



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

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CARE INSPECTORATE**PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010
DUTIES ON PUBLIC BODIES TO PROVIDE INFORMATION****1. Public Relations Expenditure 2019/20**

Category	£
In-house staff costs	135,416
Consultants	0
Other PR expenditure	66,474
Total	201,890

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	5,586	Entries in communications guides & social media
Publications & printing	6,710	Design & print of materials of public relations and informational materials
External events	21,086	Attendance and exhibition stands at events
Media relations	33,092	Including press releases & dealing with media queries
Total	66,474	

2. Overseas Travel Expenditure 2019/20

Post Title	Country	Event	Amount £
Chair	Holland	European Regulators meeting and visit to Hoegwyck	517.44
Head of Improvement Support	Holland	European Regulators meeting and visit to Hoegwyck	263.48
Service Manager Strategic Inspection	Denmark	National Board of Social Services Denmark	72.98
Chief Executive	Holland	European Regulators meeting and visit to Hoegwyck	206.37
Chief Executive	Italy	Speaking at ESN conference	135.08
Chief Executive	Sweden	Speaking at EPSO Malmo conference	473.66
Exec Director of Scrutiny and Assurance	Portugal	EPSO Conference	317.92
Exec Director of Scrutiny and Assurance	Sweden	Speaking at EPSO Malmo conference	435.44

3. Hospitality Expenditure 2019/20

Category	£
Catering for Meetings with External Attendees	6,960
Total	6,960

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 2019/20

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 £
121 HR Solutions Ltd	HR consultancy			585	585
ukActive	Care about Physical Activity (CAPA) evaluation			46,427	46,427
NVT Group Ltd	ICT Consultancy	46,366			46,366
Chartered Institute of Public Finance Accountants (CIPFA)	Shared services review consultancy			22,465	22,465
Scott-Moncrieff	Tax advisory services		4,490		4,490
Beamans Limited	Job evaluation services		23,038		23,038
		46,366	27,528	69,477	143,371

5. Single Payments over £25,000

There were 58 single invoices exceeding £25,000 in value totalling £2,898,673.35.

Invoice Date	Supplier	Subject Matter	Payment Amount £
08-Apr-19	Aberdeen City Council	Property Costs	55,212.00
09-Jul-19	Aberdeenshire Council	Staff Costs	25,945.95
16-Oct-19	C & W Assets Limited	Property Costs	31,974.00
26-Jul-19	Canon UK Limited	Administration Costs	29,203.20
24-Mar-20	Capita Business Services Limited	Professional Fees	29,432.35
23-Dec-19	Capita Business Services Limited	ICT Costs	105,876.53
13-Aug-19	Cornerstone OnDemand Limited	Staff Costs	35,100.00
31-Jan-20	Corporate Travel Management (North)	Travel Costs	32,080.81
30-Nov-19	Corporate Travel Management (North)	Travel Costs	33,527.19
31-Oct-19	Corporate Travel Management (North)	Travel Costs	33,439.42
31-Jul-19	Corporate Travel Management (North)	Travel Costs	31,413.42
31-Aug-19	Corporate Travel Management (North)	Travel Costs	30,298.27
30-Jun-19	Corporate Travel Management (North)	Travel Costs	46,514.06
30-Sep-19	Corporate Travel Management (North)	Travel Costs	28,751.02
30-Apr-19	Corporate Travel Management (North)	Travel Costs	30,873.08
17-Mar-20	Corporate Travel Management (North)	Travel Costs	32,891.11
31-May-19	Corporate Travel Management (North)	Travel Costs	49,937.04
01-Apr-19	Dundee City Council	Property Costs	126,033.00
09-Dec-19	Fruition Partners UK Ltd	ICT Costs	42,660.00
09-May-19	Fruition Partners UK Ltd	ICT Costs	29,688.77
18-Nov-19	Hartnell Taylor Cook LLP	Property Costs	50,421.90
01-Jun-19	Hartnell Taylor Cook LLP	Property Costs	50,421.90
01-Sep-19	Hartnell Taylor Cook LLP	Property Costs	50,421.90

Invoice Date	Supplier	Subject Matter	Payment Amount £
01-Mar-20	Hartnell Taylor Cook LLP	Property Costs	50,421.90
06-Aug-19	HM Revenue & Customs (HMRC)	Administration Costs	51,093.40
01-Nov-19	HM Revenue & Customs (HMRC)	Administration Costs	41,503.85
30-Jul-19	HP Inc. UK Limited	ICT Costs	126,566.88
27-Feb-20	Insight Direct UK Limited	ICT Costs	39,538.80
14-Feb-20	Insight Direct UK Limited	ICT Costs	247,006.50
23-Jul-19	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
11-Apr-19	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
22-Jan-20	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
17-Oct-19	London & Scotland Property Asset Management Ltd	Property Costs	114,000.00
21-Oct-19	PA Consulting Services Limited	ICT Costs	25,236.22
21-Oct-19	PA Consulting Services Limited	ICT Costs	37,247.81
29-Aug-19	PA Consulting Services Limited	ICT Costs	33,493.61
23-Sep-19	PA Consulting Services Limited	ICT Costs	35,788.03
18-Jul-19	PA Consulting Services Limited	ICT Costs	37,703.47
08-Nov-19	PA Consulting Services Limited	ICT Costs	33,038.88
04-Nov-19	PA Consulting Services Limited	ICT Costs	35,100.00
04-Nov-19	PA Consulting Services Limited	ICT Costs	31,689.30
24-Jun-19	PA Consulting Services Limited	ICT Costs	33,921.47
31-May-19	PA Consulting Services Limited	ICT Costs	36,851.50
09-May-19	PA Consulting Services Limited	ICT Costs	33,928.98
01-Oct-19	PA Consulting Services Limited	ICT Costs	36,837.40
09-Mar-20	Park Place Technologies Limited	ICT Costs	39,030.19
22-May-19	Renfrewshire Council	Property Costs	40,975.00
13-Sep-19	Renfrewshire Council	Property Costs	40,975.00

Invoice Date	Supplier	Subject Matter	Payment Amount £
25-Feb-20	Renfrewshire Council	Property Costs	41,350.00
06-Nov-19	Renfrewshire Council	Property Costs	41,225.00
31-Oct-19	Scottish Government	Property Costs	29,367.41
30-Jul-19	Scottish Government	Property Costs	27,065.99
01-May-19	Scottish Government	Property Costs	31,668.82
30-Jan-20	Scottish Government	Property Costs	28,227.94
04-Jul-19	Softcat Limited	ICT Costs	34,139.59
03-Apr-19	South Lanarkshire Council	Property Costs	31,476.00
03-Sep-19	Storage 4 U Limited	Storage Costs	37,297.20
04-Mar-20	Tayside NHS Board	Staff Costs	40,790.29

6. Cumulative Payments over £25,000

There were 71 payees where cumulative payments exceeded £25k. Nineteen 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 £
11*	Aberdeen City Council	Property Costs	56,617.38
5*	Aberdeenshire Council	Staff Costs	90,263.47
21	Allander Print Limited	Printing Costs	52,800.66
31	Alphabet (GB) Ltd	Car Lease	104,450.03
15	Anderson Strathern LLP	Legal Costs	37,888.31
21	APS Group (Scotland) Limited	Property Costs	57,434.71
19	Arnold Clark Finance Limited	Car Lease	25,033.34
3	Audit Scotland	Audit Fees	32,644.00
6*	C & W Assets Limited	Property	

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
		Costs	49,372.80
21*	Canon UK Limited	Printing Costs	72,608.43
33*	Capita Business Services Limited	Telephony Costs	249,415.80
6	Capito Limited	ICT Costs	95,629.20
21	Ceteris (Scotland) Ltd	Property Costs	68,902.41
9	Chartered Institute of Public Finance Accountants (CIPFA)	Professional Fees	26,544.29
21	Colliers International	Property Costs	40,245.21
20	Computacenter United Kingdom Limited	ICT Costs	97,908.90
1	Cornerstone OnDemand Limited	Staff Costs	35,100.00
12*	Corporate Travel Management (North)	Travel Costs	429,543.08
15*	Dundee City Council	Property Costs	305,856.03
26	ECG Building Maintenance Limited t/a ECG Facilities Services	Property Costs	43,279.27
13	EDF Energy	Property Costs	94,224.59
14	Elite Training and Consultancy (Scotland) Limited	Training Costs	46,524.00
14	Everything Everywhere Limited t/a Orange	Telephony Costs	74,049.39
12	Exchange Communications Limited	Telephony Costs	132,384.65
37	ExecSpace Limited	Room Hire	170,795.95
3	Fife Health Board (NHS)	Staff Costs	32,284.91
3	Flexiform Business Furniture Limited	Furniture Costs	41,217.38
5*	Fruition Partners UK Ltd	ICT Costs	105,517.56
13	Graham & Sibbald	Property Costs	90,922.45
17	Gresham Office Furniture Ltd	Furniture Costs	108,336.06
11*	Hartnell Taylor Cook LLP	Property Costs	209,782.66
15	Harvey Nash Consulting (Scotland) Limited	Staff Costs	133,424.10
33	Hays Specialist Recruitment	Staff Costs	64,224.38

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
3*	HM Revenue & Customs (HMRC)	VAT	107,256.70
4*	HP Inc. UK Limited	ICT Costs	131,791.80
4	Hugvit hf	ICT Costs	64,340.00
4	Ideal Networks Limited	ICT Costs	191,967.38
15*	Insight Direct UK Limited	ICT Costs	333,266.62
6	International Centre for Business Coaching Ltd	Training Costs	52,890.00
7*	London & Scotland Property Asset Management Ltd	Property Costs	586,871.70
9	Lorien Resourcing Limited	Staff Costs	164,618.55
1	Maindec Computer Solutions Limited	ICT Costs	25,738.98
11	MITIE Cleaning & Environmental Services Limited (MCES)	Property Costs	136,480.85
6	Move On Limited	Staff Costs	32,541.79
7	MTC Media Limited	ICT Costs	46,950.00
11	NHS Ayrshire & Arran	Staff Costs	56,161.04
7	NVT Group Limited	ICT Costs	42,285.80
17	Ogilvie fleet Ltd	Car Lease	67,654.80
9*	PA Consulting Services Limited	Professional Fees	552,248.81
25	Parity Resources Limited	Staff Costs	118,913.62
2	Park Place Technologies Limited	ICT Costs	43,651.96
39	Pertemps Investments Limited	Staff Costs	126,218.76
24	Profile Security Services Limited	Property Costs	135,408.89
20	Pulsant (Scotland) UK	ICT Costs	132,527.27
16*	Renfrewshire Council	Property Costs	182,166.16
13	Royal Bank of Scotland plc, The	GPC	151,045.41
43	Royal Mail	Postage Costs	63,535.45
6	Scottish Children's Reporter Administration	Property	

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
		Costs	35,673.26
2	Scottish Enterprise	Property Costs	27,220.24
24*	Scottish Government	Property Costs	195,831.04
5	Scottish Natural Heritage	Property Costs	42,509.86
2	Scottish Social Services Council	Staff Costs	31,961.23
7	Scott-Moncrieff	Audit Fees	58,035.00
19*	Softcat Limited	ICT Costs	161,419.52
4	Space Solutions Scotland Limited	Property Costs	63,010.83
15*	Storage 4 U Limited	Storage Costs	131,073.18
7*	Tayside NHS Board	Staff Costs	54,791.77
12	Total Gas & Power Limited	Property Costs	28,887.07
3	ukActive	Professional Fees	44,800.20
1	University of Bradford	Training Costs	29,190.00
8	XMA Limited	ICT Costs	38,833.82
6	Zellis UK Limited	Payroll Costs	37,851.67

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

There were 73 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
31/07/2019	Amazon	Training & Development	742.50
31/07/2019	Amazon	Training & Development	742.50
17/09/2019	Amazon	ICT Hardware/Software etc	629.10
15/08/2019	Appliances direct	Furniture & Equipment	635.04
29/07/2019	Ayre Hotel	Accommodation	606.00
29/07/2019	Ayre Hotel	Accommodation	605.25
30/08/2019	Ayre Hotel	Accommodation	525.00
12/08/2019	Ayre Hotel	Accommodation	818.30
09/09/2019	Ayre Hotel	Accommodation	520.00

Payment Date	Supplier	Subject Matter	Payment Amount (£)
09/09/2019	Ayre Hotel	Accommodation	520.00
02/09/2019	Ayre Hotel	Accommodation	500.00
02/09/2019	Ayre Hotel	Accommodation	700.00
07/10/2019	Ayre Hotel	Accommodation	500.00
07/10/2019	Ayre Hotel	Accommodation	520.00
18/11/2019	Ayre Hotel	Accommodation	520.00
18/11/2019	Ayre Hotel	Accommodation	520.00
06/11/2019	Ayre Hotel	Accommodation	500.00
04/11/2019	Ayre Hotel	Accommodation	500.00
09/12/2019	Ayre Hotel	Accommodation	500.00
09/03/2020	Ayre Hotel	Accommodation	520.00
09/03/2020	Ayre Hotel	Accommodation	520.00
23/01/2020	Bmj	Training & Development	791.41
09/01/2020	Clearbox Consulting	subscriptions & publications	561.82
05/07/2019	Cleverbridge	ICT Hardware/Software etc	825.90
09/10/2019	Cosla Myjobscotland	Recruitment	720.00
05/12/2019	Currys Online	Furniture & Equipment	901.00
29/01/2020	Haymarket Media Group	Training & Development	716.40
30/04/2019	Heart of England NHS	Training & Development	693.00
01/05/2019	Heart of England NHS	Training & Development	684.00
29/11/2019	Heart of England NHS	Training & Development	988.00
29/11/2019	Heart of England NHS	Training & Development	847.00
13/06/2019	Hilton	Accommodation	595.00
09/05/2019	Iassidd c/o In Conference Ltd	Training & Development	620.00
26/03/2020	Ironsoftware	ICT Hardware/Software etc	584.00
10/02/2020	Jetbrains	ICT Hardware/Software etc	717.00
29/07/2019	Lerwick Hotel	Accommodation	808.40
08/07/2019	Lerwick Hotel	Accommodation	615.05
24/06/2019	My Commerce	ICT Hardware/Software etc	928.91
12/04/2019	Neopost	Postages	600.00
02/05/2019	Neopost	Postages	947.97
11/06/2019	Neopost	Postages	500.00
12/07/2019	Neopost	Postages	995.19
03/07/2019	Neopost	Postages	500.00
28/08/2019	Neopost	Postages	500.00
19/09/2019	Neopost	Postages	939.38
23/09/2019	Neopost	Postages	600.00
05/11/2019	Neopost	Postages	500.00
08/11/2019	Neopost	Postages	807.52
19/12/2019	Neopost	Postages	930.96
14/01/2020	Neopost	Postages	700.00
12/03/2020	Neopost	Postages	500.00
12/04/2019	Northlink	Travel	600.00
09/03/2020	Northlink	Travel	614.00

Payment Date	Supplier	Subject Matter	Payment Amount (£)
03/07/2019	Posturite Ltd	ICT Hardware/Software etc	602.75
09/10/2019	Posturite Ltd	ICT Hardware/Software etc	828.71
29/01/2020	Posturite Ltd	Furniture & Equipment	524.66
22/01/2020	Posturite Ltd	ICT Hardware/Software etc	657.54
27/01/2020	Posturite Ltd	Furniture & Equipment	768.13
29/01/2020	Premier Inn	Accommodation	664.96
20/05/2019	Ramsay's Skip Hire	Property Costs	636.00
12/11/2019	Revolution Events Ltd	Training & Development	898.80
20/02/2020	Sectigo Limited	ICT Hardware/Software etc	736.80
19/02/2020	Sectigo Limited	ICT Hardware/Software etc	736.80
02/05/2019	Sectigo Limited	ICT Hardware/Software etc	539.94
27/02/2020	SliDo	subscriptions & publications	900.00
23/09/2019	The Post Office	Postages	506.00
06/05/2019	The Shore	Accommodation	1,000.00
12/09/2019	Ual Short Courses Ltd	Training & Development	970.00
20/11/2019	Ual Short Courses Ltd	Training & Development	970.00
23/05/2019	University of Edinburgh	Training & Development	850.00
04/07/2019	University of Edinburgh	Training & Development	850.00
19/11/2019	Western Ferries	Travel	628.00
14/02/2020	Zip Heaters	Repairs & Maintenance	663.92

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

In 2019-20, 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 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.

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 influenced the National Care Standards Review, 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.

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.

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.

Travel remains 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 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 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.

2019-20 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 2019-20 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. Formal Digital Gateway and Digital First reviews were carried out in 2019-20 with the learning from these being built into future development plans.
- 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 Scottish Government Procurement Directorate to deliver procurement expertise and capacity when required. Competitive practice is our norm, and our policy is for all contracting opportunities to be advertised on the Public Contracts Scotland advertising portal.

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