

## Care Inspectorate PSR Act Reporting 2015/16

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# Public Services Reform (Scotland) Act 2010

## Duties on Public Bodies to provide information

### 1. Public Relations Expenditure 2015/16

Category	£
In-House Staff Costs	163,866
Consultants	0
Other PR Expenditure	119,300
<b>Total</b>	<b>283,166</b>

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	10,333	Entries in communications guides & social media
Publications & Printing	89,610	Design & Print of materials of public relations and informational materials
External Events	13,267	Attendance at events, exhibition stands at events
Media Relations	6,090	Including Press releases & dealing with media queries
<b>Total</b>	<b>119,300</b>	

### 2. Overseas Travel Expenditure 2015/16

Post Title	Country	Event	Amount £
Head of Inspection - Strategic	Lithuania	European Social Network - Facilitate a Workshop	231.02
Head of Inspection - Strategic	Portugal	European Social Network	968.30
Policy Analyst	Netherlands	Long Live Arts Project	508.47
Head of Analysis & Business Planning	Netherlands	Health and Care Professionals Council Conference	708.49
Health Improvement Adviser	Slovenia	Alzheimer Europe Conference and Gala Dinner	548.92
Dementia Consultant	Slovenia	Alzheimer Europe Conference and Gala Dinner	548.92
Head of Registration, Complaints & Legal	Norway	European Partnership for Supervisory Organisation in Health Service and Social Care - Risk Working Group	492.31
Head of Registration, Complaints & Legal	Finland	European Partnership for Supervisory Organisation in Health Service and Social Care Conference	727.59
Rehabilitation Consultant	Switzerland	Alzheimer Europe Conference and Gala Dinner	217.57
Non Staff	Slovenia	Alzheimer Europe Conference	478.46

Post Title	Country	Event	Amount £
		and Gala Dinner	
<b>Total</b>			<b>5,430.05</b>

### 3. Hospitality Expenditure 2015/16

Category	£
Catering for Training and Development Events	121,776.90
Catering for Meetings with External Attendees	5,483.94
Catering for Internal Meetings	136.08
<b>Total</b>	<b>127,396.90</b>

Assumptions:

When there is a day delegate rate which cannot be separated into room hire and food etc this has all been included in catering at training and development events.

### 4. Consultancy Expenditure 2015/16

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		49,767	49,767
RF Safety Services (Scotland) Ltd – develop H&S policy and procedures		4,575	4,575
PA Consulting Services Ltd – Organisation & structure review		57,420	57,420
SH Talent Measurement – recruitment process review		7,179	7,179
WJB Chiltern Plc (part of BDO Stoy Hayward LLP) – Tax Advice	6,040		6,040
<b>Total</b>	<b>6,040</b>	<b>118,941</b>	<b>124,981</b>

## 5. Single Invoices over £25,000

There were 60 single invoices exceeding £25,000 in value totalling £3,614,796.49.

<b>Invoice Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
10/04/2015	Aberdeen City Council	Non Domestic Rates	100,572.00
25/09/2015	Aberdeen City Council	Secondment	43,915.75
24/02/2016	Aberdeen City Council	Secondment	43,915.75
30/09/2015	Beamans Limited	Professional Fees	48,518.57
21/12/2015	BT Global Services - Receiving Department	Payroll & HR Services	34,271.01
15/05/2015	BT UK Business Accounts	Telephony Services	31,614.10
08/06/2015	BT UK Business Accounts	Telephony Services	57,559.46
27/08/2015	BT UK Business Accounts	Telephony Services	27,172.59
08/09/2015	BT UK Business Accounts	Telephony Services	55,156.96
08/12/2015	BT UK Business Accounts	Telephony Services	77,982.22
08/03/2016	BT UK Business Accounts	Telephony Services	87,311.19
17/04/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	47,055.71
28/04/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	37,899.70
28/05/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	30,160.17
28/06/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	82,679.18
28/07/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	52,923.28
29/08/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	34,429.12
28/09/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	46,244.96
29/10/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	41,874.19
28/11/2015	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	45,348.19

<b>Invoice Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
21/03/2016	Ceteris (Scotland) Ltd	Rent & Service Charges	59,046.32
21/03/2016	Colliers International	Rent & Service Charges	30,944.40
29/06/2015	Computacenter United Kingdom Limited	ICT Software/hardware	73,082.18
30/06/2015	Consilium UK Ltd	ICT Software/hardware	26,970.00
23/11/2015	Covalent Software Ltd Previously Amtec Consulting plc	Professional Fees	38,070.00
01/04/2015	Dundee City Council	Non Domestic Rates	172,648.60
01/04/2015	Dundee City Council	Non Domestic Rates	130,743.60
17/03/2016	East Lothian Council	Non Domestic Rates	59,415.00
20/08/2015	Graham & Sibbald	Rent & Service Charges	63,925.02
03/12/2015	Graham & Sibbald	Rent	50,032.50
20/01/2016	Graham & Sibbald	Rent	50,032.50
08/02/2016	Graham & Sibbald	Rent	50,032.50
13/04/2015	GVA Grimley	Professional Fees	46,931.40
24/03/2016	GVA Grimley	Professional Fees	110,173.50
08/04/2015	Highland Council	Non Domestic Rates	30,566.00
22/04/2015	HM Revenue & Customs (HMRC)	VAT	36,643.98
19/10/2015	HM Revenue & Customs (HMRC)	VAT	76,697.57
18/03/2016	Hugvit hf	ICT Systems Maintenance	50,873.00
31/07/2015	Insight Direct UK Limited	ICT Software/hardware	148,230.89
21/03/2016	Insight Direct UK Limited	ICT Software/hardware	251,308.37
08/09/2015	Marcos Leisure Limited (Edin Corn Exchange)	Venue Hire & Event Expenses	33,247.65
03/11/2015	PA Consulting Services Ltd	Professional Fees	57,420.00
07/08/2015	Phoenix Software Limited	ICT Software/hardware	42,582.00
31/01/2016	Redfern Travel Limited	Accommodation & Travel Services	29,711.09
29/02/2016	Redfern Travel Limited	Accommodation & Travel Services	54,858.56
31/03/2016	Redfern Travel Limited	Accommodation & Travel Services	36,378.46
01/04/2015	Renfrewshire Council	Non Domestic Rates	69,020.00
29/03/2016	Renfrewshire Council	Non Domestic Rates	71,400.00
01/11/2015	Ryden LLP	Rent	84,000.00
01/02/2016	Ryden LLP	Rent	84,000.00

<b>Invoice Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
16/03/2016	Scottish Children's Reporter Administration	Refurbishment	33,885.45
28/10/2015	Scottish Enterprise	Rent, Service Charges & Property Related Costs	34,446.07
27/10/2015	Scottish Government	Pensions	29,622.59
18/06/2015	Software Box Limited (SBL)	ICT Software/hardware	35,107.20
09/04/2015	South Lanarkshire Council	Non Domestic Rates	74,936.00
22/04/2015	Vodafone Limited (Corporate)	Mobile Telephony	51,220.65
24/07/2015	Vodafone Limited (Corporate)	Mobile Telephony	51,711.84
24/10/2015	Vodafone Limited (Corporate)	Mobile Telephony	51,096.63
23/01/2016	Vodafone Limited (Corporate)	Mobile Telephony	49,480.69
01/12/2015	Workman LLP	Rent & Service Charges	57,700.18

## 6. Cumulative Payment over £25,000

There were 74 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.

<b>Number of Payments</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
13*	Aberdeen City Council	Secondment, Non Domestic Rates, BID Levy	£234,821.47
12	ADT Fire and Security plc	Security Services	£26,073.41
22	Allander Print Limited	Printing	£75,502.80
27	APS Group (Scotland) Limited	Printing	£127,378.40
43	Arnold Clark Finance Limited	Vehicle Leasing	£213,623.43
42	ASA Recruitment	Hired Agency	£32,127.61
4	Aspen People Limited	Professional Fees	£25,234.62
6	Audit Scotland	External Audit	£62,373.98
1	Beamans Limited	Consultancy	£48,518.57
2*	BT Global Services - Receipting Department	Payroll & HR Services	£45,694.68
9*	BT UK Business	Telephony Services	£386,716.54

<b>Number of Payments</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
	Accounts		
6	C & W Assets Limited	Rent, Service Charges & Property Related Costs	£48,641.56
39	Canon UK Limited	Business Equipment & Copy Charges	£78,080.34
34*	Capita Travel and Events Limited	Accommodation, Travel and Conference Services	£560,038.82
42	Carlton Resource Solutions	Hired Agency	£40,305.24
12	Certes Computing Limited	Hired Agency	£92,495.52
24*	Ceteris (Scotland) Ltd	Rent, Service Charges & Property Related Costs	£65,816.72
15	Childcare Vouchers Limited	Childcare Voucher Provision	£47,285.97
17	Colliers International	Rent, Service Charges & Property Related Costs	£31,882.68
1*	Computacenter United Kingdom Limited	ICT Hardware/Software etc	£73,082.18
3*	Consilium UK Ltd	ICT Hardware/Software etc	£29,850.00
1*	Covalent Software Ltd Previously Amtec Consulting plc	Professional Fees	£38,070.00
14*	Dundee City Council	Non Domestic Rates/Pensions/Waste Uplifts	£312,497.03
10*	East Lothian Council	Non Domestic Rates	£57,434.50
12	EDF Energy	Utility charges	£119,502.26
10	Edinburgh Coaching Academy	Training	£27,687.10
2*	Electrical & Data Systems Ltd	Lighting Works	£102,959.30
10	ExecSpace Limited	Venue Hire & Event Expenses	£55,449.06
40	F & J Mathers Ltd t/a Driver Hire Dundee & Perth	Hired Agency	£38,373.88
4	Fulton Realty Ltd	Rent	£74,054.40
21	Global Connections Scotland Limited	Translation Services	£32,770.86
9*	Graham & Sibbald	Rent, Service Charges & Property Related Costs	£250,797.34
8*	GVA Grimley	Professional Fees	£171,986.80
13	Harvey Nash Consulting (Scotland)	Hired Agency	£114,810.96
30	Hays Specialist Recruitment	Hired Agency	£75,141.00
10*	Highland Council	Non Domestic Rates	£30,566.00
4*	HM Revenue & Customs (HMRC)	VAT	£119,328.11

<b>Number of Payments</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
2*	Hugvit hf	ICT Systems Maintenance	£105,746.00
12*	Insight Direct UK Limited	ICT Hardware/Software etc	£551,289.69
9	Isertal Limited	Rent, Service Charges & Property Related Costs	£244,979.96
6	JP Morgan Europe Limited	Government Purchasing Cards	£32,307.71
6	Knight Frank LLP	Rent & Property Related Costs	£400,834.00
44	Lusona	Hired Agency	£48,472.88
2*	Marcos Leisure Limited (Edinburgh Corn Exchange)	Venue Hire & Event Expenses	£39,835.65
17	MITIE Cleaning & Environmental Services Limited (MCES)	Cleaning & Associated Services	£172,216.04
3	Moray Council	Secondment	£56,703.94
19	NASDAQ OMX Corporate Solutions Inc	Professional Fees	£25,118.76
86	Neopost Limited	Business Equipment & Postages	£71,407.02
7	Osprey IT Consultancy Ltd	Contractor	£31,131.60
1	PA Consulting Services Ltd	Professional Fees	£57,420.00
12	Parity Resources Limited	Hired Agency	£83,082.29
46	Pertemps Investments Limited	Hired Agency	£149,801.91
4*	Phoenix Software Limited	ICT Hardware/Software etc	£93,934.56
21	Pulsant (Scotland) UK	Dedicated ICT Servers + ADSL Charges	£232,164.40
5	Quality Scotland Foundation	Training	£35,024.52
5	Redfern Travel Limited	Accommodation & Travel Services	£75,648.49
2*	Renfrewshire Council	Non Domestic Rates	£69,020.00
11	Royal Bank of Scotland plc	Government Purchasing Cards	£120,563.83
70	Royal Mail	Postages	£49,559.88
28*	Ryden LLP	Rent, Service Charges & Property Related Costs	£348,887.99
10*	Scottish Children's Reporter Administration	Rent & Property Related Costs	£64,681.60
3*	Scottish Enterprise	Rent, Service Charges & Property Related Costs	£41,715.08



<b>Number of Payments</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
15*	Scottish Government	Rent, Property Related Costs, Court Charges, Secondment & Professional Fees	£112,934.61
10	Scottish Water	Utility Charges	£41,108.62
4	Scott-Moncrieff	Internal Audit	£38,833.20
12	Securitay Limited	Security Services	£108,922.20
12	Software Box Limited (SBL)	ICT Hardware/Software etc	£71,101.73
11	South Lanarkshire Council	Non Domestic Rates & BID Levy	£77,436.00
22	Storage 4 U Limited	Storage	£64,038.05
4	Tayside NHS Board	Secondment	£62,113.29
12	Total Gas & Power Limited	Utility Charges	£34,016.04
5*	Vodafone Limited (Corporate)	Mobile Telephony Services	£203,564.81
9*	Workman LLP	Rent, Service Charges & Property Related Costs	£240,025.40
1	Zurich Municipal	Motor Insurance	£59,108.14

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 37 payments in excess of £500 to suppliers for purchases made using GPC.

<b>Payment Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
12/06/2015	Aberdeen Journals Ltd	Advertising & Publicity	£844.80
20/05/2015	Apex City Quay Hotel	Venue hire & catering	£540.45
10/09/2015	Bluesky Experience Ltd	Training	£960.00
20/10/2015	BT Business Direct Ltd	ICT Equipment	£765.98
29/07/2015	Cadpointlim	ICT Software	£556.78
14/05/2015	Dri Prince Support	Training	£638.99
29/09/2015	Epay.Ed.Ac.Uk	Training	£750.00
01/10/2015	Epay.Ed.Ac.Uk	Training	£750.00
02/10/2015	Epay.Ed.Ac.Uk	Training	£750.00
23/04/2015	Fog Creek Software	ICT Software	£623.00
20/01/2016	Guardian News & Media	Adv & Publicity	£2,160.00
02/07/2015	Mental Health Foundation	Publications	£862.50
04/12/2015	Mercure Ardoe House	Venue hire & catering	£516.00
17/08/2015	Moffat & Williamson Ltd	Travel costs	£700.00

<b>Payment Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount (£)</b>
28/05/2015	Northlink	Travel costs	£537.30
15/04/2015	Office Depot	Stationery	£648.26
15/05/2015	Office Depot	Stationery	£566.74
17/09/2015	Office Depot	Stationery	£517.14
02/10/2015	Office Depot	Stationery	£645.59
02/03/2016	Office Depot	Stationery	£849.35
02/03/2016	Office Depot	Stationery	£554.75
30/03/2016	Opp Ltd Sterling	Learning Resources	£934.80
16/11/2015	Stirling Court Hotel	Venue hire & catering	£684.25
23/11/2015	Stirling Court Hotel	Venue hire & catering	£717.10
23/10/2015	The Fitness Education	Training	£600.00
09/12/2015	The Fitness Education	Training	£1,000.00
21/05/2015	www.Childminding.Org	Conference	£550.00
06/07/2015	www.Cleverbridge.Net	ICT Software	£666.45
25/03/2016	www.Group.Bmj.Com	Conference	£1,145.00
04/03/2016	www.Ico.Gov.Uk	ICT Software	£500.00
18/01/2016	www.Jobstoday.Co.Uk	Advertising & Publicity	£840.00
22/07/2015	<a href="http://www.Laptopsandspares">www.Laptopsandspares</a>	ICT Equipment	£899.64
11/03/2016	<a href="http://www.Misco.Co.Uk">www.Misco.Co.Uk</a>	ICT Equipment	£893.70
28/03/2016	<a href="http://www.Misco.Co.Uk">www.Misco.Co.Uk</a>	ICT Equipment	£904.56
31/03/2016	<a href="http://www.Misco.Co.Uk">www.Misco.Co.Uk</a>	Furniture & Equipment	£522.30
11/01/2016	www.PmgLtd.Co.Uk	Conference	£714.00
06/01/2016	www.UkvendingLtd.Co.Uk	Catering	£990.00

## **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 are 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 bulk 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 care 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 how well those services are working together to improve the outcomes for children, young people and adults.

We also provide scrutiny of social work services in Scotland's 32 local authorities and partners, including criminal justice social work. In 2015-16 we operated with a team of link inspectors, who work with each social work department, community planning partnership and integration joint board. 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 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. During the year, we ran an open day for potential applicants to discuss how to register care services, working with partners to do so. We have spent significant time during the year developing a system for online registration, to streamline the application processes further. Whilst our registration categories are fixed in statute, we seek to support innovate 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 is 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 Review of Scrutiny and Improvement is making changes to ensure that our methodology for inspection reduces 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 style of our inspection reports, contributed to inspector training, supported senior officer recruitment, informed the development of questionnaires used at inspections, and supported the development of our complaints procedures.

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.

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 2015-16, 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.

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 Strategic Code of Conduct for Regulators.

## 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 efficiency savings regimes and, continually identify, with partner bodies, ways of reducing duplication and deploying flexible, innovative approaches to evidence public value and meaningful contributions to outcomes focused quality of care practices.

### 2015-16 Best Value Assessment

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

An assessment of how the Care Inspectorate met each criteria in 2015-16 was carried out by the Executive Team and reported to the June 2016 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 2015-16 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.
- Resources are allocated to a team tasked with reviewing our scrutiny methodology. The methodology is reviewed to ensure we make the best use of the information and intelligence available to us, we deploy our staff in the most effective and efficient way and we make best use of the information and communications technology available to us.
- 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 the best way to deploy our resources in any given local area. This review process involves the Scottish Government Property Department to ensure that the use of publicly owned or leased property is optimised.
- During the year we have developed and started to implement a workforce transformation programme. The programme of work is aimed at reviewing and streamlining our approaches and processes to support the organisation and the workforce. For example, we will be exploring ways to reduce the time spent on supervision but maximise the quality of the time that we will spend on supporting colleagues through a new appraisal approach.
- Although our Sponsor Department are only in a position to confirm our funding position less than six months prior to the start of the next financial year budgets and scenario plans are prepared on a rolling three year basis.
- We have a procurement strategy in place. 2015/16 is the second year of the Care Inspectorate formally working with the Scottish Government Procurement Directorate through a shared service arrangement. Competitive practice is our norm. Our policy is for all contracting opportunities to be advertised on the Public Contracts Scotland portal. Non competitive action is exceptional and a specific approval process is required.
- We have a strategic risk register in place and this is reviewed at least annually. Work commenced in 2015/16 which will continue into 2016/17 to enhance the embedding of risk management throughout the Care Inspectorate.
- We have an information governance framework in place. This is scheduled to be reviewed in 2016/17 to make sure we meet our statutory responsibilities and demonstrate good practice.

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

- The Care Inspectorate budget is devolved on a systematic basis in line with operational plans. Financial and operational performance is monitored and managed throughout the financial year. However we are currently considering ways to better align financial and operational performance monitoring.
- Subject to audit we anticipate an underspend against budget of £0.6m for 2015/16. It was a financial management objective for the year to generate an underspend to create funding for non recurring transitional costs as we try to reduce our cost base ahead of expected further budget reductions in 2017/18.
- The Care Inspectorate has a record of achieving highly creditable results in the Scottish Government's Procurement Capability Assessment process. During 2015/16 we were preparing for the revised assessment process (Procurement



and Commercial Improvement Programme, PCIP) that will be 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. In 2015/16 the Care Inspectorate and SSSC ran a joint procurement exercise for internal audit services.
- We share several of our offices with other public service bodies to ensure efficient use of space and reduce cost.
- The Sponsor confirmed late in 2015/16 that the funding available for 2016/17 was to be reduced by £0.458m compared to 2015/16. Cost pressures such as pay award and pay progression (£0.476m), a change to employer national insurance contributions (£0.560m) and increases in property costs and travel costs had already been identified. Therefore significant savings and efficiencies measures needed to be identified and these included:
  - Part year staff cost savings from organisational restructure (£0.450m)
  - Administration staff cost saving due to preparation of shorter inspection reports (£0.163m)
  - Savings from a more efficient registration process (£0.093m)
  - Savings from the review of health advice and the setting up of a customer contact centre (£0.201m)
  - A 10% savings exercise targeted at all discretionary (not statutorily or contractually committed) expenditure (£0.200m)
  - A review of shared services (£0.074m)

All of the above despite the cost reductions are either already delivering or are anticipated to deliver service improvement. In addition to the above our Inspection resource model was updated with the latest workload capacity information and this indicated that a significant increase in Inspector resource was required to provide public assurance and protection and meet national priorities. This increased resource requirement was offset by the introduction of more efficient inspection methodology and the planned introduction of shorter more focussed and user friendly inspection reports.

A staff Performance Development and Review System (PDRS) is in place 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.

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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

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