

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

**Publication date: 24 December 2018**

**Publication code: FIN-1218-116**

## 1. Public Relations Expenditure 2017/18

Category	£
In-house staff costs	115,709
Consultants	0
Other PR expenditure	104,019
<b>Total</b>	<b>219,728</b>

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	12,655	Entries in communications guides & social media
Publications & printing	64,282	Design & print of materials of public relations and informational materials
External events	20,259	Attendance and exhibition stands at events
Media relations	6,823	Including press releases & dealing with media queries
<b>Total</b>	<b>104,019</b>	

## 2. Overseas Travel Expenditure 2017/18

Post Title	Country	Event	Amount £
Director of Scrutiny and Assurance	Iceland	European Partnership for Supervisory Organisations in Health Service and Social Care (EPSO) Conference	1,094.20
Director of Strategy and Improvement	Belguim	European Social Network Members Forum	413.84
	Iceland	EPSO Conference	737.02
Head of Improvement Support	Malta	European Social Services Conference, Valletta	247.30
Dementia Consultant	Holland	Meeting with Dutch inspection colleagues	278.91
	Austria	Alzheimer's conference Bratislava	442.13*
Health Improvement Adviser	Austria	Continance promotion in care settings	442.13*
Service Manager Strategic Inspection (Children)	Sweden	European Social Network Seminar on the Inclusion of Migrant Children	430.14
Team Manager Adult Services 5	Holland	Meeting with Dutch inspection colleagues	278.91
Inspector Adult Services 7	Holland	Meeting with Dutch inspection colleagues	278.91
<b>Total</b>			<b>4,643.49</b>

\*These costs were reimbursed.

### 3. Hospitality Expenditure 2017/18

<b>Category</b>	<b>£</b>
Catering for Meetings with External Attendees	4,610.24
<b>Total</b>	<b>4,610.24</b>

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 2017/18

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

<b>Details</b>	<b>Financial £</b>	<b>General Business Management £</b>	<b>Total £</b>
Beamans – job evaluation services		28,811	28,811
HJBS Ltd – Information Governance Review		59,850	59,850
RF Safety Services (Scotland) Ltd – develop our Health and Safety policy and procedures		1,059	1,059
WJB Chiltern Plc (part of BDO Stoy Hayward LLP) – Tax advisory service*	8,032		8,032
ukActive – Care about Physical Activity (CAPA) evaluation		46,070	46,070
Bob Laventure - Care about Physical Activity (CAPA) consultant		6,776	6,776
Space Solutions Scotland Limited – space utilisation services		13,773	13,773
<b>Total</b>	<b>8,032</b>	<b>156,339</b>	<b>164,371</b>

## 5. Single Payments over £25,000

There were 75 single invoices exceeding £25,000 in value totalling £4,157,756.07.

Invoice Date	Supplier	Subject Matter	Payment Amount (£)
16-Nov-17	Aberdeen City Council	Non Domestic Rates	53,498.34
08-Mar-18	Beamans Limited	Staff Costs	28,810.72
13-Apr-17	Brian Johnstone Insurance Brokers	Motor Insurance	26,106.00
21-Sep-17	Capita Business Services Limited	Telephony	72,405.07
13-Jul-17	Capita Business Services Limited	Telephony	35,251.20
11-May-17	Dundee City Council	Non Domestic Rates	131,349.65
16-Jun-17	Dundee City Council	Non Domestic Rates	27,933.00
12-Oct-17	Dundee City Council	Non Domestic Rates	27,933.00
11-Jan-18	Dundee City Council	Non Domestic Rates	27,933.00
14-Dec-17	Dundee City Council	Non Domestic Rates	27,933.00
14-Sep-17	Dundee City Council	Non Domestic Rates	27,933.00
13-Jul-17	Dundee City Council	Non Domestic Rates	36,573.32
10-Aug-17	Dundee City Council	Non Domestic Rates	27,933.00
15-Feb-18	Dundee City Council	Non Domestic Rates	27,933.00
25-Jan-18	Dundee City Council	Non Domestic Rates	50,278.09
09-Nov-17	Dundee City Council	Non Domestic Rates	27,933.00
27-Apr-17	Dundee City Council	Non Domestic Rates	27,179.52
11-May-17	Dundee City Council	Non Domestic Rates	27,936.00
13-Apr-17	Edinburgh College	Staff Costs	58,051.58
18-Jan-18	Everything Everywhere Limited t/a Orange	Telephony	69,258.00
18-May-17	Exchange Communications Limited	Telephony	26,620.05
21-Apr-17	Graham & Sibbald	Property Costs	25,231.37
27-Jul-17	Harvey Nash Consulting (Scotland) Limited	Staff Costs	29,271.48
08-Feb-18	HJBS Limited	Information Governance	30,324.00
19-Oct-17	HM Revenue & Customs (HMRC)	VAT	127,488.83

14-Apr-17	Hugvit hf	ICT	49,340.00
27-Apr-17	Ideal Networks Limited	ICT	206,681.94
13-Apr-17	Insight Direct UK Limited	ICT	37,030.75
07-Dec-17	Jones Lang La Salle Limited	Rent	38,170.80
07-Sep-17	Jones Lang La Salle Limited	Rent	38,170.80
08-Jun-17	Jones Lang La Salle Limited	Rent	38,170.80
08-Mar-18	Jones Lang La Salle Limited	Rent	38,170.80
01-Feb-18	London & Scotland Property Asset Management Ltd	Rent	114,000.00
25-May-17	London & Scotland Property Asset Management Ltd	Rent	114,000.00
17-Aug-17	London & Scotland Property Asset Management Ltd	Rent	114,000.00
26-Oct-17	London & Scotland Property Asset Management Ltd	Rent	114,000.00
04-May-17	Maindec Computer Solutions Limited	ICT	75,017.95
22-Mar-18	Maindec Computer Solutions Limited	ICT	71,017.01
27-Apr-17	Maindec Computer Solutions Limited	ICT	125,111.26
14-Sep-17	McGill Electrical Ltd	Property Costs	32,608.30
08-Jun-17	Newbattle Ltd	Property Costs	150,000.00
23-Jun-17	PA Consulting Services Limited	Professional Fees	38,032.80
09-Nov-17	PA Consulting Services Limited	Professional Fees	54,029.83
13-Jul-17	Pulsant (Scotland) UK	ICT	29,612.70
19-Oct-17	Pulsant (Scotland) UK	ICT	34,242.30
25-Jan-18	Pulsant (Scotland) UK	ICT	28,969.80
27-Apr-17	Redfern Travel Limited	Travel	33,256.40
10-Aug-17	Redfern Travel Limited	Travel	28,964.50
06-Oct-17	Redfern Travel Limited	Travel	31,980.72
01-Jun-17	Redfern Travel Limited	Travel	27,594.73
21-Dec-17	Redfern Travel Limited	Travel	55,737.71
09-Nov-17	Redfern Travel Limited	Travel	32,591.22
02-Nov-17	Redfern Travel Limited	Travel	46,732.44
08-Feb-18	Redfern Travel Limited	Travel	33,290.53
29-Jun-	Redfern Travel Limited	Travel	36,896.90

17			
07-Dec-17	Renfrewshire Council	Non Domestic Rates	42,292.10
08-Jun-17	Renfrewshire Council	Non Domestic Rates	40,975.00
15-Mar-18	Renfrewshire Council	Non Domestic Rates	40,975.00
21-Sep-17	Renfrewshire Council	Non Domestic Rates	42,037.79
18-Jan-18	Renfrewshire Council	Non Domestic Rates	43,050.80
21-Sep-17	Ryden LLP	Property Costs	26,695.90
07-Dec-17	Ryden LLP	Property Costs	155,000.00
21-Sep-17	Scottish Enterprise	Rent	34,268.07
13-Jul-17	Scottish Government	Rent	28,761.39
22-Mar-18	Scottish Government	Staff Costs	29,911.60
09-Nov-17	Scottish Government	Property Costs	30,473.09
07-Apr-17	Scottish Government	Property Costs	217,050.53
01-Feb-18	Scottish Government	Property Costs	30,473.09
11-May-17	Software Box Limited	ICT	37,782.60
20-Jul-17	Space Solutions Scotland Limited	Property Costs	99,319.20
03-Aug-17	Vodafone Limited (Corporate)	Telephony	37,221.94
26-Oct-17	Vodafone Limited (Corporate)	Telephony	35,728.90
04-May-17	Vodafone Limited (Corporate)	Telephony	36,412.23
25-Jan-18	Vodafone Limited (Corporate)	Telephony	38,161.09
07-Sep-17	Workman LLP	Property Costs	164,645.54

## 6. Cumulative Payments over £25,000

There were 71 payees where cumulative payments exceeded £25k. Thirty 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 (£)
3	A1 Intelligence Training Limited	Training & Development	34,625.40
7	Aberdeen City Council*	Non Domestic Rates	101,439.19

11	ADT Fire and Security plc	Property Costs	31,626.37
27	Allander Print Limited	Printing	79,199.22
22	Alphabet (GB) Ltd	Car Lease	133,038.33
24	APS Group (Scotland) Limited	Property Costs	107,432.69
25	Arnold Clark Finance Limited	Car Lease	88,054.14
4	Audit Scotland	Audit Fees	42,121.60
2	Beamans Limited*	Staff Costs	33,564.62
1	Brian Johnstone Insurance Brokers*	Car Insurance	26,106.00
3	BT Global Services - Receipting Department	Telephony	49,361.73
10	BT UK Business Accounts	Telephony	151,363.56
7	C & W Assets Limited*	Rent	46,152.00
25	Canon UK Limited	Printing	64,848.10
15	Capita Business Services Limited*	Telephony	217,846.66
22	Ceteris (Scotland) Ltd	Rent	64,466.14
5	Chartered Institute of Public Finance Accountants (CIPFA)	Admin Costs	44,142.00
16	Childcare Vouchers Limited	Staff Costs	35,841.08
19	Colliers International	Property Costs	38,632.16
16	Dundee City Council*	Non Domestic Rates	501,080.19
24	ECG Building Maintenance Limited t/a ECG Facilities Services	Property Costs	35,662.08
12	EDF Energy	Utilities	78,330.52
1	Edinburgh College*		58,051.58
5	Everything Everywhere Limited t/a Orange*	Telephony	76,472.90
11	Exchange Communications Limited*	Telephony	130,251.40
29	ExecSpace Limited	Room Hire	145,370.39
13	Graham & Sibbald*	Property Costs	91,745.14
19	Harper MacLeod LLP	Legal	36,594.44
16	Harvey Nash Consulting (Scotland) Limited	Staff	148,986.64
4	HJBS Limited*	Information Governance	59,850.00
4	HM Revenue & Customs (HMRC)*	VAT	146,115.48
11	HP Inc. UK Limited	ICT	59,852.90
1	Hugvit hf*	ICT	49,340.00
2	Ideal Networks Limited*	ICT	216,221.94
7	Insight Direct UK Limited*	ICT	72,102.77
8	International Centre for Business Coaching Ltd	Training & Development	73,622.46
14	Jones Lang La Salle Limited*	Rent	182,616.49
6	London & Scotland Property Asset Management Ltd*	Rent	463,560.35
6	Maindec Computer Solutions	ICT	283,672.16

	Limited*		
28	McGill Electrical Ltd*	Property Costs	80,815.99
5	MITIE Cleaning & Environmental Services Limited (MCES)	Property Costs	32,534.18
37	Neopost Limited*	Postage	28,394.65
1	Newbattle Ltd	Rent	150,000.00
3	NHS Ayrshire & Arran	Secondment	27,748.86
2	PA Consulting Services Limited*	Professional Fees	92,062.63
34	Parity Resources Limited	Staff Costs	114,776.38
39	Pertemps Investments Limited	Staff Costs	68,217.81
5	Phoenix Software Limited	ICT	26,524.67
13	Profile Security Services Limited	Property Costs	122,735.31
16	Pulsant (Scotland) UK*	ICT	174,708.42
13	Record UK Ltd	Property Costs	26,900.90
11	Redfern Travel Limited*	Travel & Subsistence	363,841.60
12	REGENT OFFICE CARE LTD	Property Costs	143,274.92
11	Renfrewshire Council*	Non Domestic Rates	219,406.18
11	Royal Bank of Scotland plc, The	GPC	135,896.46
46	Royal Mail	Postage	66,063.94
8	Ryden LLP*	Rent	188,882.42
6	Scottish Children's Reporter Administration	Rent	43,072.94
1	Scottish Enterprise*	Rent	34,268.07
25	Scottish Government*	Property Costs	386,006.31
5	Scottish Natural Heritage	Rent	35,779.03
9	Scott-Moncrieff	Audit Fees	51,000.00
17	Senator International Limited	Furniture	60,734.46
2	Software Box Limited*	ICT	52,776.74
16	South Lanarkshire Council*	Rent	43,549.06
6	Space Solutions Scotland Limited*	Property Costs	118,278.00
20	Storage 4 U Limited	Storage	62,997.44
12	Twenty One Colour	Printing	36,429.80
2	ukActive	Professional Fees	46,070.40
4	Vodafone Limited (Corporate)*	Telephony	147,524.16
2	Workman LLP*	Rent	165,084.31



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

There were 51 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
15/03/2018	A One Flooring	Alterations & Improvements	697.00
27/03/2018	Action On Hearing Loss	Furniture & Equipment	722.88
18/04/2017	Adobe Creative Cloud	ICT Hardware/Software	503.15
24/10/2017	Amazon Svcs Eu-Uk Amaz	ICT Hardware/Software	543.20
10/05/2017	Ao Retail Limited	Furniture & Equipment	676.48
13/11/2017	Avado	Training & Development	665.00
13/11/2017	Avado	Training & Development	825.00
09/03/2018	Ayre Hotel	Accommodation	696.00
31/08/2017	Caledonian Cafe	Hospitality	540.00
07/03/2018	Cap Partner	Training & Development	517.39
23/10/2017	Colour Data Uk	ICT Hardware/Software	560.59
02/02/2018	Coolspirit Ltd	ICT Hardware/Software	806.34
25/01/2018	Cosla Myjobscotland	Advertising	540.00
23/02/2018	Css - Comodo Group	ICT Hardware/Software	802.13
05/07/2017	Dri Prince Support	ICT Hardware/Software	757.22
19/07/2017	Ebookers.Com	Accommodation	577.38
07/04/2017	Eden Springs	Hospitality	502.88
25/07/2017	Eden Springs	Hospitality	690.89
02/06/2017	Eglobalcentral.Uk	Furniture & Equipment	715.11
18/07/2017	Epay.Ed.Ac.Uk	Training & Development	750.00
18/07/2017	Expedia	Travel	838.66
11/01/2018	Instihealthcareimp	Training & Development	758.25
04/09/2017	Langass Lodge	Accommodation	663.70
11/10/2017	LJ	ICT Hardware/Software	512.58
04/07/2017	Lofthus Signs & Engraving	Alterations & Improvements	645.98
15/03/2018	Lyreco Uk Ltd	Stationery	548.18
25/07/2017	Moorings Hotel	Accommodation	587.00
25/07/2017	Moorings Hotel	Accommodation	550.00
04/05/2017	Northlink	Travel	519.00
06/07/2017	Northlink	Travel	527.30
14/12/2017	Opp Ltd Sterling Web	Training & Development	969.00
13/04/2017	Paypal Cidr	Training & Development	660.00
13/04/2017	Paypal Cidr	Training & Development	660.00
27/10/2017	Paypal Linqi0617	ICT Hardware/Software	634.99
11/04/2017	Pc World Online	Furniture & Equipment	513.91
08/02/2018	Space Solutions (Scotland)	Alterations & Improvements	754.80
23/03/2018	Travel Up	Travel	988.12
20/06/2017	Wp-Instantssl Certific	ICT Hardware/Software	539.94
05/07/2017	Www.Cleverbridge.Net	ICT Hardware/Software	825.90
06/02/2018	Www.Group.Bmj.Com	Training & Development	801.03

16/02/2018	Www.Group.Bmj.Com	Training & Development	923.64
01/02/2018	Www.Group.Bmj.Com	Training & Development	801.03
25/08/2017	Www.Posturite.Co.Uk	Furniture & Equipment	554.49
16/01/2018	Www.Posturite.Co.Uk	Furniture & Equipment	580.46
25/10/2017	Www.Qvcuk.Com	Furniture & Equipment	599.92
13/06/2017	Www.Scotland.Gov.Uk	Training & Development	800.00
07/08/2017	Www.Ukvendingltd.Co.Uk	Furniture & Equipment	990.00
02/06/2017	Xchange Training	Training & Development	714.00
04/08/2017	Xchange Training	Training & Development	540.00
12/02/2018	Xchange Training	Training & Development	948.00
09/03/2018	Xma Ltd	ICT Hardware/Software	763.36

## 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 community justice. In 2017-18 we operated with a team of link inspectors, who work with each social work department, community planning partnership and integration authority, and with community justice partners. 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 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 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 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. 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 experience care and support, 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, 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 some 600 inspections and speak to around 5000 people who experience care services. This year we involved inspection volunteers who have a

personal diagnosis of dementia, and young inspection volunteers who are care experienced.

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 2017-18, the Care Inspectorate worked towards developing a revised Carbon Management Plan to incorporate 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 10 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 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. Our Annual Procurement Report gives more detail on our progress in achieving our sustainability procurement priorities.

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.

### 2017-18 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 2017-18 was carried out by the Executive Team and reported to the May 2018 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 2017-18 through the following:

- The Chief Executive has instigated a programme of change around four themes. This supported by a published transformation plan. The four themes are:
  - Consolidating Excellence
  - Cultural Change
  - Collaborative Working
  - Competent and Confident Workforce
- The Care Inspectorate has been successful in achieving the CIPFA Governance Mark of Excellence
- We work closely with the Scottish Social Services Council (SSSC) and Healthcare Improvement Scotland (HIS). There are reciprocal arrangements where the Chair of the Care Inspectorate is an SSSC Council member and a HIS Board member and the Convener of the SSSC and the Chair of HIS are Care Inspectorate Board Members. We also have joint executive level meetings with the SSSC and HIS.
- Our Board has agreed a new improvement strategy which sets out how the Care Inspectorate will work with a range of partners to support improvement in the quality of care and support

- We continue to lead the implementation steering group for the Health and Social Care Standards, which bring together a wide range of partners.
- The Care Inspectorate determines a significant proportion of its staffing resources and budget allocation through the use of resource planning models. These determine the resources required and how these resources need to be deployed in accordance with the number and size of care services, analysis of intelligence and risk associated with services, rate of complaints made about regulated care services and numbers of services registering and cancelling their registration.
- 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.
- 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 has 15 properties throughout Scotland, 10 of which are shared with other public sector organisations. 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 to support the development of our staff.
- We have developed a medium 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 Procurement 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.

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.
- 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.
- 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).
- 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.

- A pilot training programme to train staff in LEAN techniques commenced in 2016/17 and continued in 2017-18 following a positive evaluation of the programme's impact .Our externally facing improvement work, such as Care About Physical Activity (CAPA) and early learning and childcare practice resources has involved us reaching out to forge collaborative working relationships across traditional professional silos.
- The practice resource 'Our Creative Journey' is making a positive impact across early learning and childcare and powerfully demonstrates our commitment to collaborative working. Many local authorities have requested presentations on Our Creative Journey alongside the standards and the resource models the personalised approach of the standards and working collaboratively with provider organisations, practitioners, parents and children.
- We have a shared business support system with Healthcare Improvement Scotland for joint inspections. Our strategic support officers work with Healthcare Improvement Scotland business support and project officers with the aim of increasing efficiency by playing to the particular strengths brought by each role; joint problem solving; providing consistency and efficiency in the support for these inspections; and to ensure helpful and consistent responses to the partnerships being inspected, no matter which organisation is leading.
- We have implemented improvements to our management of risk and are embedding these improvements throughout the organisation.
- Our Customer Service Strategy and our Business and Digital Transformation work are based on a clear understanding of the needs of our stakeholders.
- Work has commenced on a strategic workforce plan. This includes a Career Pathways pilot to determine the feasibility of deploying different types of scrutiny staff. This pilot is due to be evaluated in 2018/19.

## Headquarters

Care Inspectorate  
Compass House  
11 Riverside Drive  
Dundee  
DD1 4NY

web: [www.careinspectorate.com](http://www.careinspectorate.com)

email: [enquiries@careinspectorate.com](mailto:enquiries@careinspectorate.com)

telephone: 0345 600 9527



@careinspect

## Other languages and formats

This publication is available in other formats and other languages on request.

Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànanan eile ma nithear iarrrtas.

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.