



Public Services Reform (Scotland) Act 2010

Duties on Public Bodies to provide information

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Care Inspectorate

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1. Public Relations Expenditure 2021/22

Category	£
In-house staff costs	157,994
Consultants	0
Other PR expenditure	14,971
Total	172,965

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	2,940	Entries in communications guides & social media
External events	1,205	Attendance and exhibition stands at events
Media relations	10,826	Including press releases & dealing with media queries
Total	14,971	

2. Overseas Travel Expenditure 2021/22

There was no overseas travel expenditure in 2021/22.

3. Hospitality Expenditure 2021/22

Category	£
Catering for Meetings with External Attendees	37
Total	37

The above may include teas and coffees which could not be separately identified. Hospitality also excludes any hospitality which may have been included within day delegate rates for training and development events. Hospitality for training and development events is only provided where the attendees could otherwise claim subsistence allowances.

4. Consultancy Expenditure 2021/22

The expenditure detailed below satisfied the three-part test that determines whether a service is defined as consultancy as per the Scottish Government's consultancy procedures.

Supplier	Details	ICT £	Financial £	General Business Management £	Total £
Marian Bergin & Associates Ltd	Organisational design consultancy			12,551	12,551
Reed Talent Solutions Ltd	Redesign of recruitment and selection processes.			22,200	22,200
Avison Young Ltd	Estates professional services			10,908	10,908
Azets Holding Ltd	Tax advisory services		1,970		1,970
Beamans Ltd	Job evaluation services		5,688		5,688
CGI IT UK Ltd	Digital consultancy	13,811			13,811
		13,811	7,658	45,659	67,128

5. Single Payments over £25,000

There were 40 single invoices exceeding £25,000 in value totalling £2,395,110.23.

Invoice Date	Supplier	Subject Matter	Payment Amount £
08-Apr-21	Aberdeen City Council	Accommodation costs	55,212.00
27-Jul-21	C & W Assets Limited	Accommodation costs	51,457.74
29-Nov-21	Capita Business Services Limited	ICT costs	26,592.17
19-May-21	Capita Business Services Limited	ICT costs	61,386.98
13-May-21	CGI IT UK Limited	Administration costs	26,127.60
06-May-21	CGI IT UK Limited	Administration costs	26,730.60
23-Apr-21	CGI IT UK Limited	Administration costs	38,449.92
12-Apr-21	CGI IT UK Limited	Administration costs	29,590.80
21-Jul-21	Cornerstone OnDemand Limited	Accommodation costs	35,100.00

Invoice Date	Supplier	Subject Matter	Payment Amount £
15-Apr-21	Dundee City Council	Accommodation costs	115,068.00
15-Apr-21	Dundee City Council	Accommodation costs	160,992.00
12-Jan-22	Fruition Partners UK Ltd	ICT costs	40,904.64
30-Mar-22	Gresham Office Furniture Ltd	Accommodation costs	25,958.40
28-Mar-22	Gresham Office Furniture Ltd	Accommodation costs	67,066.80
06-Dec-21	Hartnell Taylor Cook LLP	Accommodation costs	41,010.37
26-Aug-21	Hartnell Taylor Cook LLP	Accommodation costs	51,572.70
11-Jun-21	Hartnell Taylor Cook LLP	Accommodation costs	51,570.30
31-Mar-22	HI Audio Visual Limited	ICT costs	37,560.00
09-Nov-21	HM Revenue & Customs (HMRC)	Administration costs	35,152.05
17-Mar-22	Insight Direct UK Limited	ICT costs	43,583.76
10-Jan-22	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
20-Oct-21	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
20-Jul-21	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
20-Apr-21	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
14-Feb-22	Park Place Technologies Limited	ICT costs	42,794.32
09-Mar-22	PGI - Protection Group International Ltd	ICT costs	35,400.00
04-Feb-22	Renfrewshire Council	Accommodation costs	40,975.00
02-Dec-21	Renfrewshire Council	Accommodation costs	40,975.00
08-Sep-21	Renfrewshire Council	Accommodation costs	40,975.00
23-Jun-21	Renfrewshire Council	Accommodation costs	40,975.00
16-Jul-21	Scottish Government	Accommodation costs	30,234.00
05-May-21	Scottish Government	Accommodation costs	30,234.00
06-May-21	Scottish Social Services Council	Staff costs	44,441.40

Invoice Date	Supplier	Subject Matter	Payment Amount £
28-Mar-22	Softcat Limited	ICT costs	50,848.19
09-Mar-22	Softcat Limited	ICT costs	267,895.97
04-Mar-22	Softcat Limited	ICT costs	58,395.60
12-Jul-21	Softcat Limited	ICT costs	50,848.19
11-Jun-21	Softcat Limited	ICT costs	32,605.43
20-May-21	Softcat Limited	ICT costs	44,247.50
31-Mar-22	XMA Limited	ICT costs	66,178.80

6. Cumulative Payments over £25,000

There were 47 payees where cumulative payments exceeded £25,000. 19 of these suppliers (denoted by an *) also appear on the single payment list above. The total expenditure figure for these suppliers includes the single payments exceeding £25,000 listed above.

Number of Payments	Supplier	Subject Matter	Payment Amount £
12	Aberdeen City Council *	Accommodation costs	41,198.72
22	ASA Recruitment	Staff costs	41,413.86
3	Audit Scotland	Administration costs	33,960.00
7	C & W Assets Limited *	Accommodation costs	62,900.34
16	Canon UK Limited	Supplies and services	40,546.34
35	Capita Business Services Limited *	ICT costs	409,354.48
14	Ceteris (Scotland) Ltd	Accommodation costs	55,507.62
23	CGI IT UK Limited *	Administration costs	431,659.44
18	Colliers International	Accommodation costs	32,462.71
1	Cornerstone OnDemand Limited *	Staff costs	35,100.00
12	Corporate Travel Management (North)	Travel and subsistence	44,378.85

Number of Payments	Supplier	Subject Matter	Payment Amount £
25	Dundee City Council *	Accommodation costs	283,883.55
20	ECG Building Maintenance Limited t/a ECG Facilities Services	Accommodation costs	78,368.92
12	EDF Energy	Accommodation costs	66,124.35
1	EFQM UK Limited	Administration costs	71,713.20
12	Exchange Communications Limited	Administration costs	34,589.75
20	Faculty Services Limited	Administration costs	66,750.00
2	Fruition Partners UK Ltd *	ICT costs	44,697.24
16	Graham & Sibbald	Accommodation costs	92,399.23
27	Gresham Office Furniture Ltd *	Accommodation costs	144,932.29
15	Hartnell Taylor Cook LLP *	Accommodation costs	164,197.13
24	Harvey Nash Consulting (Scotland) Limited	Staff costs	235,531.07
5	HM Revenue & Customs (HMRC) *	Administration costs	51,477.60
11	HP Inc. UK Limited	ICT costs	27,297.14
15	Insight Direct UK Limited *	ICT costs	188,086.19
15	Iron Mountain (UK) Limited	Supplies and services	35,435.09
5	London & Scotland Property Asset Management Ltd *	Accommodation costs	471,497.58
27	Lorien Resourcing Limited	Staff costs	493,471.37
12	MITIE Cleaning & Environmental Services Limited (MCES)	Accommodation costs	159,560.75
13	Ogilvie fleet Ltd	Travel and subsistence	83,298.23
3	Park Place Technologies Limited *	ICT costs	54,274.68
41	Pertemps Investments Limited	Staff costs	88,690.47
4	PGI - Protection Group International Ltd *	ICT costs	57,990.00
27	Profile Security Services Limited	Accommodation costs	143,581.66
17	Pulsant (Scotland) UK	ICT costs	120,273.57

Number of Payments	Supplier	Subject Matter	Payment Amount £
11	Reed Talent Solutions t/a Consultancy+	Staff costs	29,519.93
6	Renfrewshire Council *	Accommodation costs	164,205.76
9	Royal Bank of Scotland plc	Administration costs	44,431.56
4	Scottish Children's Reporter Administration	Accommodation costs	36,870.48
13	Scottish Government *	Accommodation costs	127,990.35
5	Scottish Natural Heritage	Accommodation costs	37,660.00
1	Scottish Social Services Council *	Staff costs	54,747.49
23	Softcat Limited *	ICT costs	597,151.07
2	The Lens	Staff costs	44,550.00
45	Venesky-Brown Recruitment Limited	Staff costs	111,243.40
24	XMA Limited *	ICT costs	131,426.65
13	Zellis UK Limited	Staff costs	71,588.42

7. Government Procurement Card (GPC) Payments over £500

There were 15 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
23-Apr-21	BACB	Learning and development	840.00
13-May-21	Haymarket Media Group	Learning and development	952.56
14-Mar-22	Indeed	Staff costs	500.02
21-Feb-22	Lyreco UK Ltd	Stationery	812.45
18-Feb-22	Lyreco UK Ltd	Stationery	541.80
25-Feb-22	Lyreco UK Ltd	Stationery	726.97
18-Feb-22	Lyreco UK Ltd	Stationery	507.02
15-Feb-22	Lyreco UK Ltd	Stationery	2,338.03
20-Sep-21	Marston Book Ltd	Publications and subscriptions	701.55
05-May-21	My Job Scotland	Staff costs	540.00
12-Nov-21	My Job Scotland	Staff costs	540.00
22-Sep-21	Name Plate Holders Ltd	Property costs	840.00
29-Oct-21	Posturite Ltd	Furniture and equipment	665.78
12-Jan-22	Sectigo Ltd	ICT costs	865.20

Payment Date	Supplier	Subject Matter	Payment Amount (£)
16-Jun-21	Slido	Publications and subscriptions	720.00

8. Remuneration in Excess of £150,000

No Board Member or employee received remuneration in excess of £150,000. Details of the remuneration of Board Members and senior management are published in the Remuneration and Staff Report section of the [Annual Report and Accounts](#).

9. Statement on Sustainable Economic Growth

The Care Inspectorate contributes to sustainable economic growth and the National Performance Framework as a regulator and employer.

People who use care services are of all ages and backgrounds and from urban, suburban and rural communities. Regulating and supporting improvement in care is therefore of significant social, community and economic importance.

The majority of care services we regulate are employers, and the majority operate in the private sector. Because it is unlawful for a care service to operate without being registered with the Care Inspectorate, we act as gateway to the market.

Our registration processes are designed to ensure that care services and providers are fit for purpose and will offer safe, high-quality and compassionate care. In our registration work, we seek to balance the need for rigour and public protection with support for services wishing to register.

We have sought to ensure that our scrutiny work remains rigorous but is also proportionate and based on risk and intelligence. Over recent years, we have developed our approach to changing our inspection methodology, with a growing focus on outcomes for people using services rather than an older compliance model.

Our methodology for inspection helps reduce the perceived burden of regulation on providers whilst maintaining rigour and being even more outcomes focused.

We have continued to work flexibly with the Inspection Volunteers, continuing to enable people who experience care and support, and their carers, to discuss and share their views. The Inspection Volunteers have been contacting families and people virtually by telephone. We have reintroduced on-site Inspections, as these had been stopped during the COVID 19 pandemic due to concerns regarding Infection Prevention and Control (IPC). We have provided training and support in IPC, and this has enabled the onsite interviews with care home residents. Our overall aim is to continue to support people experiencing care to get their views on care and support services, and face to face discussions is one of the ways that an Inspection Volunteer can support this to happen.

The Involvement and Equalities Team have also supported Inspection Volunteers to contribute to Inspector training including their induction and the PDA award that they

are required to achieve They have been supported to participate in Strategic Inspections, and one Inspection Volunteer sat on the interview panel for the Lens project. An Inspection Volunteer also participated in the interviews for the appointment of the new Care Inspectorate CEO.

The Young Inspection Volunteers have contributed to the development of an animation for children and young people on what to expect when their service is being inspected, influencing the guidance for Strategic Inspectors for Children and Young People, supporting the work of understanding participation with the Professional Development Award team and supporting the production of a short video during Welcome to Your Vote Week, in partnership with the Electoral Commission. They have also returned to being on site to speak with young people during Strategic Inspections.

With regard to environmental sustainability, [The Climate Change \(Emissions Reduction Targets\) \(Scotland\) Act 2019](#), which amends the Climate Change (Scotland) Act 2009, sets targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, 90% by 2040. Public bodies are tasked to support this initiative by reducing their carbon emissions.

Covid-19 and the associated public health advice and Scottish Government guidance had a significant impact on our ability to inspect services and travel for other work-related reasons such as training and attending meetings. This provided an opportunity to continue using our technology more effectively, reducing the requirement to meet in person and attend offices for files. While travel remains our biggest challenge to meeting the target reduction, we hope to continue with these revised models post pandemic. We continue to ask our staff to consider the environmental impact when deciding how to travel, and we continue to invest in technology which can reduce the need for travel to meetings.

We now have accommodation sharing arrangements with other public sector bodies in 10 of our 14 offices across a wide variety of urban, rural and island communities, supporting employment in those areas.

We are committed to providing internships, work experience and placements and are also committed to recruiting young and care experienced people.

- We are committed to continuing improvements in sustainable procurement. This means taking into account social, economic and environmental considerations as part of the procurement process. Our [Procurement Report](#) gives more detail on our progress in achieving our sustainability procurement priorities.

During 2021/22 all of our workforce continue to work predominantly from home and 23% have a non-standard work pattern which can support diverse needs and balance personal and working lives.

We continue to focus management and professional support to staff well-being and attendance. During the year, our total working days lost through sickness absence was 4.8%, which was an increase of 0.4% from the previous year.

Our Learning and Development policy designed to ensure that our investment in the learning and development for our staff is robustly, fairly and equitably planned,

offered, accessed and evaluated. This will ensure we achieve best value and the maximum return on investment for our organisation and our staff.

During the past year we have continued to adapt our approach to learning to ensure learning remains accessible for staff working remotely. Our blended learning model includes a range of virtual events, self-directed learning resources and online content. The activity includes personal/professional development, ICT training, induction and wellbeing support.

Following a period of consultation with our staff, our volunteers, providers, partnerships and people who experience care, we published the [Corporate Plan 2022-25](#) in May 2022. The Plan sets out our vision, the outcomes we want to achieve and our priorities for the next three years.

We continued to support our entire workforce to transition effectively to remote working and we have invested heavily in specific training to support home working, virtual communication and ICT skills.

A programme of mandatory learning was rolled out to our staff and managers. The programme covered content on Health and Safety, Information Governance, equalities and whistleblowing. This purpose of the training is to make sure our employees are safe, we meet our statutory duties remain current in our knowledge.

We worked in collaboration with managers, internal knowledge leads and the Organisational Workforce Development Team, to respond quickly and develop a support programme for Inspectors undertaking on-site inspections in high risk services during the pandemic.

During the course of the year, we have paid due cognisance to the Scottish Regulators' Strategic Code of Practice.

10. Statement on Efficiency

As stewards of public resources, the Care Inspectorate recognises its responsibility to deliver increased value through improvement in the economy, efficiency and effectiveness of its functions, while demonstrating the added value it contributes to the public sector.

Scottish Ministers expect all Accountable Officers of the Scottish Administration and other Public Bodies to comply with the duty of Best Value placed upon them. Compliance with the duty of Best Value is an auditable requirement and subject to scrutiny.

One of our key principles that support the delivery of our Corporate Plan Strategic Outcomes is that we are a well governed organisation. This includes a best value approach underpinned by an efficiency savings regime to identify areas for savings, investment and growth. The aim is to enable us to meet future financial challenges, working collaboratively with our staff and partner bodies to identify ways of reducing duplication and deploying flexible, innovative approaches to deliver and evidence public value. We are committed to exploring and developing shared services with partner organisations as a key element of public sector efficiency and reform.

2021-22 Best Value Assessment

The Scottish Public Finance Manual sets out the characteristics of Best Value which has five key themes and two cross-cutting themes that define the expectations placed on Accountable Officers by the Duty of Best Value.

The “Use of Resources” theme focuses on how a Best Value organisation ensures that it makes effective, risk-aware and evidence-based decisions on the use of all of its resources.

A Best Value organisation will show that it is conscious of being publicly funded in everything it does. The organisation will be able to show how its effective management of all resources (including staff, assets, information and communications technology (ICT), procurement and knowledge) is contributing to delivery of specific outcomes.

The Care Inspectorate demonstrated that it was working to secure best value at a strategic level in 2021-22 through the following:

- Our ongoing business transformation process is performing a fundamental review of our scrutiny and improvement methodology. The methodology is reviewed to ensure we make the best use of the information and intelligence available to us and that we deploy our staff in the most effective and efficient way.
- In tandem with the changes to methodology we are using an agile development approach to replace our existing ICT systems with modern and flexible systems that effectively supports our scrutiny and improvement methodology as it changes and develops.
- We applied learning from our recruitment review to run a number of successful recruitment campaigns during the year.
- The Care Inspectorate determines a significant proportion of its staffing resources and budget allocation through the use of resource models. The time assumptions are evidenced by time recording and staff workload capacity monitoring tools. These will be reviewed as our methodology develops.
- Our estates strategy is intended to ensure the Care Inspectorate makes efficient and effective use of its estate. All Care Inspectorate properties are leased. At all lease break points and end of lease dates fundamental reviews are undertaken to determine if a presence is still required in that area and if so, what alternatives are available. This review process involves the Scottish Government Property Department to ensure that the use of publicly owned or leased property is optimised.
- Although our Sponsor Department are only in a position to confirm our funding position around the start of the financial year, budgets are prepared on a rolling three-year basis. Our financial strategy looks at net expenditure and funding forecasts for the next seven years.
- We have a procurement strategy in place and have a shared service arrangement with the Central Government Procurement Shared Service to deliver procurement expertise and capacity when required. Competitive practice is our norm, and our policy is for all contracting opportunities to be advertised on the Public Contracts Scotland advertising portal. We use collaborative frameworks where possible.
- We have started work to shape our new strategic workforce plan. The plan will define our future organisation and workforce requirements to deliver our new corporate plan. Early activities completed include an analysis of our workforce

profile; development of a SOAR (Strengths, Opportunities, Aspirations, and Results)/SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and an assessment of the workforce implications arising from our corporate plan and other strategies.

- Building on the recent positive internal audit of our approach to strategic workforce planning, the plan will be developed using a best practice methodology, drawing widely on input from senior leaders, managers, trade union representatives and all staff. A nominated Board lead will also support the development of the plan.
- Savings and benefits realised through Procurement are published in our [Annual Procurement Report](#).
- Changes to our working practices as a result of the Covid-19 pandemic delivered efficiencies in the reduction of travel, print, postages and stationery. We also continued more efficient and effective working practices as a result of having to work from home.
- As we continue to experiment with new working arrangements as part of our one-year hybrid working trial, we have produced and signposted a range of resources to support staff. We are reviewing our Estates strategy to reflect these new ways of working.
- We have shared services arrangements with the Scottish Social Services Council and the Office of the Scottish Charities Regulator. In addition, the Care Inspectorate sub-lets accommodation to Scottish Government and Education Scotland.
- The IT team rolled out Multi Factor Authentication (MFA) as part of our IT security improvement plan.

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