Health and Safety procedures)</i>	YES / NO	
2. An Environmental Policy? <i>(Please attach your Policy Statement)</i>	YES / NO	
3. A procedure for making Risk Assessments? <i>(Please attach an example of a completed assessment)</i>	YES / NO	
4. A procedure for making COSHH Assessments? <i>(Please attach an example of a completed assessment)</i>	YES / NO	
5. A person appointed in accordance with Regulation 7 of the Management of Health and Safety at Work Regulations? <i>(Please provide details and evidence of Health and Safety training and qualifications or CV)</i> Name: Position: Company:	YES / NO	
6. A Health and Safety training programme for employees? <i>(Please supply details of courses attended in last 5 years)</i>	YES / NO	
7. A Health and Safety training programme for management/ supervisory staff? <i>(Please supply details of courses attended in last 5 years)</i>	YES / NO	
8. An accident investigation procedure? <i>(Please provide details)</i>	YES / NO	
9. An accident recording system? <i>(Please provide the number of accidents in the last 3 years)</i> "Over-3-Day" Reportable: Major: Fatal:	YES / NO	

PART 5: Risk Assessment

Company Name		RA Number				
Operation / process						
Equipment used		Substances used				
Risks prior to controls being implemented						
	1. Hazard	2. Hazard effect	3. Affected	4. Severity	5. Probability	6. Risk
7. Risk reduction / control measures						8. Residual risk
9. Further guidance can be obtained from						
10. Monitoring Results						
Monitoring is required to ensure that the controls above remain effective.						
This generic risk assessment has been reviewed and any additional site-specific risks have been detailed on an attached sheet and the necessary action has been taken.						
Name:	Signature:	Date:				

PART 6: Point of Contact

Sales/Customer Service			
Name:		Title:	
Email:		Phone:	

Technical			
Name:		Title:	
Email:		Phone:	
Accounts			
Name:		Title:	
Email:		Phone:	