



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

Publication date: 26 November 2021

Publication code FIN-1121-126

CARE INSPECTORATE

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

1. Public Relations Expenditure 2020/21

Category	£
In-house staff costs	112,606
Consultants	0
Other PR expenditure	12,893
Total	125,499

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	2,409	Entries in communications guides & social media
External events	511	Attendance and exhibition stands at events
Media relations	9,973	Including press releases & dealing with media queries
Total	12,893	

2. Overseas Travel Expenditure 2020/21

There was no overseas travel expenditure in 2020/21.

3. Hospitality Expenditure 2020/21

As we were working from home in response to the Covid-19 pandemic, there were no hospitality expenses during the year.

4. Consultancy Expenditure 2020/21

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 £
CGI IT UK Limited	ICT Consultancy	103,044			103,044
Reed Talent Solutions t/a Consultancy+	Pay and Reward analysis and scoping			1,890	1,890

Supplier	Details	ICT £	Financial £	General Business Management £	Total £
NVT Group Ltd	ICT Consultancy	5,569			5,569
Chartered Institute of Public Finance Accountants (CIPFA)	Shared services review consultancy			4,874	4,874
Azets Holding Ltd	Tax advisory services		3,054		3,054
Beamans Limited	Job evaluation services		7,170		7,170
		108,613	10,224	6,764	125,601

5. Single Payments over £25,000

There were 45 single invoices exceeding £25,000 in value totalling £2,766,329.19

Invoice Date	Supplier	Subject Matter	Payment Amount £
03-Jul-20	Aberdeen City Council	Accommodation costs	55,170.91
14-Aug-20	C & W Assets Limited	Accommodation costs	41,193.36
28-Aug-20	Capita Business Services Limited	Administration costs	41,632.85
12-Mar-21	CGI IT UK Limited	Administration costs	29,592.00
19-Mar-20	Computacenter United Kingdom Limited	ICT costs	36,203.56
13-Aug-20	Cornerstone OnDemand Limited	Staff costs	37,500.00
23-Jun-20	Dundee City Council	Accommodation costs	160,872.19
23-Jun-20	Dundee City Council	Accommodation costs	114,982.37
19-Feb-21	EFQM UK Limited	Staff costs	71,713.20
06-Jan-21	Fruition Partners UK Ltd	ICT costs	42,660.00
24-Feb-21	Gresham Office Furniture Ltd	Accommodation costs	42,871.75
14-Aug-20	Hartnell Taylor Cook LLP	Accommodation costs	53,742.30
19-Nov-20	Hartnell Taylor Cook LLP	Accommodation	

Invoice Date	Supplier	Subject Matter	Payment Amount £
		costs	52,082.10
09-Feb-21	Hartnell Taylor Cook LLP	Accommodation costs	52,082.10
14-May-20	Hartnell Taylor Cook LLP	Accommodation costs	50,421.90
23-Oct-20	HM Revenue & Customs (HMRC)	Administration costs	29,532.95
27-Feb-21	HP Inc. UK Limited	ICT costs	43,416.00
27-May-20	Hugvit hf	ICT costs	29,918.10
03-Mar-21	Insight Direct UK Limited	ICT costs	256,717.44
18-Mar-21	Insight Direct UK Limited	ICT costs	44,270.82
26-May-20	Insight Direct UK Limited	ICT costs	31,631.04
14-Apr-20	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
22-Jul-20	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
28-Oct-20	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
19-Jan-21	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
26-Feb-21	Park Place Technologies Limited	ICT costs	39,093.66
20-Aug-20	Renfrewshire Council	Accommodation costs	41,350.00
24-Jun-20	Renfrewshire Council	Accommodation costs	41,350.00
26-Feb-21	Renfrewshire Council	Accommodation costs	40,975.00
12-Nov-20	Renfrewshire Council	Accommodation costs	40,225.00
03-Feb-21	Scottish Government	Staff costs	56,763.65
12-Jun-20	Scottish Government	Accommodation costs	30,523.38
09-Jul-20	Scottish Government	Accommodation costs	30,523.38
15-Oct-20	Scottish Government	Accommodation costs	30,523.38
08-Apr-20	Scottish Government	Staff costs	30,015.20
13-Jan-21	Scottish Government	Accommodation costs	29,794.64
02-Apr-20	Scottish Social Services Council	Staff costs	

Invoice Date	Supplier	Subject Matter	Payment Amount £
			38,309.54
22-Mar-21	Softcat Limited	ICT costs	73,140.00
07-Apr-20	Softcat Limited	ICT costs	69,180.00
22-Dec-20	Softcat Limited	ICT costs	55,185.67
11-Jun-20	Softcat Limited	ICT costs	42,675.61
05-Jun-20	Softcat Limited	ICT costs	36,610.14
22-Apr-20	Softcat Limited	ICT costs	32,220.00
25-Jun-20	Softcat Limited	ICT costs	28,798.80
30-Nov-20	Vodafone Limited	Administration costs	204,865.20

6. Cumulative Payments over £25,000

There were 54 payees where cumulative payments exceeded £25k. 21 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	Trading Partner	Subject Matter	Payment Amount £
10	Alphabet (GB) Ltd	Travel and subsistence	26,509.01
9	Corporate Travel Management (North)	Travel and subsistence	27,115.58
2	Avison Young (UK) Limited	Accommodation costs	27,600.00
11	Infosys Consulting Ltd	ICT costs	27,830.12
2	Scott-Moncrieff	Administration costs	28,529.40
22	Hays Specialist Recruitment	Staff costs	29,330.78
1*	Hugvit hf	ICT costs	29,918.10
3	Audit Scotland	Administration costs	33,200.00
4	Beamans Limited	Staff costs	33,712.10

Number of payments	Trading Partner	Subject Matter	Payment Amount £
13	Eagle Couriers Scotland Limited	Administration costs	33,842.52
10	Colliers International	Accommodation costs	36,714.55
6	Scottish Children's Reporter Administration	Accommodation costs	36,962.48
1*	Cornerstone OnDemand Limited	Staff costs	37,500.00
5	Scottish Natural Heritage	Accommodation costs	38,923.05
18	Elite Training and Consultancy (Scotland) Limited	Staff costs	41,706.00
1*	Fruition Partners UK Ltd	ICT costs	42,660.00
3*	Scottish Social Services Council	Staff costs	45,372.96
8	Livingston James Limited	Staff costs	47,100.00
14	Anderson Strathearn LLP	Administration costs	47,124.00
18	Canon UK Limited	Supplies and services	47,692.36
21	ECG Building Maintenance Limited t/a ECG Facilities Services	Accommodation costs	48,540.11
7*	Computacenter United Kingdom Limited	ICT costs	48,960.79
3*	HP Inc. UK Limited	ICT costs	49,979.90
3*	HM Revenue & Customs (HMRC)	Administration costs	50,644.03
6*	C & W Assets Limited	Accommodation costs	53,767.56
13	Ceteris (Scotland) Ltd	Accommodation costs	56,086.63
10*	Aberdeen City Council	Accommodation costs	58,891.12
15	Royal Bank of Scotland plc, The	Government Purchasing Card	60,235.36
48	Pertemps Investments Limited	Staff costs	64,046.65
15	Outsource UK Ltd	Staff costs	64,800.00
12	Exchange Communications Limited	Administration costs	65,212.93
3*	Park Place Technologies Limited	ICT costs	66,457.54
12	EDF Energy	Accommodation	

Number of payments	Trading Partner	Subject Matter	Payment Amount £
		n costs	68,593.71
19	XMA Limited	ICT costs	68,946.08
18	Everything Everywhere Limited t/a Orange	Administration costs	77,296.01
14	Graham & Sibbald	Accommodation costs	82,300.37
16	Ogilvie fleet Ltd	Travel and subsistence	84,619.62
11	Zellis UK Limited	Administration costs	88,835.48
19	Pulsant (Scotland) UK	ICT costs	129,213.01
26	Profile Security Services Limited	Accommodation costs	140,420.40
24*	Gresham Office Furniture Ltd	Accommodation costs	153,967.46
13	MITIE Cleaning & Environmental Services Limited (MCES)	Accommodation costs	163,146.91
7*	Renfrewshire Council	Accommodation costs	166,173.77
15*	Hartnell Taylor Cook LLP	Accommodation costs	204,449.26
14	Lorien Resourcing Limited	Staff costs	209,364.24
10*	Scottish Government	Accommodation costs	223,238.52
6*	Vodafone Limited	Administration costs	226,799.40
14	Harvey Nash Consulting (Scotland) Limited	Staff costs	241,895.64
6*	Dundee City Council	Accommodation costs	276,109.56
16*	Insight Direct UK Limited	ICT costs	302,250.29
26*	Capita Business Services Limited	ICT costs	305,828.12
19*	CGI IT UK Limited	Administration costs	454,447.84
5*	London & Scotland Property Asset Management Ltd	Administration costs	471,219.84
20*	Softcat Limited	ICT costs	494,627.09

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

There were 26 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
05/06/2020	Big Five Cricket Ltd	Health & safety supplies	2,400.00
23/06/2020	Web Secure Comodoca	ICT hardware/software etc	736.80
27/07/2020	My Jobs Scotland	Staff costs	540.00
20/07/2020	Lyreco UK Ltd	Cleaning	1,976.15
17/08/2020	My Jobs Scotland	Staff costs	540.00
24/08/2020	My Jobs Scotland	Staff costs	540.00
19/08/2020	PP Care Appointments	Staff costs	720.00
19/08/2020	My Jobs Scotland	Staff costs	540.00
05/08/2020	Lyreco UK Ltd	Health & safety supplies	528.60
18/08/2020	IDM Training	Learning & development	510.00
25/09/2020	Lyreco UK Ltd	Health & safety supplies	575.40
14/10/2020	My Jobs Scotland	Staff costs	720.00
22/10/2020	Amazon	Furniture & equipment	827.77
02/10/2020	Neopost	Postages	500.00
30/11/2020	Posturite Ltd	Furniture & equipment	863.89
25/11/2020	My Jobs Scotland	Staff costs	720.00
25/11/2020	My Jobs Scotland	Staff costs	540.00
20/11/2020	Westminster briefings	Learning & development	522.00
28/12/2020	PMO Learning	Learning & development	954.00
18/01/2021	Web Secure Comodoca	ICT hardware/software etc	690.24
27/01/2021	BACB	Learning & development	594.00
27/01/2021	BACB	Learning & development	594.00
27/01/2021	BACB	Learning & development	594.00
11/01/2021	Westminster briefings	Learning & development	522.00
26/02/2021	My Jobs Scotland	Staff costs	540.00
19/03/2021	The Knowledge Academy	Learning & development	615.31

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 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.

The way that we work with Inspection Volunteers has had to change due to Covid-19. However, the focus continues to be on enabling 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 and getting their views on care and support services and the Care Inspectorate's approach.

The Involvement and Equalities Team have also supported Inspection Volunteers to attend discussion forums on the National Care Service, The Safer Staffing Programme, contributed to Inspector training, attended high-level project groups, gave feedback on our new corporate plan consultation and facilitated achievement of our Investors in Volunteers Award.

The Young Inspection Volunteers have contributed to the development of the Corporate Parenting Plan, influencing the guidance for Strategic Inspectors for CYP and working with Stand Up for Siblings. This work has been mainly carried out virtually due to Covid 19 restrictions.

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 use 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 make it clear to our staff that they must consider the environmental impact when deciding how to travel and 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 also have a Youth Employment Strategy to help tackle youth unemployment and offered internships in different areas of the organisation.

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 Annual Procurement Report](#) gives more detail on our progress in achieving our sustainability procurement priorities.

During 2020/21 all of our workforce worked from home and 22% 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 a reduction of 1.1% from the previous year.

We implemented a new Learning and Development policy. The policy was 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 adapted our approach to learning to ensure learning remains accessible for staff working remotely. Our new 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. The average number of learning hours for staff in the past year has been 16.6 hours. A significant proportion of these hours were from our Scrutiny and Assurance colleagues as we continued to invest in learning activity to support them to continue our core scrutiny activity.

We supported our entire workforce 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 OWD 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.

2020-21 Best Value Assessment

There are nine characteristics of Best Value that are set out in the SPFM. However, the Scottish Government has issued guidance to focus on five generic 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 2020-21 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.
- 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.
- 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 adopted more efficient and effective working practices as a result of having to work from home. Many of these efficiencies will be maintained post Covid-19.
- As a result of staff having to work at home during the pandemic, we are exploring a hybrid approach where staff will work between their home and office. 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.

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iartras.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.