



# Annual Procurement Report 2020/21

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## **Annual Procurement Report 2020/21**

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## 1.0 INTRODUCTION

### 1.1 About the Care Inspectorate

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.

The Care Inspectorate operates from offices across Scotland. Its headquarters are co-located with the Scottish Social Services Council (SSSC) in Dundee.

We aim to make sure that people receive high quality care and that their rights are promoted and protected.

It's our job to make sure that:

- 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

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:

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.

The purpose of this report is to record and publish the Care Inspectorate's procurement performance and achievements in delivering its procurement strategy.

## 3.0 KEY PRIORITIES

### 3.1 Achieve Value for Money

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

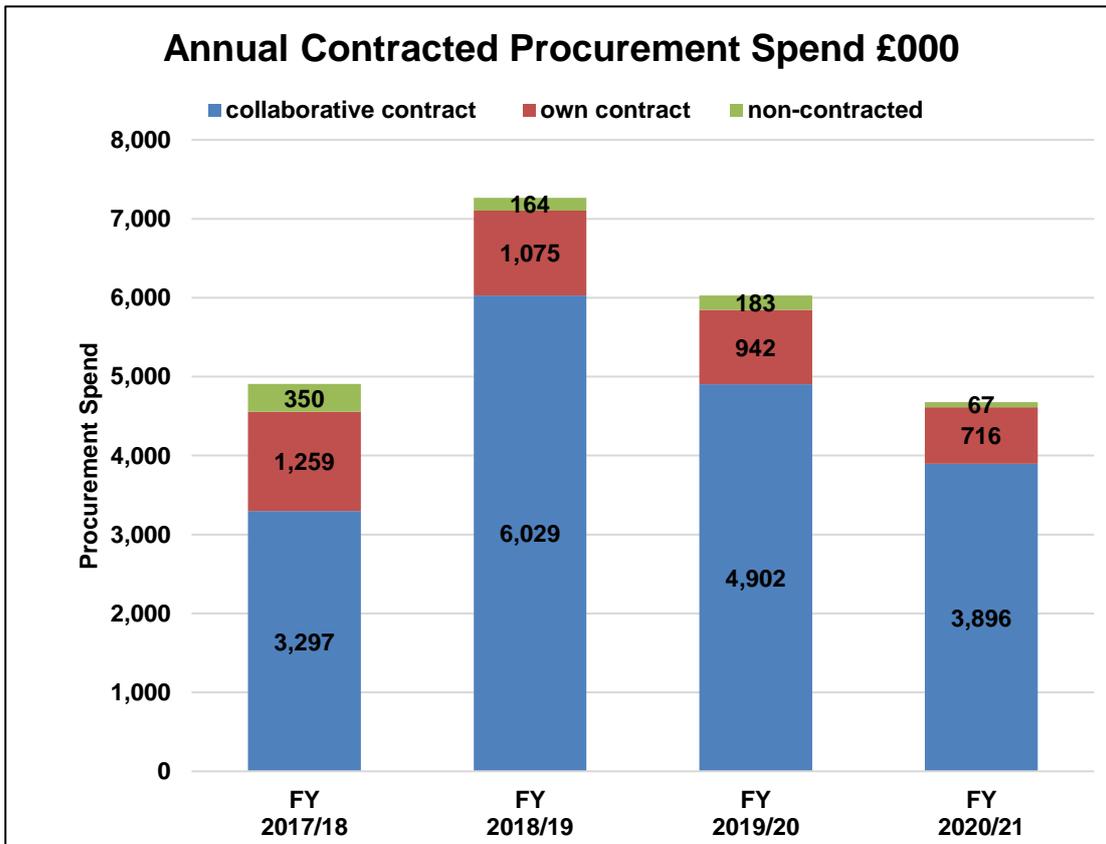
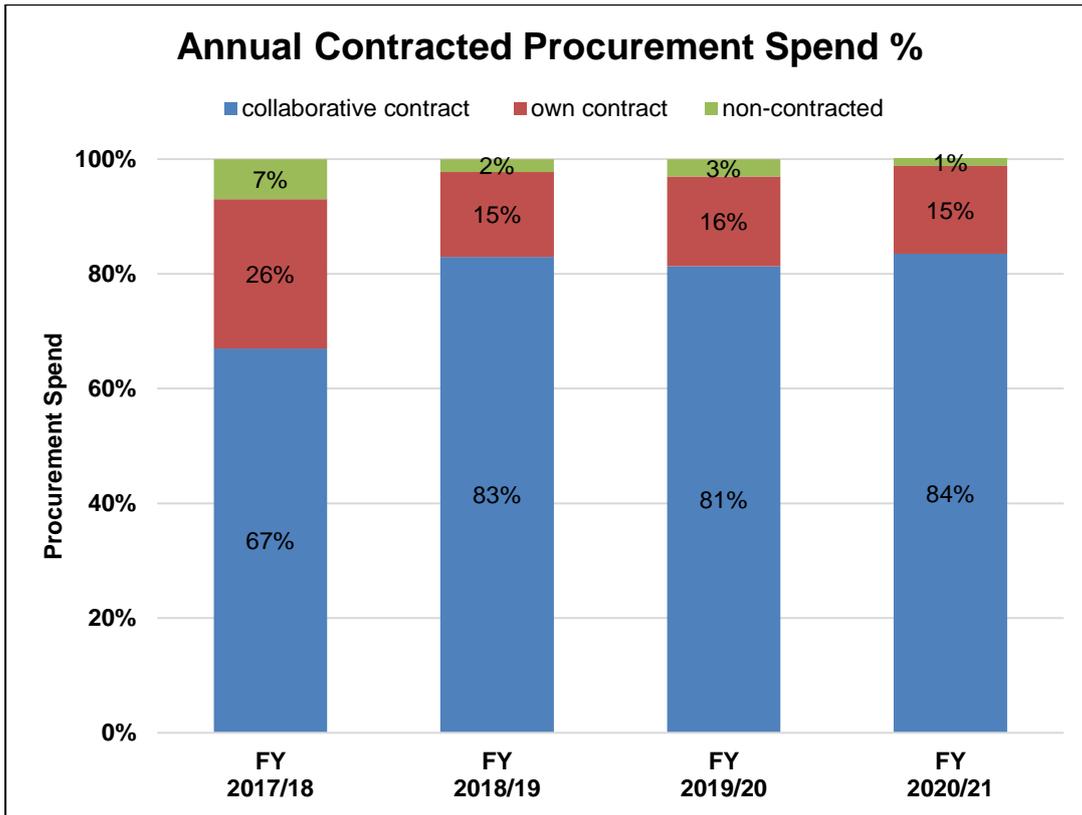
To ensure value for money is achieved in our procurement activity, sourcing strategies are prepared for all standard tenders.

The table below shows the value and volume of procurement activity for the year to 31 March 2021 (figures for the year to 31 March 2020 are shown for comparison):

	<b>2019/20</b>	<b>2020/21</b>
Total Spend	£8,247,316	£6,556,547
Total Procurement Spend	£6,028,186	£4,678,779
Total Invoice Value	£7,635,342	£6,596,094
Number of Invoices	2,695	1,884
Number of Suppliers Paid*	645	363
Average Invoice Value	£2,833	£3,501

\* No of suppliers includes 108 paid by electronic purchasing card (2019/20; 236).

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



As can be seen from the analysis above, contracted spend represents 99% of procurement spend. This is an improvement of two percentage points from 2019/20. 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**

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:

- Scottish Procurement and Property Directorate (SPPD)
- Crown Commercial Services
- Scotland Excel
- Advanced Procurement for Universities and Colleges (APUC)
- Audit Scotland
- HMRC
- Health Trust Europe
- Eastern Shires Purchasing Organisation (ESPO)
- Yorkshire Purchasing Organisation (YPO)
- National Services Scotland (NSS).

Where possible, we collaborate with the Scottish Social Services Council (SSSC) in the award of contracts.

### **3.1.2 Non-contracted spend**

Non-contracted procurement spend comprises expenditure with suppliers who are not on our contracts register.

As noted in 2.1, this has seen a decrease of 2% from the position reported in 2019/20, now representing only 1% of our overall procurement spend for 2020/21 and comprises the following:

Description	Value (£000)	%age
<b>Total non-contracted spend</b>	<b>67</b>	<b>100%</b>
Spend outwith contract period	(29)	(43%)
Spend which should have followed a low value procurement process	(21)	(31%)
Spend now regularised (mainly legacy storage and archiving)	(10)	(15%)
Spend outwith scope of contract	(6)	(9%)
Legacy banking contract for which transactions are being phased out.	(1)	(2%)
<b>Total unidentified spend</b>	<b>0</b>	<b>0%</b>

All non-compliant spend is addressed directly with the relevant officers and we continue to make progress towards 100% compliance.

All regulated procurement is compliant spend.

### 3.1.3 Contract benefits realised

Reported procurement savings have been calculated following the 'Procurement Benefits Reporting Guidance' which was developed for the Scottish Public Sector.

Savings totalling £0.418m (2019/20: £0.742m) have been realised from procurement during the year. This comprises £0.358m cash savings (2019/20: £0.592m) and £0.060m non-cash savings (2019/20: £0.150m). The highest savings were realised from the following contracts:

- Mobile telephony services
- Car lease insurance
- Storage and archiving services
- Digital technology products
- Legal services
- Cloud services

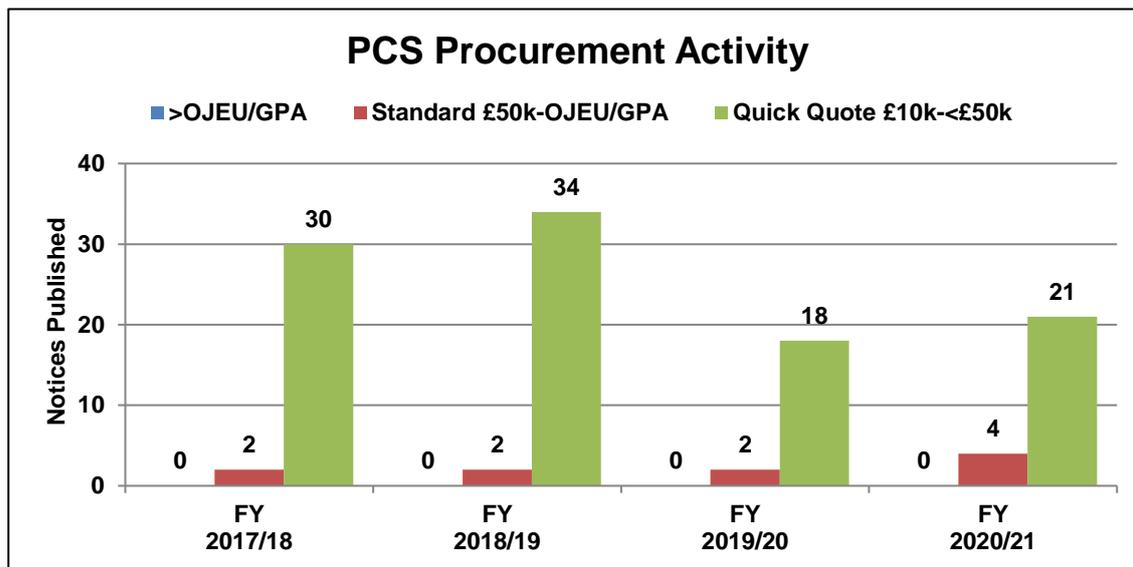
Sustainability benefits realised during the year are detailed in 3.2.

### 3.1.4 Summary of procurement activity

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.

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.

The following summarises the tenders which were advertised on PCS and shows that all the Care Inspectorate’s 2020/21 procurements are below the OJEU/GPA threshold.



All regulated procurement followed a compliant procurement route.

### 3.1.5 Forward procurement plan

To promote wider participation in the Care Inspectorate’s procurement process, a two-year plan of our procurement activity will be published. 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

Purchasing and payment by electronic purchasing card (ePC) is encouraged when paying for low value, high volume goods and services. There were 364 transactions totalling £50,775 using this method in 2020/21 with an average transaction value of £139.49.

The value and volume of spend has seen a decrease from the position reported in 2019/20. This is due to a reduction in requirement for low value goods and services while our offices remain closed in response to the Covid-19 pandemic.

### **3.1.7 Invoice analysis**

A total of 1,909 invoices, totalling £6.596m in value were processed during the year.

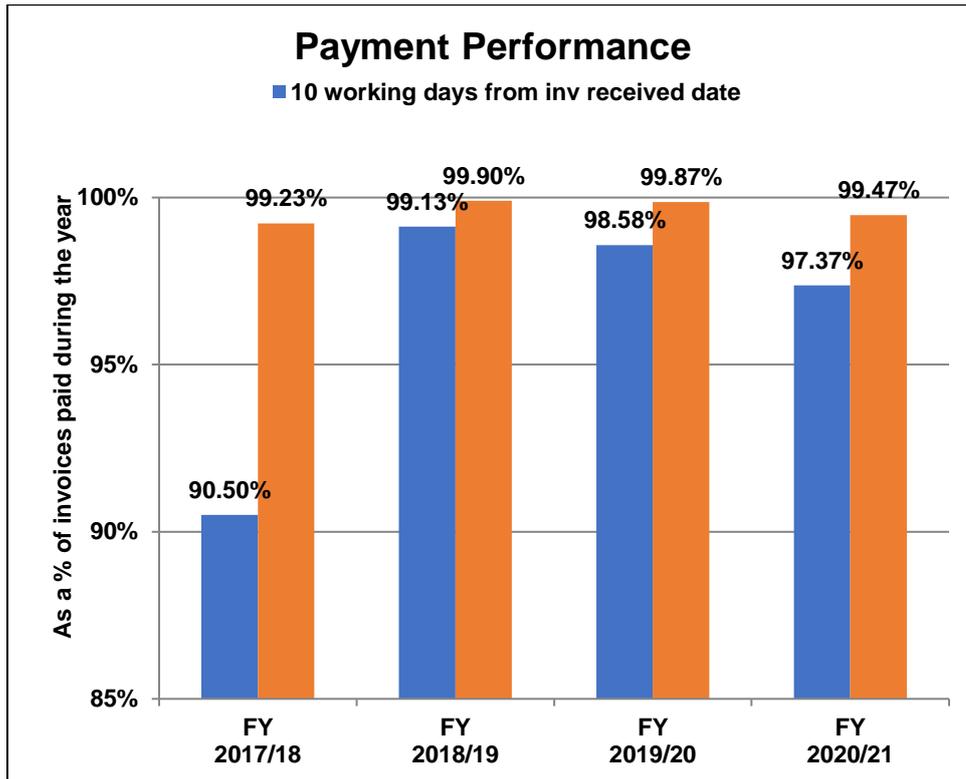
We continue to explore opportunities for consolidating invoicing and purchasing low value goods and services using ePCs, where savings are realised from the reduction in volume of invoices processed. The cumulative saving from this is £23k and is reported in the non cash savings in 3.1.3.

## **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. 99.47% of suppliers were paid within 30 days of the invoice received date, and 97.37% paid within the Scottish Government's target of 10 working days. The following shows payment performance for the financial years 2017/18 to 2020/21.



### 3.2.2 Paying the living wage through regulated procurement

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.

During the year we awarded 40 contracts or call-offs where sustainability benefits were secured. Of those, 16 suppliers documented that they pay either the Real Living Wage or the Living Wage for the provision of the following services:

- ❖ Provision of estates professional services (contract award value £185k)
- ❖ Provision of core facilities management services (contract award value £180k)
- ❖ Provision of legal services (contracts awarded value £30k)
- ❖ Hot and cold drinks dispensers (collaborative contract with the SSSC with award value £16k)
- ❖ Provision of temporary staff (contracts awarded value £503k)
- ❖ Parliamentary Monitoring and Intelligence (contract award value £50k)
- ❖ Design and delivery services (contract award value £9k)
- ❖ Intrapreneurship programme (contract award value £50k)
- ❖ Provision to build coaching capacity services (contract award value £80k)

Suppliers have signed up to the Scottish Business Pledge for 23 of our contracts awarded during the year.

### 3.2.3 Community benefits

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.

The internal audit contract awarded secured the following sustainability and social benefits:

- The provision of approved work placements for secondary school pupils and support for events to promote and encourage entrepreneurship.
- Providing an opportunity for a modern apprentice to be involved in the delivery of the contract.
- The provision of free advice and help to their 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.

The award of this contract also supports the supplier to provide the following:

- The supplier was one of the first to sign up to the Discover Opportunities Employer Pledge charter and have been proactive in taking this forward with a range of ideas to develop links in schools.
- 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.
- Continue to recruit school leavers for Association of Accounting Technicians (AAT) via the modern apprenticeship route and also the Institute of Chartered Accountants of Scotland (ICAS) direct entry route towards the CA qualification.
- They have a policy to encourage staff to be involved in local communities and they have teams heavily involved at committee level with several community organisations.

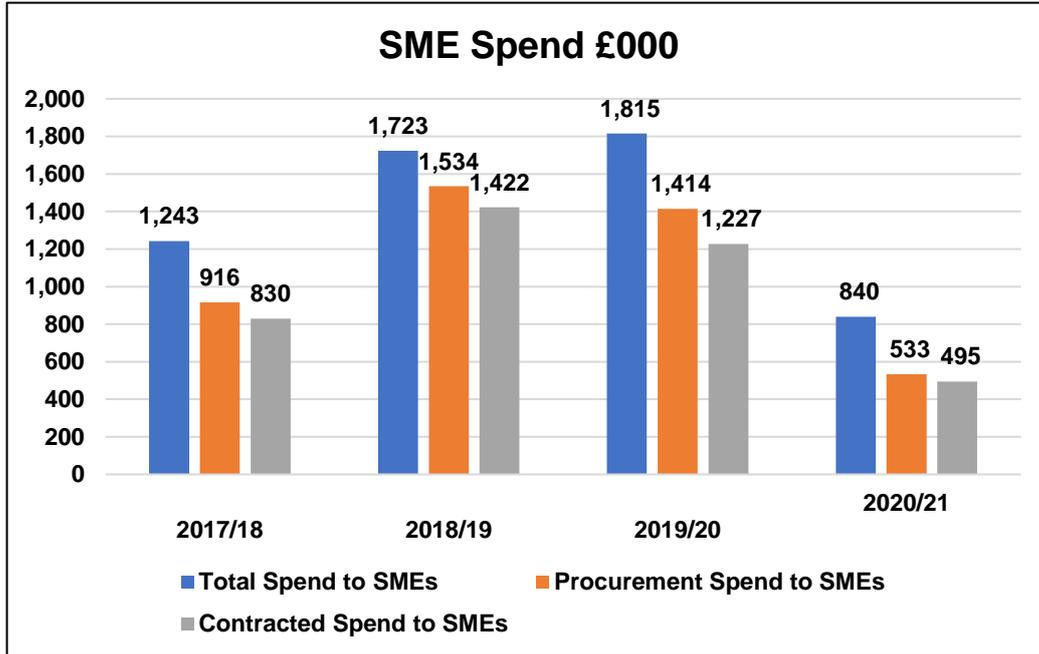
### 3.2.4 SME's local businesses, supported businesses and the third sector

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.

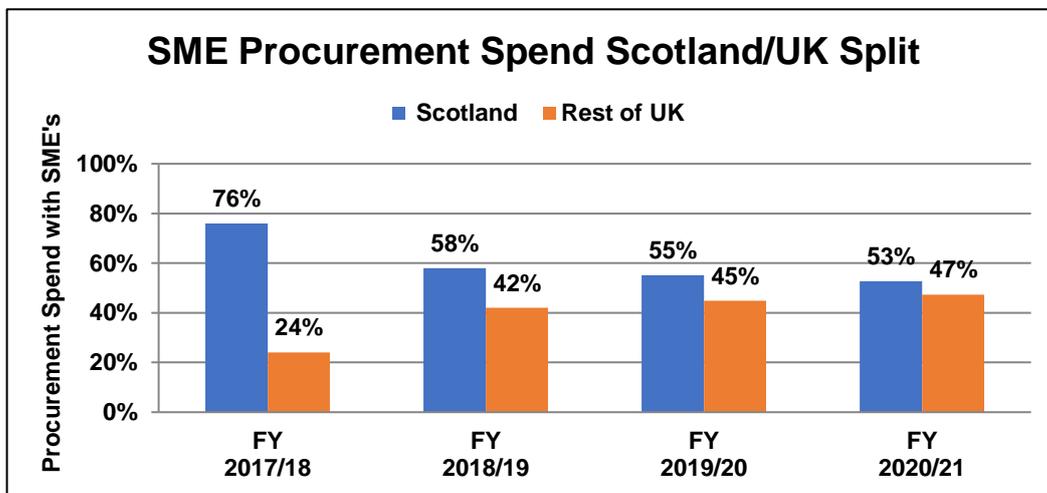
We submit bi-annual returns to Scottish Government showing Care Inspectorate spend with supported businesses.

We continue to capture spend with SME's, social enterprises and third sector suppliers. Our annual spend with SMEs is £0.8m, representing 13% of our total

spend and 11% of our procurement spend. An analysis of our annual spend with SMEs is shown below:



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



### 3.2.5 Fair and ethical trading

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.

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.

### 3.2.6 Other sustainability benefits

We continue to maintain a sustainability tracking tool where we capture sustainability benefits in our procurement activity. For 2020/21 the Care Inspectorate awarded 13 contracts and 27 call-off agreements where the following social, environmental and economic benefits were realised:

Social Benefits	<ul style="list-style-type: none"> <li>• Supplier diversity</li> <li>• Social Inclusion</li> <li>• Equality &amp; human rights</li> </ul>
Environmental Benefits	<ul style="list-style-type: none"> <li>• Emissions</li> <li>• Energy use</li> <li>• Raw materials</li> <li>• Habitat</li> <li>• Waste</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Competitiveness</li> </ul>

These benefits relate to regulated and lower value contracts and include the following:

- Our Estates Professional Services supplier has committed to providing sustainability options in any estates advice requested.
- The cleaning and environmental services contract includes the use of biodegradable cleaning materials, energy efficient tools and recycling services.
- 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.
- 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 12 boxes this year. We plan to maintain these more sustainable methods of working post Covid-19.

### 3.3 RAISE THE LEVEL OF PROCUREMENT KNOWLEDGE, SKILLS AND EXPERTISE

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.

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 two formal training events.

Through our partnership with NHS Counter Fraud Service, Counter Fraud awareness sessions were delivered to our Procurement Development Group in March 2021. There are plans to further role out this training to all staff with delegated authority to commit or approve expenditure.

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.

The Procurement Development Group meet at least twice each year.

### **3.4 PROVIDE TIMELY PERFORMANCE INFORMATION**

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.

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.

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 Council. Feedback from this report will be incorporated into the 2021/22 procurement action plan where required.

Outwith the above, any areas of concern are reported to the relevant management team as they occur.

### **3.5 ACHIEVE THE BENEFITS DERIVED FROM COLLABORATIVE WORKING**

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.

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.

Savings of £0.374m, representing 89% of our total procurement savings, have been realised from the use of collaborative frameworks.

### **3.6 STRENGTHEN CONTRACT AND SUPPLIER MANAGEMENT PROCESSES**

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.

During the year, we developed and implemented a contract management handbook to provide further support and guidance to staff who have a role in managing contracts and suppliers.

Contract managers are appointed for all relevant contracts and contract management meetings are held regularly for all key contracts. Supplier performance on key contracts is managed effectively to deliver value for money.

The procurement team collate contract management information bi-annually and maintain a central record of this which is linked to the contract register.

### **3.7 PROVIDE A PROCUREMENT SERVICE WHICH SUPPORTS EFFECTIVE PROCUREMENT WHICH DELIVERS BEST VALUE**

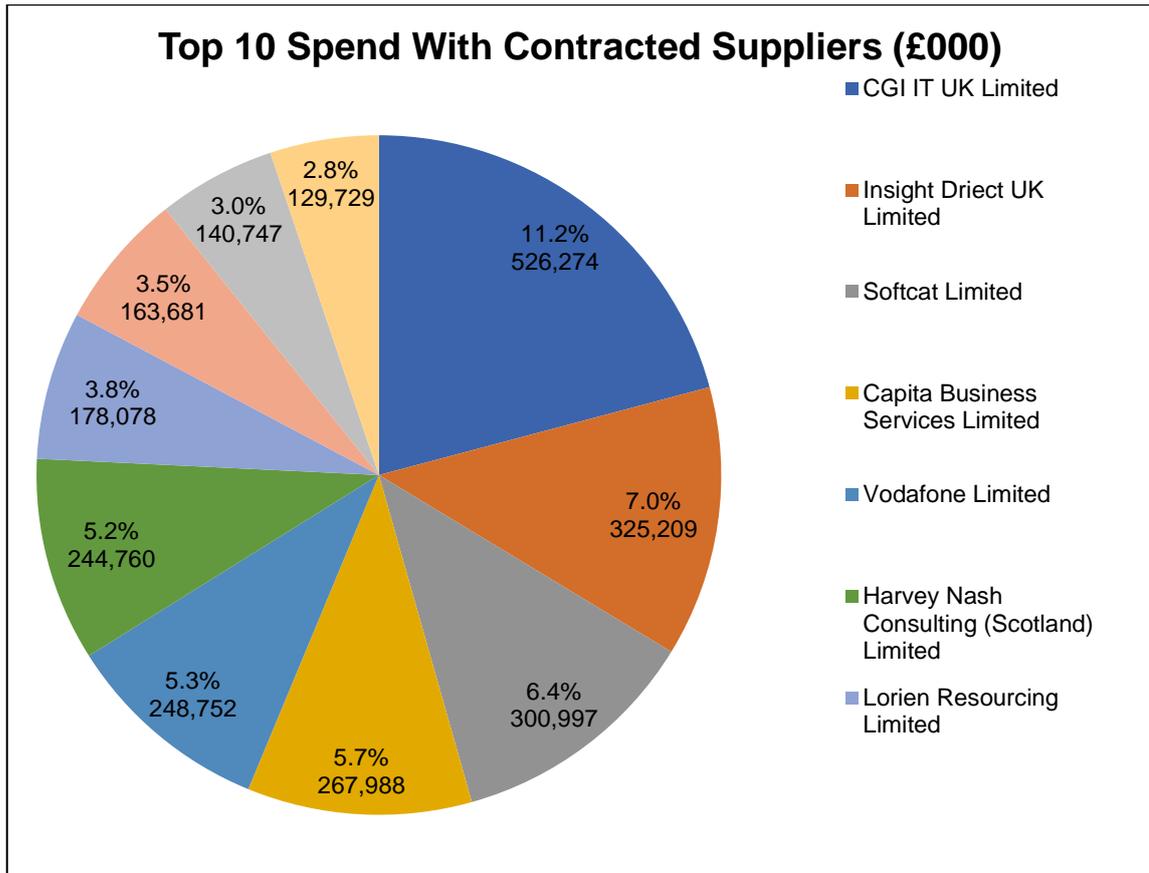
The procurement business processes are reviewed by the Procurement Team on a cyclical basis ensuring all processes are reviewed annually. This review ensures they reflect current legislation and meet the needs of the users. A number of processes have, and continue to be, amended and developed to support the changing procurement landscape.

The Procurement Team have 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 ensure these valuable lessons are considered for future procurements.

The success of the service delivery is informed by the independent 'healthcheck', regular feedback from users of the procurement service and a customer survey which is distributed annually. This feedback and follow-up action contribute to ensuring that the right level and quality of service is being delivered.

### **4.0 TOP 10 CONTRACTED SUPPLIERS**

Together, the top 10 suppliers account for 54% (2019/20: 42%) of our total procurement spend, and 55% (2019/20: 43%) of our contracted spend.



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

Spend Category	Spend Value £000
Information systems*	1,078
Staff costs	423
Property costs	304
Telecoms services	249
Professional fees	472
<b>Total</b>	<b>2,526</b>

\* CGI IT UK Ltd provided information and professional services. Capita Business Services Ltd provided information and telecoms services.

## 5.0 SUPPLIER ACTIVITY

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.

The number of active suppliers at 31 March 2021 was 261 (2019/20: 262). Of those there were 194 supplier sites for the supply of goods or services and 67 supplier sites for reimbursing inspection volunteers for travel and subsistence expenses (2018/19: 198 suppliers, 76 inspection volunteers).

## **6.0 CONCLUSION**

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.

**Glossary**

<b>Term</b>	<b>Description</b>
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.

Term	Description
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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