



Annual Procurement Report 2021/22

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Annual Procurement Report 2021-22 CI

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1.0	INTRODUCTION
1.1	About the Care Inspectorate
	<p>The Care Inspectorate is the independent scrutiny and improvement body for care, social work and child protection services and has a significant part to play in improving services for adults and children across Scotland. It regulates and inspects care services and carries out joint inspections of adults' and children's services delivered by health and social care partnerships across local authority areas.</p> <p>The Care Inspectorate operates from offices across Scotland. Its headquarters are co-located with the Scottish Social Services Council (SSSC) in Dundee.</p> <p>We aim to make sure that people receive high quality care and that their rights are promoted and protected.</p> <p>It's our job to make sure that:</p> <ul style="list-style-type: none"> • vulnerable people are safe • the quality of care, social work and child protection services improve • people know the standards they have a right to expect • we can report publicly on the quality of these services across Scotland • we can support and encourage the development of better ways of delivering these services.
2.0	PROCUREMENT STRATEGY
	<p>The Care Inspectorate and SSSC published a joint Procurement Strategy in 2020. This strategy covers the period April 2020 to March 2023 and is designed to take a responsible and sustainable approach to procurement. The strategy has the following key priorities:</p> <ol style="list-style-type: none"> 1. Achieve value for money 2. Deliver sustainable procurement 3. Raise the level of procurement knowledge, skills and expertise 4. Provide timely performance information 5. Achieve the benefits derived from collaborative working 6. Strengthen contract and supplier management processes 7. Provide a procurement service which supports effective procurement which delivers best value. <p>The purpose of this report is to record and publish the Care Inspectorate's procurement performance and achievements in delivering its procurement strategy.</p>
3.0	KEY PRIORITIES
3.1	Achieve Value for Money

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Procurement spend subject to procurement legislation and procedures excludes the following:

- Payroll expenditure
- Internal spend - i.e., 'spend' or cross charging between departments
- All direct payments to Her Majesty's Revenue and Customs
- Rent
- Rates
- Shared services

To make sure we achieve value for money in our procurement activity, we prepare sourcing strategies for all standard tenders.

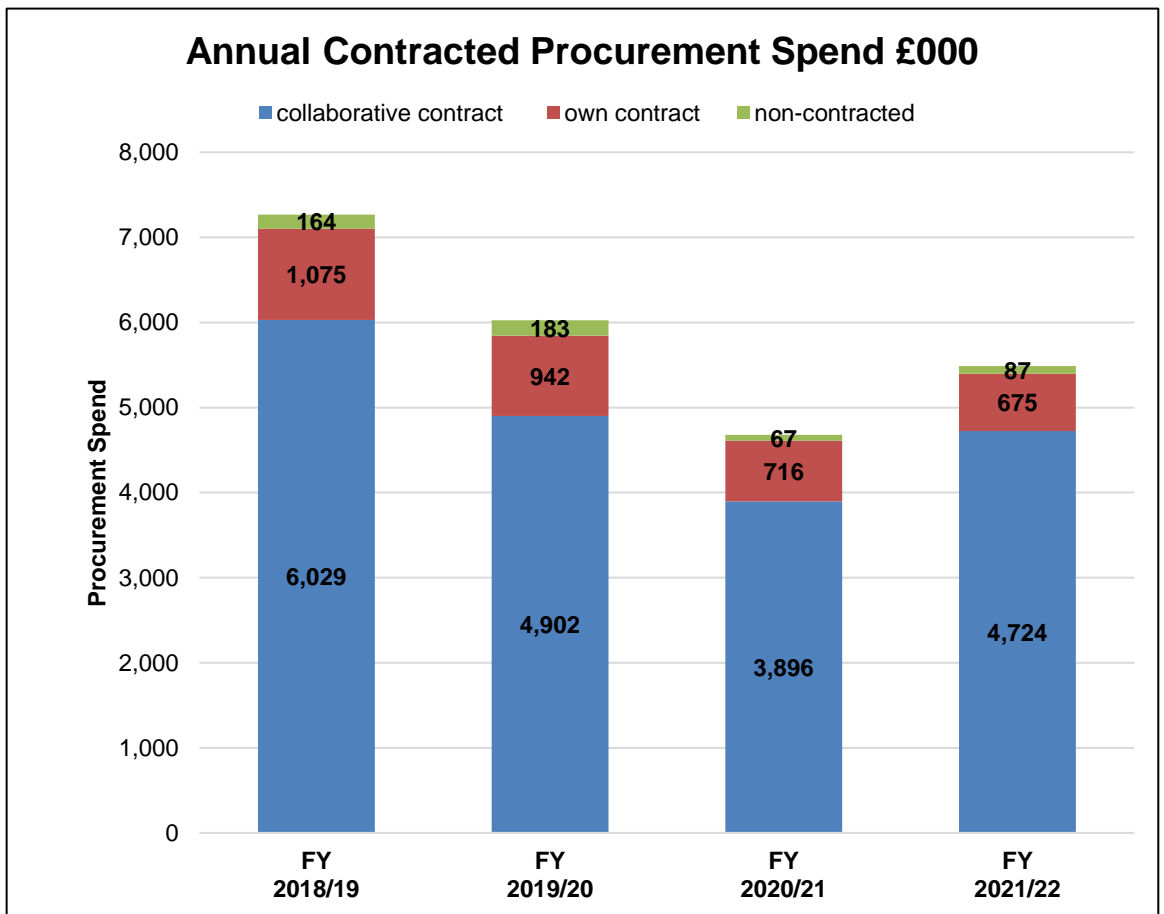
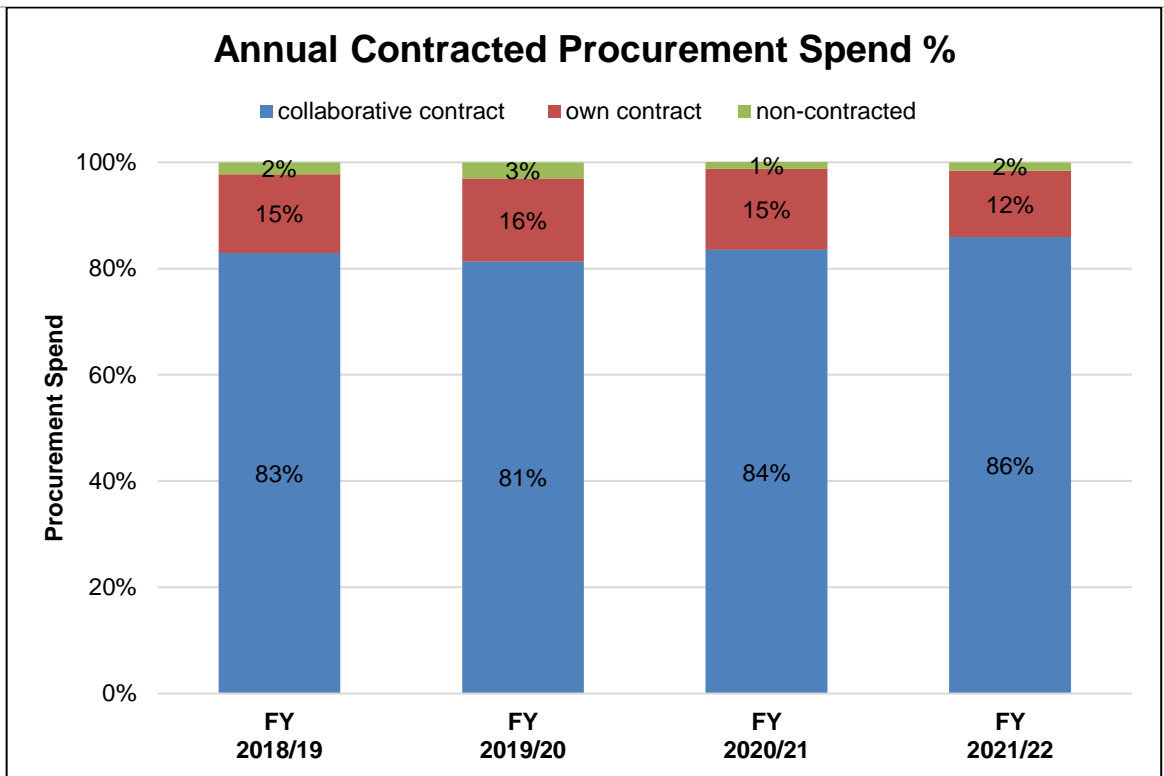
The table below shows the value and volume of procurement activity for the year to 31 March 2022 (figures for the year to 31 March 2021 are shown for comparison):

Table 1: Value and Volume Summary		
	2020/21	2021/22
Total Spend	£6,556,547	£7,408,948
Total Procurement Spend	£4,678,779	£5,486,986
Total Invoice Value	£6,596,094	£6,780,826
Number of Invoices	1,884	1,977
Number of Suppliers Paid*	363	326
Average Invoice Value	£3,501	£3,430

* No of suppliers includes 112 paid by electronic purchasing card (2020/21; 108).

The analysis of procurement spend between spend on collaborative frameworks and spend on organisation owned contracts and frameworks is as follows:

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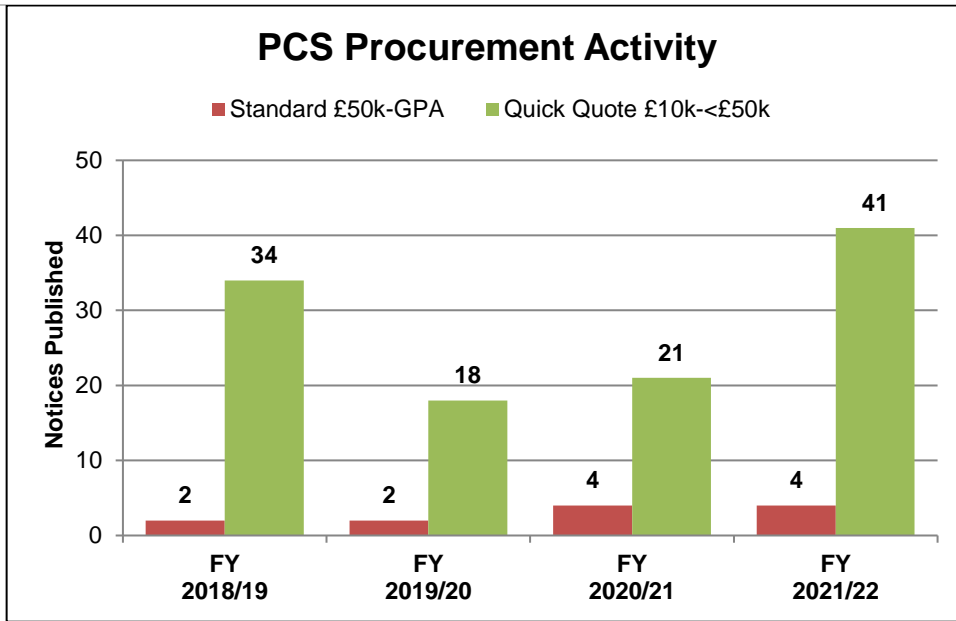
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	As can be seen from the analysis above, contracted spend represents 98% of procurement spend. This is a reduction of one percentage points from 2020/21. A very small proportion of spend is classified as non-contracted. This represents spend with suppliers where there is no contract in place and an analysis of this is provided in 3.1.2.																					
3.1.1 Collaborative procurement	<p>We use collaborative frameworks wherever possible and only tender for our own procurement where there is not a suitable framework in place. Spend on collaborative procurement continues to represent the highest value of procurement spend. During the year we have undertaken mini-competitions or continued to call off frameworks with the following contract or framework owners:</p> <ul style="list-style-type: none"> • Scottish Procurement and Property Directorate (SPPD) • Scotland Excel • Advanced Procurement for Universities and Colleges (APUC) • Scottish Prison Service • Crown Commercial Services (CCS) • Health Trust Europe (HTE) • Eastern Shires Purchasing Organisation (ESPO) • Yorkshire Purchasing Organisation (YPO) • National Services Scotland (NSS) • Audit Scotland • HMRC. <p>Where possible, we collaborate with the Scottish Social Services Council (SSSC) in the award of contracts.</p>																					
3.1.2 Non-contracted spend	<p>Non-contracted procurement spend comprises expenditure with suppliers who are not on our contracts register and for which our below threshold procurement guidance has not been followed. Non contracted spend for 2021/22 is £87,000, representing 2% of total procurement spend. An analysis of this is:</p> <table border="1"> <thead> <tr> <th>Description</th> <th>Value (£000)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total no-contracted spend</td> <td>87</td> <td>100%</td> </tr> <tr> <td>Spend which should have followed a non-regulated procurement process</td> <td>(39)</td> <td>(46%)</td> </tr> <tr> <td>Spend now regularised</td> <td>(29)</td> <td>(33%)</td> </tr> <tr> <td>Spend outwith scope of contract</td> <td>(17)</td> <td>(19%)</td> </tr> <tr> <td>Legacy banking contract for which transactions are being phased out</td> <td>(2)</td> <td>(2%)</td> </tr> <tr> <td>Total unidentified spend</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>	Description	Value (£000)	Percentage	Total no-contracted spend	87	100%	Spend which should have followed a non-regulated procurement process	(39)	(46%)	Spend now regularised	(29)	(33%)	Spend outwith scope of contract	(17)	(19%)	Legacy banking contract for which transactions are being phased out	(2)	(2%)	Total unidentified spend	0	0%
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	<p>All non-compliant spend is addressed directly with the relevant officers.</p> <p>All regulated procurement spend is compliant with our procurement guidance.</p>
3.1.3	Contract benefits realised
	<p>We have calculated reported procurement savings following the 'Procurement Benefits Reporting Guidance' which was developed for the Scottish Public Sector.</p> <p>We have realised savings totalling £0.325m (2021/22: £0.418m) from procurement during the year. This comprises £0.241m cash savings (2020/21: £0.358m) and £0.084m non-cash savings (2020/21: £0.060m). The highest savings were realised from the following contracts:</p> <ul style="list-style-type: none"> • Mobile telephony services • Storage and archiving services • Digital technology products • Building Maintenance • Cloud services
	Sustainability benefits realised during the year are detailed in 3.2.
3.1.4	Summary of procurement activity
	<p>We are committed to making public procurement open and accessible to businesses, especially small and medium sized enterprises (SMEs), the third sector and supported businesses. Most of our tender opportunities greater than £10,000 are advertised on the Public Contracts Scotland (PCS) advertising portal. We also publish our contract register on PCS.</p> <p>The PCS portal has a 'Quick Quote' facility which is a proportionate process to request and receive quotes for lower value goods and services and for goods and services which are competitively advertised using collaborative framework suppliers.</p> <p>The following summarises the tenders which were advertised on PCS and shows that all the Care Inspectorate's 2021/22 procurements are below the GPA threshold.</p>

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All regulated procurement followed a compliant procurement route.

3.1.5 Forward procurement plan

We publish a two year plan of our procurement activity to promote wider participation in our procurement process. This plan gives notice to suppliers of future opportunities and provides the following information:

- the subject matter
- whether it is a new, extended or re-let procurement
- the expected contract notice publication date
- expected award date
- expected start date
- the estimated value of the contract.

3.1.6 Electronic purchasing card

We encourage purchasing and payment by electronic purchasing card (ePC) when paying for low value, high volume goods and services. There were 475 transactions (2020/21: 364) totalling £65,814 (2020/21; £50,775) using this method in 2020/21 with an average transaction value of £137.40 (2020/21; £139.49).

The value and volume of spend has seen an increase from the position reported in 2020/21. This was due to an increase in requirement for low value goods and services as our offices re-opened following the initial response to the Covid-19 pandemic.

3.1.7 Invoice analysis

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We processed a total of 1,977 invoices (2020/21: 1,884), totalling £7.409m (2020/21: £6,557m) during the year.

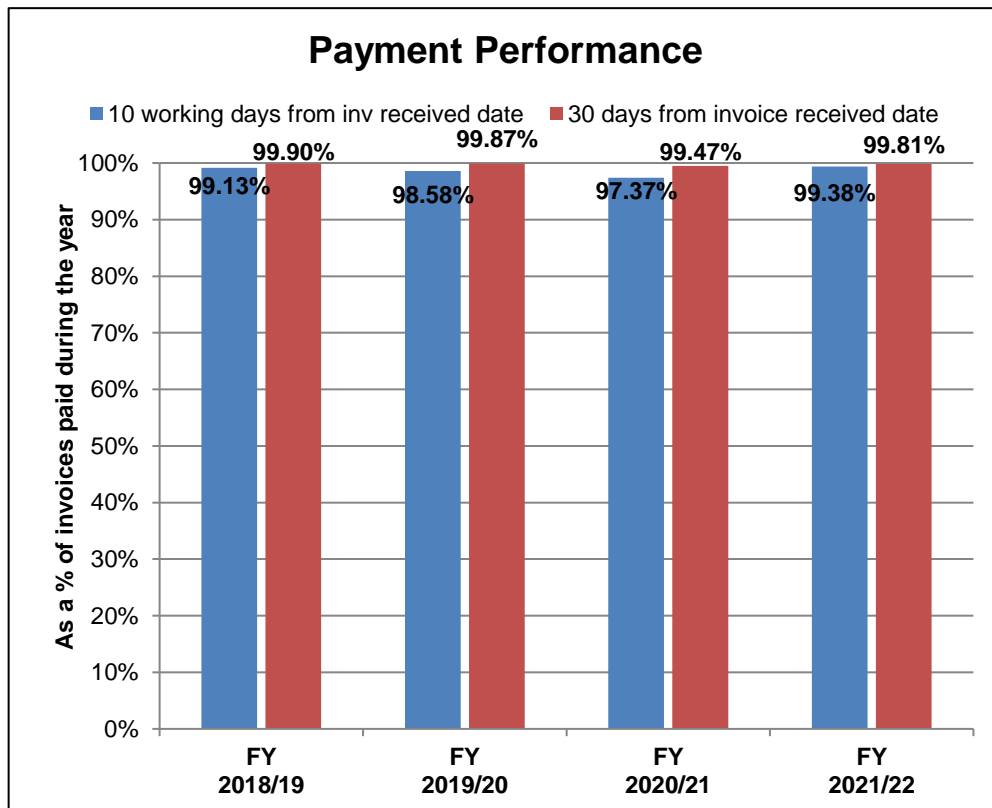
We continue to explore opportunities for consolidating invoicing and purchasing low value goods and services using ePCs, where savings are realised from the reduction in volume of invoices processed. The cumulative saving from this is £23k (2020/21; £21k) and is reported in the non cash savings in 3.1.3.

3.2 DELIVER SUSTAINABLE PROCUREMENT

The Care Inspectorate has a duty to comply with the sustainable procurement duty as detailed in the Procurement Reform (Scotland) Act 2014. The procurement strategy details our sustainability priorities and our progress towards achieving those are outlined in 3.2.1 to 3.2.6.

3.2.1 Prompt payment to suppliers

We are committed to paying our suppliers promptly and payment performance continues to be maintained at a high level. 99.81% of suppliers were paid within 30 days of the invoice received date, and 99.38% paid within the Scottish Government’s target of 10 working days. The following shows payment performance for the financial years 2018/19 to 2021/22.



3.2.2 Paying the living wage through regulated procurement

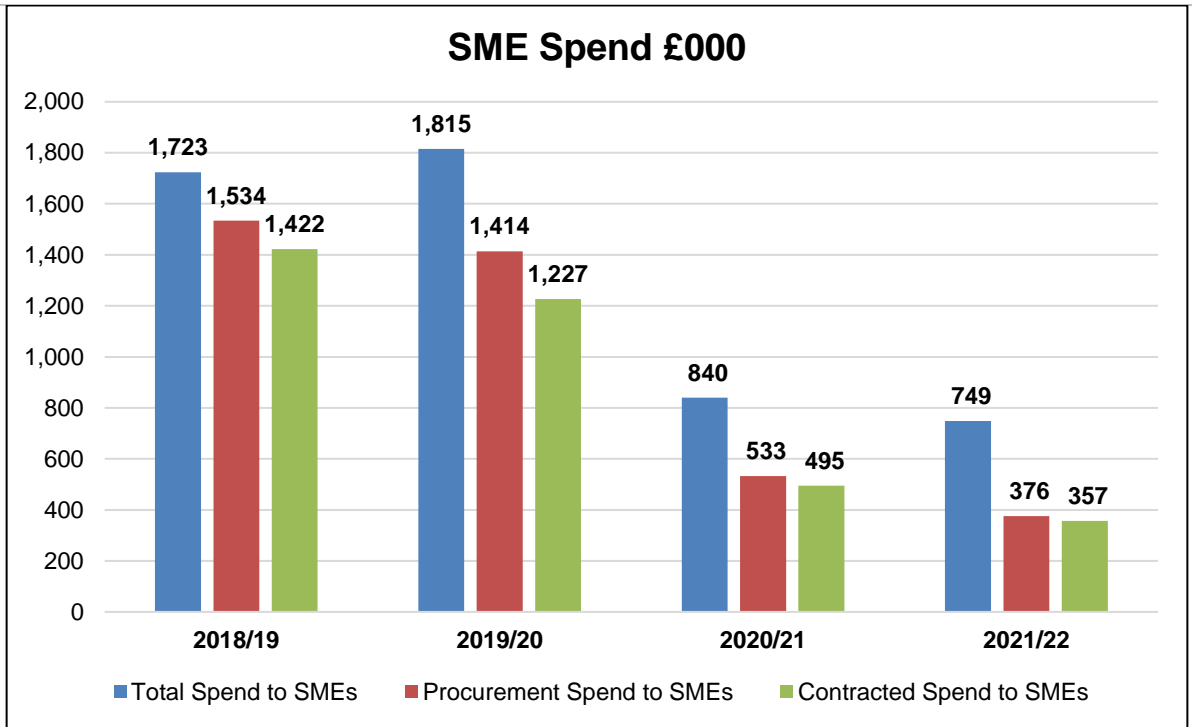
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	<p>We promote fair work practices in all of our tender documentation and are committed to promoting the payment of the Real Living Wage. The Care Inspectorate is an accredited living wage employer.</p> <p>During the year we have awarded 59 contracts or call-offs where sustainability benefits were secured. Of those, 19 suppliers documented that they pay either the Real Living Wage or the Living Wage for the provision of the following services:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Contracted Service</th> <th style="text-align: right;">Award Value £000</th> </tr> </thead> <tbody> <tr> <td>Provision of temporary/interim staff</td> <td style="text-align: right;">1,971</td> </tr> <tr> <td>Provision of security services</td> <td style="text-align: right;">483</td> </tr> <tr> <td>Enterprise architectural services</td> <td style="text-align: right;">250</td> </tr> <tr> <td>Film, animation, film and editing training services</td> <td style="text-align: right;">100</td> </tr> <tr> <td>Water and wastewater services</td> <td style="text-align: right;">90</td> </tr> <tr> <td>Cloud services</td> <td style="text-align: right;">82</td> </tr> <tr> <td>Security alarms, CCTV and access control provision, maintenance and monitoring</td> <td style="text-align: right;">44</td> </tr> <tr> <td>Media services</td> <td style="text-align: right;">42</td> </tr> <tr> <td>Provision of meeting room conferencing equipment</td> <td style="text-align: right;">33</td> </tr> <tr> <td>Server and infrastructure support and maintenance</td> <td style="text-align: right;">9</td> </tr> <tr> <td>Events and video production services</td> <td style="text-align: right;">4</td> </tr> </tbody> </table> <p>During the year, contracts were awarded to six suppliers who confirmed they have signed up to the Scottish Business Pledge during the year. These contracts comprise:</p> <ul style="list-style-type: none"> ➤ Water and wastewater services ➤ Provision of media services ➤ Interim and temporary staff services ➤ Recruitment services 	Contracted Service	Award Value £000	Provision of temporary/interim staff	1,971	Provision of security services	483	Enterprise architectural services	250	Film, animation, film and editing training services	100	Water and wastewater services	90	Cloud services	82	Security alarms, CCTV and access control provision, maintenance and monitoring	44	Media services	42	Provision of meeting room conferencing equipment	33	Server and infrastructure support and maintenance	9	Events and video production services	4
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3.2.3	Community benefits																								
	<p>We promote the use of community benefits within procurement exercises where they are relevant and proportionate to the contract. We have not had any contracts exceeding £4m in value, however, we continue to call-off of Scottish Procurement and Property Directorate collaborative contracts which supports the provision of apprenticeships and work placements.</p> <p>Our call-off from the SPPD's collaborative frameworks is contributing to the commitment to provide the following benefits:</p> <ul style="list-style-type: none"> • provision of apprenticeship schemes • graduate programmes, • participation in the Duke of Edinburgh Award Scheme 																								

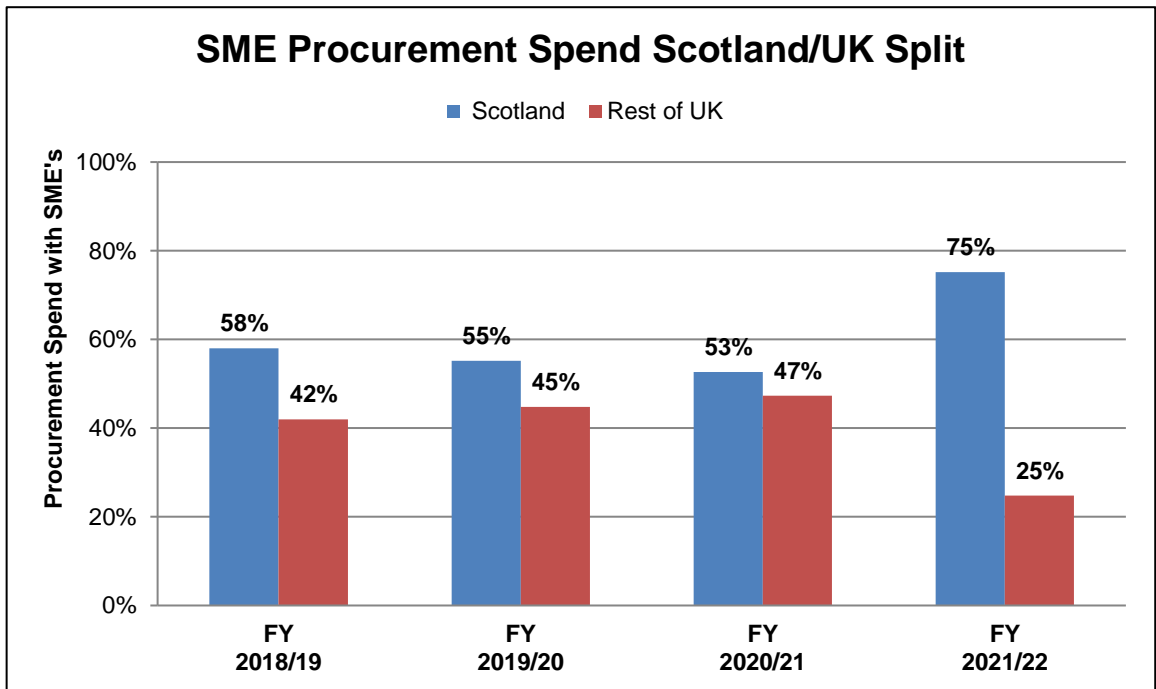
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	<ul style="list-style-type: none"> • volunteering work contributing to schools and education • providing training and skills to support the development of, and build capacity in, the local community and create lasting employment opportunities. • providing work experience placements and regularly host students from local schools in this capacity. <p>We also continue to realise the following benefits from the award of contracts:</p> <ul style="list-style-type: none"> • The provision of approved work placements for secondary school pupils and support for events to promote and encourage entrepreneurship. • An opportunity for a modern apprentice to be involved in the delivery of the contract. • Free advice and help to charity and not for profit clients around financial and fundraising activities. As a new client, we have access to this. • A commitment to working with us in supporting charitable causes. • A commitment to work closely with Elevator on the Dundee Accelerator Programme and provide financial and specialist business improvement advice to the business incubator which assists fledgling companies to become market and investor ready. • Recruitment of school leavers for Association of Accounting Technicians (AAT) via the modern apprenticeship route and the Institute of Chartered Accountants of Scotland (ICAS) direct entry route towards the CA qualification.
3.2.4	SME's local businesses, supported businesses and the third sector
	<p>During the year we have continued to address sustainability in procurement. A directory of supported businesses is published on the Care Inspectorate intranet. This directory provides supported business supplier names, contact details including website links and a summary of goods and services provided by each supported business.</p> <p>We continue to capture spend with SME's, social enterprises and third sector suppliers. Our annual spend with SMEs is £0.749m, representing 10% (2020/21: 13%) of our total spend and 7% (2020/21: 11%) of our procurement spend. An analysis of our annual spend with SMEs is shown below:</p>

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A breakdown of the procurement spend between Scottish and other UK SMEs is represented in the table below:



The 2020/21 procurement spend with SME's included non recurring spend. This has resulted in a shift in balance with percentage of spend between Scottish and other UK SMEs.

3.2.5 Fair and ethical trading

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	<p>Our standard procurement procedures involve assessing a bidder’s suitability to be awarded the contract. This process includes considering whether the bidder has been convicted of certain offences or committed any acts of professional misconduct while running their business. There were no tenders where mandatory or discretionary grounds for exclusion were applied.</p> <p>Our standard terms and conditions allow us to end a contract if the contractor or subcontractor fails to keep to their legal duties in the areas of environmental, social or employment law when carrying out that contract.</p>				
3.2.6	Other sustainability benefits				
	<p>We continue to maintain a sustainability tracking tool where we capture sustainability benefits in our procurement activity. For 2021/22 the Care Inspectorate awarded nine contracts and 50 call-off agreements where the following social, environmental and economic benefits were realised:</p> <table border="0" data-bbox="316 927 1516 1352"> <tr> <td data-bbox="316 927 861 1084">Environmental Benefits</td> <td data-bbox="861 927 1516 1084"> <ul style="list-style-type: none"> • Vehicle emission reduction • Carbon and energy consumption reduction • Reduction of carbon in production. </td> </tr> <tr> <td data-bbox="316 1120 861 1352">Socio-economic benefits</td> <td data-bbox="861 1120 1516 1352"> <ul style="list-style-type: none"> • Fair work first principles • Equality & human rights • Employment skills and training • Award and subcontracting to SMEs • Commitment to Scottish Business Pledge • Equalities within the workforce. </td> </tr> </table>	Environmental Benefits	<ul style="list-style-type: none"> • Vehicle emission reduction • Carbon and energy consumption reduction • Reduction of carbon in production. 	Socio-economic benefits	<ul style="list-style-type: none"> • Fair work first principles • Equality & human rights • Employment skills and training • Award and subcontracting to SMEs • Commitment to Scottish Business Pledge • Equalities within the workforce.
Environmental Benefits	<ul style="list-style-type: none"> • Vehicle emission reduction • Carbon and energy consumption reduction • Reduction of carbon in production. 				
Socio-economic benefits	<ul style="list-style-type: none"> • Fair work first principles • Equality & human rights • Employment skills and training • Award and subcontracting to SMEs • Commitment to Scottish Business Pledge • Equalities within the workforce. 				
	<p>These benefits relate to regulated and lower value contracts and include the following:</p>				
	<ol style="list-style-type: none"> 1. Our media services supplier has committed to a number of sustainability targets, including setting a target to implement a global supplier ESG ratings methodology to incorporate sustainability into their supplier sourcing and management. 2. Our contract for IT hardware includes a requirement to recycle legacy hardware. 3. The provider of our conference room meeting commitment has committed to holding meetings and provide post implementation support virtually where possible to reduce carbon emissions. 4. We only purchase sustainable promotional materials. 				

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	<p>To keep emissions and other waste to a minimum, the supplier of our health and safety support service has committed to the following through delivery of the framework:</p> <ul style="list-style-type: none"> • Completing DSE assessments remotely where possible, reducing unnecessary travel • providing locally based assessors available for onsite assessments • using appointment planning software to reduce travel • using hybrid vehicles where possible, with no use of diesel vehicles • using local distribution hubs for consolidated delivery plans • removing packaging from site and sending to local recycling centres for ethical disposal. <p>The cleaning and environmental services contract includes the use of biodegradable cleaning materials, energy efficient tools and recycling services.</p> <p>The award of the provision of hot and cold drinking water contract was made to a supplier who continues to make significant investment in sustainability across their whole service delivery process.</p> <p>As our offices have remained closed in response to the Covid-19 pandemic, we have developed more sustainable methods of working where our paper requirement has reduced from 626 boxes in 2019/20 to 101 boxes this year. We plan to maintain many of these more sustainable methods of working.</p>
3.3	RAISE THE LEVEL OF PROCUREMENT KNOWLEDGE, SKILLS AND EXPERTISE
	<p>The Care Inspectorate continues to invest in ensuring our staff are equipped with the right tools and experience in order to discharge their procurement duties effectively and efficiently. A central procurement training register is maintained by the Procurement Team. Activities during the year included:</p> <ul style="list-style-type: none"> • The Procurement Team continued to deliver training at Care Inspectorate team level. This allowed the training to be delivered around individual team requirements, ensuring it was meaningful and relevant. During the year, they delivered eight formal training events. • Our shared service partner delivered specification writing training to our IT and Digital Transformation staff. Evaluation training is planned for August 2022. • All of the Procurement Team attended the Scottish Government's Central Government Procurement Event held in June 2021. • Informal training is provided on an on-going basis by the Procurement Team and procurement continues to form part of the induction that new staff undertake when they join the Care Inspectorate. • Through our partnership with NHS Counter Fraud Service, Counter Fraud awareness sessions were delivered to our Procurement Development Group in

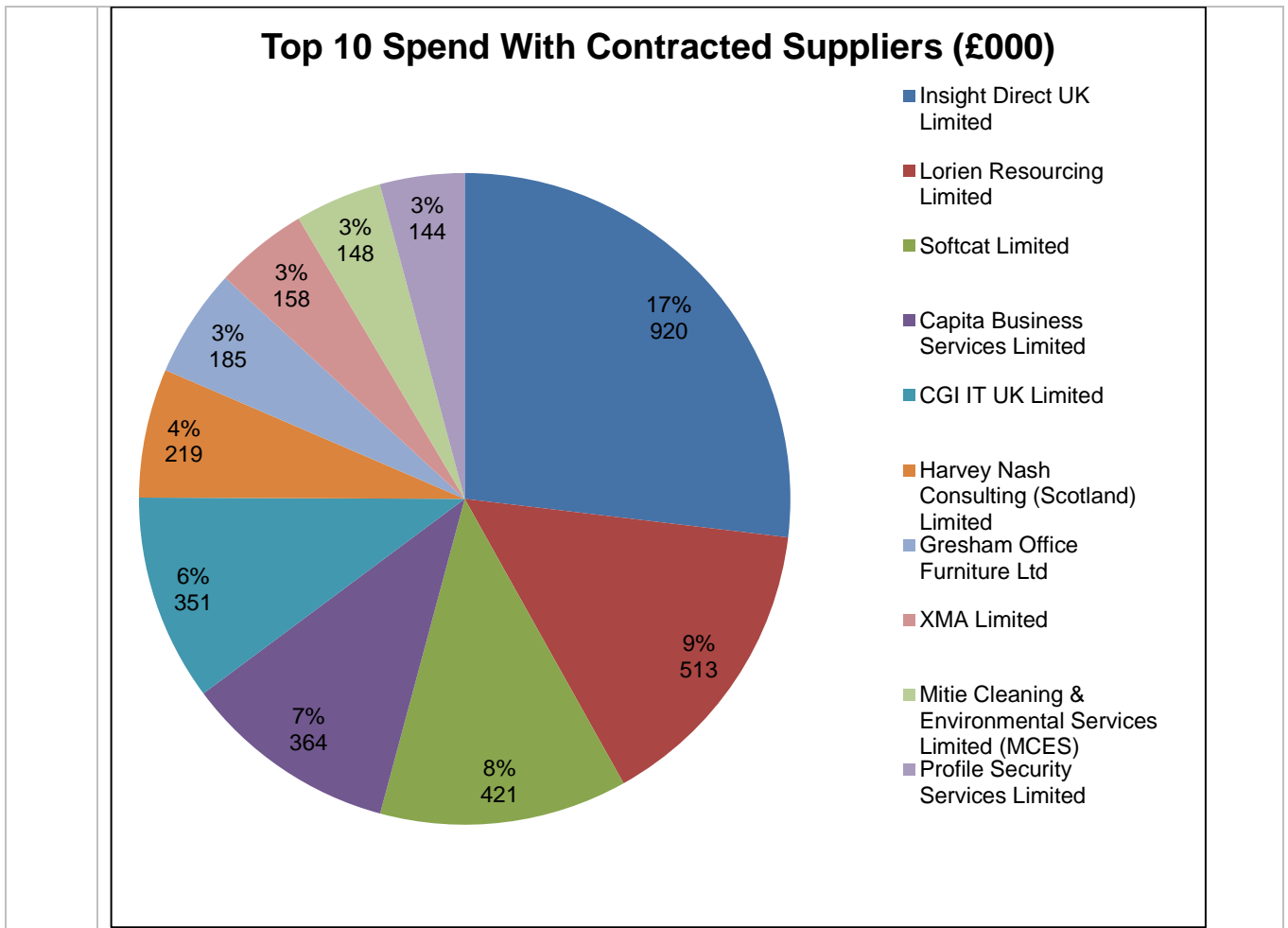
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	<p>March 2021. There are plans to further role out this training to all staff with delegated authority to commit or approve expenditure during 2022/23.</p> <p>The Procurement Development Group meet at least twice each year.</p>
3.4	PROVIDE TIMELY PERFORMANCE INFORMATION
	<p>The Procurement Development Group (PDG) provides an opportunity where key procurers within the Care Inspectorate and SSSC can discuss best practice, new developments and procurement plans with a specific aim of developing and improving the organisations' procurement capability and the effectiveness of our internal processes. The PDG inform the development of our internal procedures and reporting requirements, both internally and to Scottish Government.</p> <p>A set of agreed performance measures are reported to this group bi-annually where progress against targets is reviewed and solutions are sought for further improvement.</p> <p>This report on annual performance is also presented to this group, the respective Executive Management Teams of the Care Inspectorate and SSSC, the Care Inspectorate's Board and the SSSC's Audit and Assurance Committee and Council. Feedback from this report will be incorporated into the 2022/23 procurement action plan where required.</p> <p>Outwith the above, any areas of concern are reported to the relevant management team as they occur.</p>
3.5	ACHIEVE THE BENEFITS DERIVED FROM COLLABORATIVE WORKING
	<p>As can be seen from the information reported in 2.1, we continue to use collaborative frameworks where available and continue to explore opportunities for collaboration through CGPSS and our membership of our Procurement Cluster Group.</p> <p>Our relationships with CGPSS and the Procurement Cluster Group facilitate the sharing of knowledge and encourage partnership working to ensure we deliver value for money and pool resources and expertise.</p> <p>Savings of £0.270m (2020/21: £0.374m), representing 83% (2020/21: 89%) of our total procurement savings, have been realised from the use of collaborative frameworks.</p>
3.6	STRENGTHEN CONTRACT AND SUPPLIER MANAGEMENT PROCESSES
	<p>Contract management training has been delivered to all staff with responsibility for managing contracts. This training provides staff with the tools and techniques required to better manage their contracts and suppliers.</p>

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	<p>During the year, we worked with a third party to refine Scottish Government's contract and supplier management e-learning modules so they fit with our organisational style. We will roll this out in 2022/23. We also provide a contract management handbook to provide further support and guidance to staff who have a role in managing contracts and suppliers.</p> <p>We appoint contract managers for all relevant contracts, and we hold regular contract management meetings for all key contracts. We effectively manage supplier performance on key contracts to deliver value for money.</p> <p>The procurement team collate contract management information bi-annually and maintain a central record of this which is linked to the contract register.</p>
3.7	PROVIDE A PROCUREMENT SERVICE WHICH SUPPORTS EFFECTIVE PROCUREMENT WHICH DELIVERS BEST VALUE
	<p>We review the procurement business processes on a cyclical basis to make sure they reflect current legislation and meet the needs of the users. We have amended and continue to amend and develop several of our processes to support the changing procurement landscape.</p> <p>The Procurement Team has also had an integral role in the creation of lessons learned reviews during the year. These are shared with the wider internal procurement community to make sure they consider these valuable lessons for future procurements.</p> <p>The success of the service delivery is informed by the independent 'healthcheck', agreed performance measures, regular feedback from users of the procurement service and a customer survey which we distribute annually. This feedback and follow-up actions contribute to making sure that we deliver the right level and quality of service.</p>
4.0	TOP 10 CONTRACTED SUPPLIERS
	<p>Together, the top 10 suppliers account for 62% (2020/21: 54%) of our total procurement spend, and 63% (2020/21: 55%) of our contracted spend.</p>

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The top 10 contracted suppliers provide goods and services across the following categories of expenditure:

Spend category	Spend value '£000
Information systems	1,538
Staff costs	733
Professional fees	367
Property costs	290
Telephones	252
Furniture and equipment	185
Training and development	53
Advertising, publicity, subscriptions & publications	5
Total	3,423

5.0 SUPPLIER ACTIVITY

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	<p>The Procurement Team review active suppliers quarterly, with the aim being to ensure only suppliers we do regular business with are set up in the creditors' ledger. Suppliers who have not been used for a period of 13 months are made 'inactive' and any request to use them requires completion of a procurement template to ensure procurement procedures are being complied with. Only when this has been undertaken can new suppliers be created, or inactive suppliers updated to 'active' status. This ensures current contract arrangements have been analysed to ensure we are buying from a contract wherever possible. This is also good practice to mitigate the risk of purchasing or supplier fraud.</p> <p>The number of active suppliers as of 31 March 2022 was 250 (2020/21: 261). Comprising the following:</p> <ul style="list-style-type: none"> • 182 supplier sites for the supply of goods or services (2020/21: 194) • 68 supplier sites for reimbursing inspection volunteers and associate assessors for travel and subsistence expenses (2020/21: 67).
6.0	CONCLUSION
	<p>The Care Inspectorate continues to make good progress towards the achievement of the published procurement priorities and the procurement action plan which supports the procurement strategy has been updated to reflect current priorities. The implementation of this plan will support continued development in procurement.</p>

Glossary

Term	Description
Call-off	Either mini competition or direct call-off from a collaborative framework using framework conditions.
CGPSS	Scottish Government Central Government Procurement Shared Service.
Collaborative Frameworks	A collaborative framework is a framework which has been awarded to meet the needs of a number of public sector organisations.
Community Benefits	Contractual requirements which deliver a wider social benefit in addition to the core purpose of the contract. In particular, requirements in relation to targeted training and employment outcomes.
Contract spend	Spend which is compliant with Care Inspectorate procurement governance.
GPA	Government Procurement Agreement. Applies to procurement of minimum estimated value equal to or exceeding certain specified financial value thresholds.
Living Wage	National minimum wage for workers aged over 25.
Non contracted	Spend not linked to a formal contract which is recorded on the contract register.
Own contracts	Contracts advertised and awarded by the Care Inspectorate.
Procurement Cluster Group	Group of Scottish Public Sector bodies of differing sizes who meet to discuss best practice, new developments and procurement plans. This facilitates the development of procurement capability within the Scottish Public sector.
Procurement spend	Spend which is influenced by Procurement governance arrangements.
Public Contracts Scotland (PCS)	Public procurement advertising portal where contract notices and awards are published.
Regulated procurement	Procurement seeking offers in relation to a contract with a value of £50,000 or over.

Real Living Wage	Living wage calculated to be sufficient to provide the necessities and comforts essential to an acceptable standard of living. Applies to all workers over the age of 18.
SME	The usual definition of small and medium sized enterprises (SMEs) is any business with fewer than 250 employees.
Supported Business	A supported business' primary aim is the social and professional integration of disabled or disadvantaged persons. At least 30 per cent of the employees of those businesses should be disabled or disadvantaged.
Third Sector	Term used to describe the range of organisations that are neither public sector nor private sector. It includes voluntary and community organisations (both registered charities and other organisations such as associations, self-help groups and community groups), social enterprises, mutuals and co-operatives.

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