Public Services Reform (Scotland) Act 2010
Duties on public bodies to provide information

Publication date: March 2024

Care Inspectorate
Public Services Reform (Scotland) Act 2010
Duties on public bodies to provide information

1. Public Relations Expenditure 2022/23

Category	£
In-house staff costs	176,376
Consultants	
Other PR expenditure	18,709
Total	**195,085**

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	7,129	Entries in communications guides & social media
External events	11,580	Attendance and exhibition stand at events
Media relations	0	Including press releases & dealing with media queries
Total	**18,709**	

2. Overseas Travel Expenditure 2022/23

Post Tile	Country	Event	Amount £
Head of Improvement Support	Gothenburg	European Social Network (ESN): International Regulator Conference 19/06-22/06/2022	314[1]
Service Manager - Appropriate Adults	Prague	06/11/22 ESN Working Group on quality in Social Services conference	394[2]
Chief Inspector Adult Services	Rotterdam	Course: Post Academic Course Strategic thinking and development for health and care regulators.	1094
Head of Improvement Support	Madrid	08/07/2022- ESN Working group Social Services transformation and resilience	324
Service Manager Children's Services	Dublin	28/03/2023- Early Childhood Ireland Conference	201[3]
ELC & Registration managers	Dublin	20/11/2022 & 21/11/2022- The Department of Children, Equality, Disability, Integration and Youth conference on outdoor play and learn	318[4]

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[1] Attendance as participant with expenditure reimbursed in full

[2] Attendance as participant with £319 reimbursed

[3] Attendance as participant with expenditure reimbursed in full

[4] Attendance as participant with expenditure reimbursed in full

3. Hospitality Expenditure 2022/23

Category	Amount £
Catering for Meetings with External Attendees	274
Total	**274**

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 2022/23

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 UK Ltd	IT design consultancy	23,230			23,230
Avison Young Ltd	Estates professional services			40,050	40,050
Beamans Ltd	Job evaluation services		853		853
Azets Holdings Ltd	Tax advisory services		1380		1,380
		23,230	**2233**	**40,050**	**65,513**

Single Payments over £25,000

There were 50 single invoices exceeding £25,000 in value totalling £8,004,578.55.

Invoice Date	Supplier	Subject Matter	Amount £
08-Apr-22	Aberdeen City Council	Accommodation costs	53,448.00
22-Mar-23	Aberdeenshire Council	Staff costs	40,550.46
30-Mar-23	Avison Young (UK) Limited	Accommodation costs	28,800.00
16-May-22	C & W Assets Limited	Accommodation costs	53,718.79
30-May-22	Capita Business Services Limited	IT costs	42,376.76
21-Mar-23	Celerity Scotland Limited	Administration costs	30,000.00
20-Dec-22	CGI IT UK Limited	Administration costs	25,542.00
20-Mar-23	CGI IT UK Limited	Administration costs	25,296.00
20-Mar-23	CGI IT UK Limited	Administration costs	25,296.00
01-Sep-22	Cornerstone OnDemand Limited	Staff costs	44,136.00
30-Nov-22	Corporate Travel Management (North)	Travel and subsistence	27,679.83
31-Aug-22	Corporate Travel Management (North)	Travel and subsistence	25,945.61
09-Apr-22	Dundee City Council	Accommodation costs	163,488.00
09-Apr-22	Dundee City Council	Accommodation costs	116,852.00
16-Nov-22	East Lothian Council	Staff costs	52,234.42
13-Mar-23	Exception Limited	Administration costs	34,800.00
13-Mar-23	Exception Limited	Administration costs	28,860.00
22-Aug-22	Hartnell Taylor Cook LLP	Accommodation costs	54,255.00
21-Nov-22	Hartnell Taylor Cook LLP	Accommodation costs	54,255.00
17-Feb-23	Hartnell Taylor Cook LLP	Accommodation costs	54,255.00
14-Nov-22	HM Revenue & Customs (HMRC)	Administration costs	41,531.04
20-Apr-22	HM Revenue & Customs (HMRC)	Administration costs	28,150.30
14-Apr-22	Insight Direct UK Limited	IT costs	468,493.80
25-Apr-22	Insight Direct UK Limited	IT costs	67,208.16
28-Mar-23	Insight Direct UK Limited	IT costs	43,948.80
26-Sep-22	Insight Direct UK Limited	IT costs	29,745.60
27-Apr-22	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
12-Jul-22	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
18-Oct-22	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
22-Feb-23	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
19-Jan-23	London & Scotland Property Asset Management Ltd	Accommodation costs	63,715.07

Invoice Date	Supplier	Subject Matter	Amount £
31-Dec-22	NHS Greater Glasgow & Clyde	Staff costs	34,012.37
01-Jan-23	Pulsant (Scotland) UK	IT costs	35,666.60
30-Jan-23	Pulsant (Scotland) UK	IT costs	33,778.69
01-Oct-22	Pulsant (Scotland) UK	IT costs	33,504.05
01-Jul-22	Pulsant (Scotland) UK	IT costs	33,234.05
01-Jun-22	Renfrewshire Council	Accommodation costs	40,975.00
18-Aug-22	Renfrewshire Council	Accommodation costs	40,975.00
18-Nov-22	Renfrewshire Council	Accommodation costs	40,975.00
02-Mar-23	Renfrewshire Council	Accommodation costs	40,975.00
12-Jul-22	Scottish Government	Accommodation costs	28,339.00
12-Jul-22	Scottish Government	Accommodation costs	28,339.00
02-Mar-23	Softcat Limited	IT costs	310,897.76
02-Mar-23	Softcat Limited	IT costs	168,023.10
25-Apr-22	Softcat Limited	IT costs	97,073.64
08-Mar-23	Softcat Limited	IT costs	59,733.60
14-Jul-22	Softcat Limited	IT costs	29,081.63
24-Mar-23	Tayside Pension Fund	Staff costs	4,500,000.00
31-Mar-23	XMA Limited	IT costs	140,874.30
31-Mar-23	XMA Limited	IT costs	127,539.12

Cumulative Payments over £25,000

There were 50 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	Amount £
12	Aberdeen City Council *	Accommodation costs	62,711.20
16	ADT Fire and Security plc	Accommodation costs	48,197.02
5	Audit Scotland	Administration costs	48,406.00
3	Blake Stevenson Limited	Administration costs	27,070.00
7	C & W Assets Limited *	Accommodation costs	69,326.39
10	Canon UK Limited	Supplies and services	35,332.92
24	Capita Business Services Limited *	IT costs	275,609.50
19	Ceteris (Scotland) Ltd	Accommodation costs	59,939.66
17	CGI IT UK Limited *	Administration costs	488,774.08
21	Colliers International	Accommodation costs	39,323.58
11	Computacenter (UK) Limited	IT costs	31,427.58
3	Cornerstone OnDemand Limited *	Staff costs	90,784.89
13	Corporate Travel Management (North) *	Travel and subsistence	254,780.13
14	Dundee City Council *	Accommodation costs	284,618.86
1	East Lothian Council *	Staff costs	52,235.42
18	ECG Building Maintenance Limited t/a ECG Facilities Services	Accommodation costs	51,555.58
13	EDF Energy	Accommodation costs	98,742.39
11	Exception Limited *	Administration costs	235,561.00
19	ExecSpace Limited	Supplies and services	65,129.21
9	Faculty Services Limited	Administration costs	42,991.00
16	Graham + Sibbald LLP	Accommodation costs	112,111.01
23	Gresham Office Furniture Ltd	Accommodation costs	150,689.51
11	Hartnell Taylor Cook LLP *	Accommodation costs	190,788.49
34	Harvey Nash Consulting (Scotland) Limited	Staff costs	179,536.19
6	Henderson Loggie	Administration costs	41,933.80
3	HI Audio Visual Limited	IT costs	50,260.12
3	HM Revenue & Customs (HMRC) *	Administration costs	82,167.54
8	Insight Direct UK Limited *	IT costs	644,245.97
25	Iron Mountain (UK) Limited	Supplies and services	46,662.54
10	Know You More Limited	Staff costs	30,121.00

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Number of Payments	Supplier	Subject Matter	Amount £
8	London & Scotland Property Asset Management Ltd *	Accommodation costs	475,114.97
16	Lorien Resourcing Limited	Staff costs	129,882.46
14	MITIE Cleaning & Environmental Services Limited (MCES)	Accommodation costs	194,947.08
3	NHS Greater Glasgow & Clyde *	Staff costs	51,099.14
27	Ogilvie fleet Ltd	Travel and subsistence	72,083.87
7	Oyster Information Management Solutions Limited	IT costs	66,543.81
25	PeopleScout Limited (Formerly TMP)	Staff costs	37,003.68
31	Pertemps Investments Limited	Staff costs	41,990.31
26	Profile Security Services Limited	Accommodation costs	180,514.89
17	Pulsant (Scotland) UK *	IT costs	146,401.08
9	Renfrewshire Council *	Accommodation costs	205,803.20
4	Scottish Children's Reporter Administration	Accommodation costs	33,086.30
10	Scottish Government *	Accommodation costs	127,181.95
5	Scottish Natural Heritage	Accommodation costs	54,991.02
3	Scottish Social Services Council	Staff costs	33,252.35
26	Softcat Limited *	IT costs	1,325,120.53
13	Total Gas & Power Limited	Accommodation costs	50,593.39
53	Venesky-Brown Recruitment Limited	Staff costs	139,991.95
18	XMA Limited *	IT costs	123,749.45
20	Zellis UK Limited	Staff costs	101,425.54

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Government Procurement Card (GPC) Payments over £500

There were 31 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Amount (£)
01/04/2022	The Knowledge Academy	Learning and development	954.00
07/04/2022	My Job Scotland	Staff costs	540.00
19/05/2022	Slido	Publications and subscriptions	720.00
09/06/2022	CMD Ltd	Furniture and equipment	1,579.00
09/06/2022	Custom Labels Ltd	Furniture and equipment	642.00
09/06/2022	Amazon Marketplace	IT costs	559.39
28/06/2022	Hotel At Booking.Com	Accommodation costs	898.80
24/06/2022	Mackays Hotel	Accommodation costs	556.00
29/07/2022	Register For Events	Learning and development	550.80
01/07/2022	Cuillin Hills Hotel	Accommodation costs	590.00
19/07/2022	Pitman Training	Learning and development	960.00
05/08/2022	My Job Scotland	Staff costs	540.00
05/08/2022	My Job Scotland	Staff costs	540.00
03/08/2022	Axure Software	IT costs	853.76
19/09/2022	Ymindset Ltd	Learning and development	540.00
09/09/2022	Haymarket Media Group	Learning and development	716.40
19/09/2022	Dashlane	IT costs	653.08
17/10/2022	Ayre Hotel	Accommodation costs	879.95
27/10/2022	Together Travel	Accommodation costs	918.00
24/10/2022	Ayre Hotel	Accommodation costs	750.00
12/10/2022	Together Travel	Accommodation costs	659.00
04/10/2022	Revolution Events Ltd	Learning and development	958.80
07/11/2022	Ayre Hotel	Accommodation costs	600.00
08/12/2022	Plastor	Furniture and equipment	1,075.80
12/12/2022	Sprout Social	Publications and subscriptions	536.45
17/02/2023	Broadford Hotel	Accommodation costs	688.85
15/03/2023	Together Travel	Accommodation costs	563.00
07/03/2023	Cabarfeidh Hotel	Accommodation costs	692.00
06/03/2023	Cabarfeidh Hotel	Accommodation costs	957.29
29/03/2023	Post Office Counter	Postages	519.00
31/03/2023	Cabarfeidh Hotel	Accommodation costs	760.05

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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 continue to families and people by telephone and at on-site Inspections. We have also had several adult inspection volunteers trained up to work on strategic inspections, speaking to people experiencing care. The Inspection volunteers have also been involved in the recruitment of care inspectorate personnel, offering excellent feedback on their performance at interview.

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.

In the past 12 months, the young inspection volunteers have been part of outreach to other young people, co-facilitating a presentation to the Guardianships Service's Young People's Voices group. The young inspection volunteers have had the opportunity to be involved in many different development opportunities including participating in the STAF Summit, LGBTQi Training, Wellbeing Awareness, Disability information session with LUNA, the Community Achievement Award, and the Promise Development Day. In December 2022, three of our young inspection volunteers attended the in-person Professional Development Accreditation (PDA) event which focused on the importance of applying the Lundy model framework to ensure good participation practice. They presented their knowledge from the

perspective of inspection work to a range of professionals working on their PDA's from ELC, Adult Care, Children and Young People and Justice.

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, with interim targets of 75% by 2030 and 90% by 2040 against 1990 base levels. Public bodies are tasked to support this initiative by reducing their carbon emissions.

The significant impact of Covid19 on our ability to inspect services and travel for other work-related reasons, such as training and attending meetings, provided an opportunity to develop new ways of working. We continue to maximise efficiencies from the effective use of our technology, holding hybrid meetings and electronic storing of information. 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 when and how to travel, and we continue to invest in technology which can reduce the need for travel to meetings.

We have accommodation sharing arrangements with other public sector bodies in 9 of our 12 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. To this end, the organisation set up a working group to onboard and facilitate placements in 2022 and supported two Allied Health Professional placements and two Sustainability postgraduate students in early 2023. it is hoped that the lessons learned will support further internships, work experience and placements going forward. Also, since January 2023, the organisation has been working on our family firm approach with a view to actively encourage applications from care experienced people, and especially to attract care leavers.

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 2022/23 all of our workforce continues 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 4.7%, which was decrease of 0.1% 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.

2022-23 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 2022-23 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 IT 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 are being 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.

- The strategic workforce plan was approved in January 2023. Our new strategic workforce plan covers the period 2023–26 and has been developed to support delivery of the 2022–25 corporate 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 hybrid working trial, we have produced and signposted a range of resources to support staff. We reviewed 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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Corporate member of
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