

**PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010
DUTIES ON PUBLIC BODIES TO PROVIDE
INFORMATION**

Publication date: 04 January 2018

1. Public Relations Expenditure 2016/17

Category	£
In-House Staff Costs	173,617
Consultants	0
Other PR Expenditure	114,329
Total	287,946

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	8,092	Entries in communications guides & social media
Publications & Printing	85,338	Design & print of public relations and informational materials
External Events	18,947	Attendance and exhibition stands at events
Media Relations	1,952	Including press releases & dealing with media queries
Total	114,329	

2. Overseas Travel Expenditure 2016/17

Post Title	Country	Event	Amount £
Dementia Consultant	Kosovo	European Partnership for Supervisory Organisations Conference	581.94
Chief Inspector Strategic Scrutiny	Brussels	European Partnership for Supervisory Organisations Conference	488.57*
Head of Risk, Intelligence and Professional Standards	Sweden	European Partnership for Supervisory Organisations Conference	1,078.53
Executive Director of Strategy & Improvement	Sweden	International Forum Sweden	638.94
Total			2,787.98

- Reimbursed £349.87 towards flights to Brussels and return.

3. Hospitality Expenditure 2016/17

Category	£
Catering for Meetings with External Attendees	5,540
Total	13,256

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 & development events. Hospitality for training and development events is only provided where the attendees could otherwise claim subsistence allowances.

4. Consultancy Expenditure 2016/17

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

Details	Financial £	General Business Management £	Total £
Beamans Limited – job evaluation services		4,753	4,753
HJBS Limited – Information Governance review		17,959	17,959
RF Safety Services (Scotland) Ltd (support to develop our Health & Safety policy and procedure)		3,203	3,203
Space Solutions Scotland Ltd - space utilisation services		20,958	20,958
WJB Chiltern Plc (part of BDO Stoy Hayward LLP) – tax advisory services	4,440		4,440
Total	4,440	46,873	51,313

5. Single Invoices over £25,000

There were 65 single invoices exceeding £25,000 in value totalling £4,914,620.58.

Invoice Date	Supplier	Subject Matter	Invoice Amount (£)
01-Apr-16	Dundee City Council	Non Domestic Rates	£135,252.00
01-Apr-16	Dundee City Council	Non Domestic Rates	£178,602.00
05-Apr-16	South Lanarkshire Council	Non Domestic Rates	£77,520.00
08-Apr-16	Highland Council, The	Non Domestic Rates	£31,620.00
08-Apr-16	Aberdeen City Council	Non Domestic Rates	£104,040.00
15-Apr-16	Workman LLP	Rent & Service Charges	£57,700.18
15-Apr-16	Ryden LLP	Rent	£168,000.00
15-Apr-16	Knight Frank LLP	Rent	£456,000.00
15-Apr-16	Isertal Limited	Rent	£48,000.00
15-Apr-16	Graham & Sibbald	Rent & Service Charges	£200,130.00
15-Apr-16	Fulton Realty Ltd	Rent	£74,054.40
15-Apr-16	C & W Assets Limited	Rent	£31,974.00
23-Apr-16	Vodafone Limited (Corporate)	Mobile Telephony	£48,995.10
26-Apr-16	Zurich Municipal	Insurance	£66,949.48
23-May-16	Anglian Water Business (National) Limited	Utility Services	£41,692.88
31-May-16	Redfern Travel Limited	Accommodation & Travel Services	£63,051.92
07-Jun-16	Workman LLP	Rent & Service Charges	£196,699.20
08-Jun-16	BT UK Business Accounts	Telephony Charges	£84,990.18
30-Jun-16	Redfern Travel Limited	Accommodation & Travel Services	£32,798.63
14-Jul-16	Dundee City Council	Pensions	£96,834.27
18-Jul-16	Insight Direct UK Limited	ICT Hardware/Software etc	£28,848.60
22-Jul-16	Vodafone Limited (Corporate)	Mobile Telephony	£48,614.55
29-Jul-16	Insight Direct UK Limited	ICT Hardware/Software etc	£63,720.72
02-Aug-16	Dundee City Council	Pensions	£64,246.46
08-Aug-16	Scottish Enterprise	Property Costs	£34,862.50
08-Aug-16	Newbattle Ltd	Rent	£144,000.00
25-Aug-16	BT UK Business Accounts	Telephony Charges	£33,753.07
08-Sep-16	BT UK Business Accounts	Telephony Charges	£48,611.08
30-Sep-16	Redfern Travel Limited	Accom & Travel Services	£29,659.31
20-Oct-16	HM Revenue & Customs (HMRC)	VAT	£138,228.79
21-Oct-16	BT UK Business Accounts	Telephony Charges	£33,778.03
23-Oct-16	nuVideo Limited	ICT Hardware/Software	£74,556.00
24-Oct-16	Vodafone Limited (Corporate)	Telephony Charges	£47,332.19
25-Oct-16	Scottish Government	Pensions	£29,622.84
31-Oct-16	Redfern Travel Limited	Accom & Travel Services	£47,907.80

01-Nov-16	Ryden LLP	Rent	£168,000.00
28-Nov-16	Aberdeen City Council	Secondment	£29,742.48
25-Nov-16	Workman LLP	Property Costs	£29,403.13
30-Nov-16	Redfern Travel Limited	Accommodation & Travel Services	£36,579.45
08-Dec-16	BT UK Business Accounts	Telephony Charges	£66,529.12
29-Dec-16	Anglian Water Business (National) Limited	Utility Services	£44,215.42
20-Jan-17	BT UK Business Accounts	Telephony Charges	£37,377.62
24-Jan-17	Vodafone Limited (Corporate)	Telephony Charges	£34,791.56
31-Jan-17	Redfern Travel Limited	Accommodation & Travel Services	£25,440.34
31-Jan-17	Probrand Limited	ICT Hardware/Software etc	£25,285.81
31-Jan-17	Probrand Limited	ICT Hardware/Software etc	£35,269.17
31-Jan-17	Probrand Limited	ICT Hardware/Software etc	£40,488.25
31-Jan-17	Probrand Limited	ICT Hardware/Software etc	£25,285.81
07-Feb-17	Phoenix Software Limited	ICT Hardware/Software etc	£142,630.24
23-Feb-17	Insight Direct UK Limited	ICT Hardware/Software etc	£43,405.55
27-Feb-17	Fulton Realty Ltd	Dilapidations	£33,675.50
28-Feb-17	Probrand Limited	ICT Hardware/Software etc	£32,512.94
28-Feb-17	Redfern Travel Limited	Accommodation & Travel Services	£32,245.41
28-Mar-17	Scottish Government	Relocation Costs	£217,050.53
14-Mar-17	Renfrewshire Council	Rent & Service Charges	£40,975.00
31-Mar-17	Redfern Travel Limited	Accommodation & Travel Services	£28,975.34
23-Mar-17	Maindec Computer Solutions Limited	ICT Hardware/Software etc	£125,111.26
31-Mar-17	Maindec Computer Solutions Limited	ICT Hardware/Software etc	£75,017.95
06-Mar-17	Jones Lang La Salle	Rent	£38,170.80
24-Mar-17	Insight Direct UK Limited	ICT Hardware/Software etc	£49,003.93
29-Mar-17	Ideal Networks Limited	ICT Hardware/Software etc	£206,681.94
29-Mar-17	Hugvit hf	ICT Systems Maintenance	£49,340.00
16-Mar-17	Edinburgh College	Secondment	£58,051.58
31-Mar-17	Dundee City Council	Staff Pension Costs	£27,179.52
08-Mar-17	BT UK Business Accounts	Telephony Charges	£53,538.75

6. Cumulative Payment over £25,000

There were 66 payees where cumulative payments exceeded £25k. Twenty five 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 £25k listed above.

Number of Payments	Supplier	Subject Matter	Payment Amount (£)
12*	Aberdeen City Council	Non Domestic Rates, BID Levy	£135,822.48
27	Allander Print Limited	Printing	£55,122.38
9	Alphabet (GB) Ltd	Vehicle Leasing	£36,818.08
4*	Anglian Water Business (National) Limited	Utility Charges	£97,666.37
19	APS Group (Scotland) Limited	Printing	£110,953.43
28	Arnold Clark Finance Limited	Vehicle Leasing	£151,612.31
52	ASA Recruitment	Hired Agency	£46,297.58
7	Audit Scotland	External Audit	£73,675.91
10*	BT UK Business Accounts	Telephony	£402,524.32
5*	C & W Assets Limited	Rent, Service Charges & Property Related Costs	£48,182.40
37	Canon UK Limited	Business Equipment & Copy Charges	£71,836.78
10	Certes Computing Limited	Hired Agency	£80,241.84
22	Ceteris (Scotland) Ltd	Rent, Service Charges & Property Related Costs	£49,958.52
18	Childcare Vouchers Limited	Childcare Voucher Provision	£49,445.39
4	Civic Computing Limited	ICT Hardware/Software etc	£54,000.00
16	Colliers International	Rent, Service Charges & Property Related Costs	£31,393.83
16*	Dundee City Council	Non Domestic Rates/Pensions/Waste Uplifts	£483,986.85
10	East Lothian Council	Non Domestic Rates	£59,415.00
21	ECG Facilities Services	Repairs & Maintenance	£31,042.70
13	EDF Energy	Utility Charges	£102,264.06
18	ExecSpace Limited	Venue Hire Services	£73,753.87
42	F & J Mathers Ltd t/a Driver Hire Dundee & Perth	Hired Agency	£37,179.94
6*	Fulton Realty Ltd	Rent & Property costs	£91,823.78
15	Global Connections Scotland Limited	Translation Services	£29,719.68

Number of Payments	Supplier	Subject Matter	Payment Amount (£)
11*	Graham & Sibbald	Rent, Service Charges & Property Related Costs	£254,570.95
5	GVA Grimley	Professional Fees	£36,218.44
13	Harper MacLeod	Legal Services	£27,798.40
18	Harvey Nash Consulting (Scotland) Limited	Hired Agency	£142,600.36
10*	Highland Council, The	Non Domestic Rates	£31,620.00
4*	HM Revenue & Customs (HMRC)	VAT	£175,671.64
10*	Insight Direct UK Limited	ICT Hardware/Software etc	£183,779.10
3	International Centre for Business Coaching Ltd	Training & Development	£29,100.00
3*	Isertal Limited	Rent, Service Charges & Property Related Costs	£62,404.50
2*	Jones Lang La Salle	Rent	£50,805.00
4*	Knight Frank LLP	Rent	£456,000.00
12	MITIE Cleaning & Environmental Services Limited (MCES)	Cleaning & Associated Services	£161,326.72
70	Neopost Limited	Postal Services	£66,977.76
7*	Newbattle Ltd	Rent & Service Charges	£155,647.28
2*	nuVideo Limited	Equipment Support & Maintenance	£75,636.00
24	Parity Resources Limited	Hired Agency	£94,292.85
41	Pertemps Investments Limited	Hired Agency	£99,626.81
2*	Phoenix Software Limited	ICT Hardware/Software etc	£162,528.84
3*	Probrand Limited	ICT Hardware/Software etc	£191,060.27
12	Profile Security Services Limited	Security Services	£100,352.09
20	Pulsant (Scotland) UK	Dedicated ICT Servers + ADSL Charges	£212,030.99
13	QA Limited	Training & Development	£27,237.81
12*	Redfern Travel Limited	Accommodation & Travel Services	£394,115.08
9	Renfrewshire Council	Non Domestic Rates, Levy, Rent & Services Charges	£119,014.00
13	Royal Bank of Scotland plc, The	Government Purchasing Cards	£173,948.27
67	Royal Mail	Postages	£48,986.98
28*	Ryden LLP	Rent, Service Charges & Property Related Costs	£541,513.76
8	Scottish Children's Reporter Administration	Rent & Property Related Costs	£56,832.51

Number of Payments	Supplier	Subject Matter	Payment Amount (£)
2*	Scottish Enterprise	Rent & Property Related Costs	£33,325.40
11*	Scottish Government	Rent, Property Related Costs, Retirement Costs, Secondment & Professional Fees	£113,556.36
10	Scott-Moncrieff	Internal Audit	£42,991.80
10	Software Box Limited	ICT Hardware/Software etc	£40,957.12
10*	South Lanarkshire Council	Non Domestic Rates	£80,020.00
4	Space Solutions Scotland Limited	Property Costs	£30,126.00
27	Spring Technology Staffing Services Limited	Hired Agency	£35,174.52
23	Storage 4 U Limited	Storage	£64,016.18
2	Tayside NHS Board	Secondment	£41,549.82
12	Total Gas & Power Limited	Utilities	£25,054.11
12	Twenty One Colour	Printing	£38,223.80
4*	Vodafone Limited (Corporate)	Mobile Telephony Services	£179,733.40
10*	Workman LLP	Rent, Service Charges & Property Related Costs	£245,349.80
1*	Zurich Municipal	Motor Insurance	£66,949.48

The “*” in the first column denotes lines where suppliers appear in both the single payment and cumulative payment list.

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

There were 50 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
06/04/2016	British Airways	Travel	565.30
14/04/2016	Fog Creek Software	ICT Hardware/Software etc	661.84
21/04/2016	Paypal Evacusafeuk	Furniture & Equipment	900.00
22/04/2016	Act Sqlbits	Training & Development	837.60
09/05/2016	Aston Hotels Ltd	Accommodation	554.00
09/05/2016	Aston Hotels Ltd	Accommodation	554.00
09/05/2016	Northlink	Travel	539.80

11/05/2016	Dejavu Sandwich Bar &	Hospitality	683.40
16/05/2016	University Of Abertay	Training & Development	500.00
18/05/2016	Paypal Mycommercei	ICT Hardware/Software etc	687.99
30/05/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	612.72
30/05/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	612.72
30/05/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	951.81
30/05/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	904.40
09/06/2016	J D Stuart Ltd	ICT Hardware/Software etc	828.00
09/06/2016	www.Ukvendingltd.Co.Uk	Furniture & Equipment	990.00
10/06/2016	Premier Inn	Accommodation	521.95
13/06/2016	Opp Ltd Sterling	Subscriptions & Publications	984.00
15/06/2016	Opp Ltd Sterling	Subscriptions & Publications	621.00
05/07/2016	www.Cleverbridge.net	ICT Hardware/Software etc	666.45
13/07/2016	Paypal Charteredin	Training & Development	930.00
28/07/2016	British Red Cross	Training & Development	645.60
01/09/2016	Www.Glasdon.Com	Furniture & Equipment	528.89
07/09/2016	Willis Safety	Miscellaneous supplies	948.79
13/09/2016	Orasay Inn	Accommodation	624.00
28/09/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	639.60
20/10/2016	Capita Bus Svs-Moto	Conference	861.60
24/10/2016	Colour Data Uk	Miscellaneous supplies	549.60
04/11/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	818.88
11/11/2016	William Tracey Ltd	Miscellaneous supplies	703.56
17/11/2016	Bt Business Direct Ltd	ICT Hardware/Software etc	818.88
18/11/2016	Xma Ltd	ICT Hardware/Software etc	720.00
21/11/2016	Lerwick Hotel	Accommodation	604.70
21/11/2016	Lerwick Hotel	Accommodation	604.40
02/12/2016	Www.Qa.Com	Training & Development	520.20
12/12/2016	Sprout Social	Subscriptions & Publications	520.47
09/02/2017	Computer Computer	ICT Hardware/Software etc	555.55
17/02/2017	Cableanddevice	ICT Hardware/Software etc	752.66

20/02/2017	Informa Uk Ecom Gb	Subscriptions & Publications	656.70
22/02/2017	Www.Iod.Com	Miscellaneous supplies	900.00
27/02/2017	The Park Hotel	Accommodation	519.95
27/02/2017	The Park Hotel	Accommodation	525.95
01/03/2017	Opp Ltd Sterling Vt	Training & Development	957.60
02/03/2017	Paypal Be Active	Miscellaneous supplies	924.00
02/03/2017	Ao Retail Limited	Furniture & Equipment	736.98
17/03/2017	Lyreco Uk Ltd	Stationery	640.64
20/03/2017	Xma Ltd	ICT Hardware/Software etc	934.19
22/03/2017	Amazon Uk Retail Amazo	ICT Hardware/Software etc	559.92
23/03/2017	Www.Misco.Co.Uk	ICT Hardware/Software etc	589.92
31/03/2017	Www.Ico.Gov.Uk	Subscriptions & Publications	500.00

8. Remuneration in Excess of £150k

No Board Member or employee received remuneration in excess of £150k. Details of the remuneration of Board Members and senior management are published in the Remuneration & Staff Report section of the Annual Report and Accounts. The Annual Report and Accounts of the Care Inspectorate is also available on this website.

9. Statement on Sustainable Economic Growth

The Care Inspectorate is the official body responsible for inspecting standards of social work and social care in Scotland. That means we regulate and inspect care services to make sure they meet the right standards. We also carry out joint inspections with other bodies to check how well different organisations in local areas are working to support adults and children. We help ensure social work, including criminal justice social work, meets high standards.

It is our responsibility to provide assurance and protection for people who use services, their families and carers and the wider public. We play a key part in improving services for adults and children across Scotland, acting as a catalyst for change and innovation and promoting good practice.

We regulate some 14,000 care services. The largest number of these are childminders, care homes, care at home, daycare of children and housing support. In addition, we also regulate adoption and fostering services, secure care, school accommodation, nurse agencies and offender accommodation.

Our regulatory work includes registering and inspecting care services, dealing with complaints and carrying out enforcement action, where necessary, to make services improve.

Our joint inspections for children's services and adults' services examine how well services are provided in community planning partnership areas and integration authorities, and how well services are working together to improve the outcomes for children, young people and adults. These inspections are carried out in collaboration with our partner regulatory agencies to ensure that scrutiny approaches are better aligned, duplication is avoided and resources are targeted appropriately to mitigate risk, provide assurance and support improvement in public service planning, commissioning and delivery.

We also provide scrutiny of social work services in Scotland's 32 local authorities and partners, including criminal justice social work. In 2016-17 we operated with a team of link inspectors, who work with each social work department, community planning partnership and integration authority. We help them evaluate their own practice, and promote constructive challenge to help improvement. If things go seriously wrong in criminal justice social work, we help make sure the right lessons are learned by providing scrutiny of serious incident reviews. Local authorities must also notify us about the death of a looked after child, and where necessary we review the circumstances surrounding the death.

The Care Inspectorate's work touched the lives of most people in Scotland. 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 Care Inspectorate worked with care services, the Scottish Government and other public bodies to improve the quality of all care services and help reduce health and social inequalities across Scotland.

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 gatekeeper to the market. Our registration process 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 improved our registration processes to enable more high-quality decisions to be made more quickly, including using lean approaches. Whilst our registration categories are fixed in statute, we seek to support innovative models of service delivery which respond to a changing policy landscape and people's needs.

We have also sought to ensure that our scrutiny work remains rigorous, but is also proportionate and based on risk and intelligence. During the year, we continued to develop our approach to making requirements and re-grading services, which focus on outcomes for people using services rather than a simple compliance model. Our methodology for inspection helps reduce the perceived burden of regulation on providers whilst maintaining rigour and being even more outcomes focused. For example, we have made some changes to our annual return to make this simpler and easier for providers to complete.

Our Involving People Group enables people who use services, and their carers, to discuss issues relating to care and support services, and the Care Inspectorate's approach. People who use services and their carers have influenced the new National Care Standards Review, contributed to inspector training, supported senior

officer recruitment, attended high level project groups, given feedback on our new corporate plan consultation and facilitated achievement of our investors in Volunteers Award.

Inspection volunteers – who have experience of care services – accompany our inspectors in a proportion of regulated care services. They talk to people who use the service, and their carers, and make observations based on their own experience. We continued our recruitment programme for inspection volunteers in order to support a desired increase in the number of inspections involving an inspection volunteer. Annually, our inspection Volunteers attend 600 inspections and speak to around 5000 people who experience care services.

With regard to environmental sustainability, the Climate Change (Scotland) Act 2009 sets high targets for Scotland to reduce carbon emissions by 80% by 2050. Public bodies are tasked to support this initiative by reducing their carbon emissions. During 2016-17, the Care Inspectorate worked towards implementing its Carbon Management Plan which incorporates specific targets that have been approved by the Carbon Trust. This includes areas such as energy consumption, business travel, sustainable procurement and our working environment.

We now have accommodation sharing arrangements with other public sector bodies in 8 of our 15 offices. This delivers wider financial and environmental benefits to the public sector.

All of our core functions involve travel given our national remit, and whilst we continue to explore the most environmentally effective mode of travel, it is anticipated that travel will remain our biggest challenge to meeting the target reduction. We continue to make it clear to our staff that they must consider the environmental impact when deciding how to travel. We have continued to invest in technology which can reduce the need for travel to meetings.

We have developed a Youth Employment Strategy to help tackle youth unemployment, and offered internships in different areas of the organisation. We maintain offices across a wide variety of urban, rural and island communities, supporting employment in those areas.

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. When preparing and evaluating tenders, we consider sustainability in a way which is relevant and proportionate to the procurement process.

During the course of the year, we have paid 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 (as described in the Scottish Public Finance Manual (SPFM)) is an auditable requirement and subject to scrutiny.

The duty of best Value, as set out in the SPFM, is:

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance,
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.

One of our key priorities outlined in our Corporate Plan is to develop a best value approach underpinned by an efficiency savings regime to identify areas for savings, investment and growth. This will 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 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.

2016-17 Best Value Assessment

There are 9 characteristics of Best Value that are set out in the SPFM. However, the Scottish Government has issued guidance to focus on 5 generic and 2 cross-cutting themes which define the expectations placed on Accountable Officers by the Duty of Best Value.

An assessment of how the Care Inspectorate met each criteria in 2016-17 was carried out by the Executive Team and reported to the June 2017 Resources Committee. One of the best value criteria is “Sound Management of Resources”. Whilst a broader topic than efficiency, it incorporates many aspects of efficiencies reporting.

The “Sound Management 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 2016-17 through the following:

- The Care Inspectorate determines a significant proportion of its staffing resources and budget allocation through the use of resource planning models. The resource models link intended outcomes, the number, size and risk profile of care services and the frequency and intensity of scrutiny activity. The time

assumptions are evidenced by time recording and staff workload capacity monitoring tools.

- We have started a business transformation process that 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.
- We commenced an organisational evaluation using CIPFAs International Framework of Good Governance in the Public Sector. This work will continue into 2017-18.
- 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.
- We have developed and are implementing a new Professional Development Award. This Award will continue to be developed to support the development of our staff.
- We prepare our budgets on a rolling 3 year basis and we are developing a longer term financial strategy.
- We have a procurement strategy in place. We have a shared service arrangement with the Scottish Government Procurement Directorate 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 Contract Scotland portal.
- We have a strategic risk register in place and this is reviewed at least annually. Work is continuing to improve risk management throughout the Care Inspectorate.
- During 2016-17 we commissioned a review of Information Governance with the objective of strengthening current practice and preparing for the introduction of the General data Protection Regulations in May 2018. We are implementing the recommendations identified from this review.

Several operational initiatives were in place or being developed during the year to support best value including:

- Our financial and operational performance is monitored and managed throughout the financial year. We continue to consider and review ways to better align financial and operational performance monitoring.
- 2016/17 and 2017/18 are financial years where the Care Inspectorate is undertaking significant change to its staffing structure, its estate and ICT systems. Allocated revenue and transitional funding needs to be carefully managed during this period of significant change. Progress was monitored by the Executive Team and Resources Committee throughout 2016/17.
- Significant recurring savings have been made through the senior management team restructure, team manager review and changes to support teams.
- Work has commenced on a strategic workforce plan. This includes a pilot to determine the feasibility of deploying different types of scrutiny staff.
- Monthly meetings involving Scrutiny and Assurance senior managers, Finance and Human Resources representatives are held to monitor inspection, complaints

investigation and registration capacity and to plan deployment and future recruitment of operational staff.

- Agreed changes to our Estate when fully implemented will reduce our annual costs by circa £0.9m. In addition, we have entered into new agreements to share existing public sector accommodation in Inverness, Edinburgh and Paisley.
- The Care Inspectorate has a record of achieving highly creditable results in the Scottish Government's Procurement Capability Assessment process. We received a green assessment against all nine assessed areas in the revised assessment process (Procurement and Commercial Improvement Programme, PCIP) that was implemented in 2016/17.
- The Care Inspectorate has a shared service strategy which has been agreed by the Board. Several support services are delivered on a shared service with the Scottish Social Services Council and the Office of the Scottish Charities Regulator. The option to use or develop shared services is considered as part of the development of all new initiatives and in the business cases for creating new posts or filling vacant posts under our Establishment Control procedure.
- We use collaborative contracts whenever this is appropriate and undertake joint procurements when possible.
- A staff Performance Development and Review System (PDRS) is in place and is currently being comprehensively reviewed. This is to ensure that all employees are managed effectively and efficiently, that they know what is expected of them, their performance is regularly assessed and they are assisted in improving.
- We are working with Quality Scotland to undertake LEAN reviews of our Registration and Complaints functions.
- A pilot training programme to train staff in LEAN techniques commenced in 2016/17 and the pilot will be evaluated in 2017/18.

Headquarters

Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY

web: www.careinspectorate.com

email: enquiries@careinspectorate.com

telephone: 0345 600 9527



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