



# Public Services Reform (Scotland) Act 2010

## Duties on public bodies to provide information

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## Care Inspectorate

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#### Duties on public bodies to provide information

##### 1. Public Relations Expenditure 2023/24

Category	£
In-house staff costs	218,631
Consultants	0
Other PR expenditure	5,701
<b>Total</b>	<b>224,332</b>

Analysis of "Other PR Expenditure"

Expenditure Heading	Amount £	Description of Expenditure
Advertising	3,623	Entries in communications guides & social media
External events	2,078	Attendance and exhibition stand at events
Media relations	0	Including press releases & dealing with media queries
<b>Total</b>	<b>5,701</b>	

##### 2. Overseas Travel Expenditure 2023/24

Post Title	Country	Event	Amount £
Head of Improvement Support	Oslo	SINC Conference - 20/09/23	353
Head of Improvement Support	Amsterdam	SINC Seminar - 01/06/2022	454
Head of Improvement Support	Madrid	SINC Seminar - 03/07/2022	121
Head of Improvement Support	Gothenburg	SINC Seminar - 19/06/2022	478
Service Manager Adult Services	Madrid	ESN Conference - 17/09/2023	636
Chief Inspector Reg & Comp	Madrid	ESN Conference - 17/09/2023	153
Executive Director Of Scrutiny & Assurance	Madrid	Conference & Workshop: Castilla y Leon quality standards assessment - 17/09/23	599

Post Title	Country	Event	Amount £
ELC & Registration managers	Dublin	The Department of Children, Equality, Disability, Integration and Youth conference on outdoor play and learn - 20/11/2022	220
Senior Improvement Adviser	Sweden	ESSC Conference 13/06/23	230
Chief Inspector Adult Services	Rotterdam	SINC Conference - 12/05/23	442
Chief Inspector Adult Services	Netherlands	Leadership Training - 06/06/23	256
Senior Improvement Adviser	Copenhagen	ESSN Conference- 13/06/23	136

### 3. Hospitality Expenditure 2023/24

Category	Amount £
Catering for Meetings with External Attendees	8,621
<b>Total</b>	<b>8,621</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 and development events. Hospitality for training and development events is only provided where the attendees could otherwise claim subsistence allowances.

### 4. Consultancy Expenditure 2023/24

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 £
Storm ID Limited	ICT Consultancy Services for the appraisal of staffing tools	37,500			37,500
Barritch Consulting Limited	Project Assurance Consultancy			15,000	15,000
Azets Reed Talent Solutions (consultancy+)	Implementation of a revised model of operation		1,000		1,000
		<b>37,500</b>	<b>1,000</b>	<b>15,000</b>	<b>53,500</b>

### Single Payments over £25,000

There were 72 single invoices exceeding £25,000 in value totalling £5,083,266.56.

Invoice Date	Supplier	Subject Matter	Payment Amount £
20-Apr-23	Aberdeen City Council	Accommodation costs	45,479.00
01-May-23	Brightsolid	IT costs	26,400.00
19-Sep-23	C & W Assets Limited	Accommodation costs	33,563.00
25-Apr-23	Capita Business Services Limited	IT costs	42,376.76
28-Nov-23	Capita Business Services Limited	IT costs	39,530.24
27-Mar-24	Capita Business Services Limited	IT costs	189,057.49
31-Jan-24	Celerity Scotland Limited	Administration costs	29,640.00
03-Apr-23	CGI IT UK Limited	Administration costs	26,730.00
08-Jun-23	CGI IT UK Limited	Administration costs	26,136.00
26-Mar-24	Computacenter(UK)Ltd	IT costs	54,720.02
09-Feb-24	Computacenter(UK)Ltd	IT costs	34,023.48
15-Jan-24	Computacenter(UK)Ltd	IT costs	28,560.08

<b>Invoice Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount £</b>
13-Aug-23	Cornerstone OnDemand Limited	Staff costs	46,122.12
30-Nov-23	Corporate Travel Management (North)	Travel and subsistence	34,118.81
29-Feb-24	Corporate Travel Management (North)	Travel and subsistence	33,524.59
07-Sep-23	Corporate Travel Management (North)	Travel and subsistence	33,408.35
31-Oct-23	Corporate Travel Management (North)	Travel and subsistence	31,677.10
10-May-23	Corporate Travel Management (North)	Travel and subsistence	26,762.59
31-May-23	Corporate Travel Management (North)	Travel and subsistence	25,429.32
27-Apr-23	Dundee City Council	Accommodation costs	182,614.00
27-Apr-23	Dundee City Council	Accommodation costs	133,882.00
28-Mar-24	Dundee City Council	Accommodation costs	97,406.50
28-Mar-24	Dundee City Council	Accommodation costs	71,414.50
19-Apr-23	East Lothian Council	Staff costs	38,014.59
29-Feb-24	GVAV LTd	IT costs	59,529.60
01-Sep-23	Hartnell Taylor Cook LLP	Accommodation costs	56,345.40
22-Nov-23	Hartnell Taylor Cook LLP	Accommodation costs	56,345.40
21-Feb-24	Hartnell Taylor Cook LLP	Accommodation costs	56,345.40
05-Jun-23	Hartnell Taylor Cook LLP	Accommodation costs	38,170.80
02-Jun-23	HM Revenue & Customs (HMRC)	Administration costs	40,406.31
17-Apr-23	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
19-Jul-23	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
18-Oct-23	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00
30-Jan-24	London & Scotland Property Asset Management Ltd	Accommodation costs	114,000.00

<b>Invoice Date</b>	<b>Supplier</b>	<b>Subject Matter</b>	<b>Payment Amount £</b>
19-Jun-23	London & Scotland Property Asset Management Ltd	Accommodation costs	95,369.74
01-Apr-23	Pulsant (Scotland) UK	IT costs	33,527.96
01-Jul-23	Pulsant (Scotland) UK	IT costs	33,527.96
01-Oct-23	Pulsant (Scotland) UK	IT costs	33,527.96
21-Jun-23	Reliable IT Services Ltd	IT costs	31,874.70
07-Aug-23	Renfrewshire Council	Accommodation costs	40,975.00
04-Sep-23	Renfrewshire Council	Accommodation costs	40,975.00
01-Dec-23	Renfrewshire Council	Accommodation costs	40,975.00
11-Mar-24	Renfrewshire Council	Accommodation costs	40,975.00
14-Mar-24	Research Scotland	Administration costs	25,200.00
19-Jul-23	RR Star Limited	Accommodation costs	87,682.50
18-Oct-23	RR Star Limited	Accommodation costs	87,682.50
30-Jan-24	RR Star Limited	Accommodation costs	87,682.50
20-Dec-23	Scotland Excel	Administration costs	40,500.00
31-Jan-24	Scott Logic Limited	Administration costs	43,812.00
31-Mar-24	Scott Logic Limited	Administration costs	32,478.00
03-May-23	Scottish Government	Staff costs	86,008.80
19-Mar-24	Scottish Government	Accommodation costs	35,173.36
18-May-23	Scottish Government	Accommodation costs	30,468.00
23-Aug-23	Scottish Government	Accommodation costs	30,468.00
19-Oct-23	Scottish Government	Accommodation costs	27,633.00
19-Jun-23	Scottish Social Services Council	Staff costs	212,004.00
14-Mar-24	Softcat Limited	IT costs	327,666.38
07-Mar-24	Softcat Limited	IT costs	167,186.10
16-Feb-24	Softcat Limited	IT costs	61,481.34

Invoice Date	Supplier	Subject Matter	Payment Amount £
05-Mar-24	Softcat Limited	IT costs	60,417.60
09-Jun-23	Softcat Limited	IT costs	54,719.97
13-Jun-23	Softcat Limited	IT costs	50,820.79
12-Jun-23	Softcat Limited	IT costs	50,400.00
28-Nov-23	Softcat Limited	IT costs	50,400.00
29-Jan-24	Space Solutions Scotland Limited	Accommodation costs	166,288.38
27-Feb-24	Space Solutions Scotland Limited	Accommodation costs	119,072.88
31-Mar-24	Space Solutions Scotland Limited	Accommodation costs	72,932.11
31-Dec-23	Space Solutions Scotland Limited	Accommodation costs	62,142.05
31-Jan-24	Storm ID Limited	Administration costs	37,500.00
25-Mar-24	XMA Limited	IT costs	361,584.00
10-Aug-23	XMA Limited	IT costs	100,089.01
21-Mar-24	XMA Limited	IT costs	28,311.52

### Cumulative Payments over £25,000

There were 59 payees where cumulative payments exceeded £25,000. 28 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	Trading Partner	Subject Matter	Payment Amount £
11	Aberdeen City Council *	Accommodation costs	48,859.00
1	Aberdeenshire Council	Staff costs	40,550.46
3	Audit Scotland	Administration costs	45,672.00
6	Avison Young (UK) Limited	Accommodation costs	38,070.00
3	Be-IT	Staff costs	25,901.46
2	Brightsolid *	IT costs	32,400.00

<b>Number of Payments</b>	<b>Trading Partner</b>	<b>Subject Matter</b>	<b>Payment Amount £</b>
7	C & W Assets Limited *	Accommodation costs	67,966.78
12	Canon UK Limited	Supplies and services	31,381.85
26	Capita Business Services Limited *	IT costs	301,342.19
3	Celerity Scotland Limited *	IT costs	59,640.00
20	Ceteris (Scotland) Ltd	Accommodation costs	80,135.75
17	CGI IT UK Limited *	Administration costs	385,623.00
22	Colliers International	Accommodation costs	37,408.16
31	Computacenter(UK)Ltd *	IT costs	170,883.10
1	Cornerstone OnDemand Limited *	Staff costs	46,122.12
13	Corporate Travel Management (North) *	Travel and subsistence	310,796.31
11	Dundee City Council *	Accommodation costs	351,198.60
2	East Lothian Council *	Staff costs	57,142.41
22	ECG Building Maintenance Limited t/a ECG Facilities Services	Accommodation costs	62,016.13
14	EDF Energy	Accommodation costs	151,251.05
10	Elite Training and Consultancy (Scotland) Limited	Staff costs	28,574.00
3	Exception Limited	Administration costs	58,935.00
10	ExecSpace Limited	Supplies and services	35,992.36
16	Faculty Services Limited	Administration costs	162,942.00
12	Graham + Sibbald LLP	Accommodation costs	85,948.53
28	Gresham Office Furniture Ltd	Accommodation costs	97,075.11
1	GVAV LTd *	IT costs	61,406.40
8	Hartnell Taylor Cook LLP *	Accommodation costs	233,449.68
4	Henderson Loggie	Administration costs	37,135.20
4	HM Revenue & Customs (HMRC) *	Administration costs	56,634.28



<b>Number of Payments</b>	<b>Trading Partner</b>	<b>Subject Matter</b>	<b>Payment Amount £</b>
1	Insight Direct UK Limited	IT costs	43,948.80
26	Iron Mountain (UK) Limited	Supplies and services	51,250.06
7	London & Scotland Property Asset Management Ltd *	Accommodation costs	564,510.70
13	MITIE Cleaning & Environmental Services Limited (MCES)	Accommodation costs	159,383.08
5	NHS Greater Glasgow & Clyde	Staff costs	53,554.60
15	NHS National Services Scotland	Supplies and services	34,726.44
4	NVT Group Limited	Administration costs	27,609.00
14	Ogilvie fleet Ltd	Travel and subsistence	97,159.54
7	Oyster Information Management Solutions Limited	IT costs	31,524.50
3	Park Place Technologies Limited	IT costs	31,735.43
24	Profile Security Services Limited	Accommodation costs	197,806.89
15	Pulsant (Scotland) UK *	IT costs	125,023.97
1	Reliable IT Services Ltd *	IT costs	31,874.70
10	Renfrewshire Council *	Accommodation costs	166,715.58
1	Research Scotland *	Administration costs	25,200.00
3	RR Star Limited *	Accommodation costs	263,047.50
1	Scotland Excel *	Administration costs	40,500.00
2	Scott Logic Limited *	Administration costs	67,158.00
7	Scottish Government *	Accommodation costs	217,115.80
5	Scottish Natural Heritage	Accommodation costs	35,653.15
2	Scottish Social Services Council *	Staff costs	212,306.28
18	Softcat Limited *	IT costs	916,688.14
8	Space Solutions Scotland Limited *	Accommodation costs	406,858.97
1	Storm ID Limited *	Administration costs	37,500.00

Number of Payments	Trading Partner	Subject Matter	Payment Amount £
1	Tayside Pension Fund	Staff costs	4,500,000.00
14	Total Gas & Power Limited	Accommodation costs	52,759.98
28	Venesky-Brown Recruitment Limited	Staff costs	42,381.41
10	XMA Limited *	IT costs	435,634.72
20	Zellis UK Limited	Staff costs	127,382.39

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

There were 29 payments in excess of £500 to suppliers for purchases made using GPC.

Payment Date	Supplier	Subject Matter	Payment Amount (£)
29/05/2023	The Lerwick Hotel	Accommodation	657.05
29/05/2023	The Lerwick Hotel	Accommodation	729.65
29/05/2023	The Lerwick Hotel	Accommodation	644.65
15/05/2023	Together Travel	Accommodation	559.00
12/05/2023	Together Travel	Accommodation	500.00
01/05/2023	Ayre Hotel Kirkwall	Accommodation	620.00
22/05/2023	The Colour Works INT	Training & Development	532.80
15/06/2023	SLI DO	Subscriptions & Publications	720.00
11/08/2023	Cabarfeidh Hotel	Accommodation	738.00
07/08/2023	The Broadford Hotel	Accommodation	547.85
07/08/2023	The Broadford Hotel	Accommodation	504.90
29/09/2023	Ayre Hotel Kirkwall	Accommodation	649.35
22/09/2023	Dashlane	IT Costs	721.26
20/10/2023	Paterson Skip Hire Ltd	Property Costs	676.00

Payment Date	Supplier	Subject Matter	Payment Amount (£)
13/10/2023	Ayre Hotel Kirkwall	Accommodation	622.25
13/10/2023	Ayre Hotel Kirkwall	Accommodation	625.00
02/10/2023	Ayre Hotel Kirkwall	Accommodation	717.80
20/11/2023	Ayre Hotel Kirkwall	Accommodation	517.00
17/11/2023	Ayre Hotel Kirkwall	Accommodation	516.50
13/11/2023	The Lerwick Hotel	Accommodation	855.85
21/12/2023	Haymarket Media Group	Training & Development	955.20
12/12/2023	Sprout Social	Subscriptions & Publications	523.81
05/02/2024	Borve House Hotel	Accommodation	563.82
05/02/2024	Borve House Hotel	Accommodation	563.82
06/02/2024	Meisterlabs	Subscriptions & Publications	648.00
15/03/2024	Lyreco UK Ltd	Stationery	515.94
11/03/2024	Lyreco UK Ltd	Stationery	587.72
25/03/2024	BMJ	Training & Development	1,765.04
19/03/2024	Lyreco UK Ltd	Stationery	765.85

## 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 our Inspection Volunteers, enabling people who experience care and support, and their carers, to discuss and share their views. The Inspection Volunteers continue to engage with families and individuals by telephone and during on-site inspections. Several adult Inspection Volunteers have been trained to work on strategic inspections, speaking directly to people experiencing care. They have also contributed to the Safe Staffing programme by seeking the views of those experiencing care. Our overall aim is to continue supporting people experiencing care to share their views on care and support services. Face-to-face discussions are one of the ways that an Inspection Volunteer can facilitate this.

The Inspection Volunteers have also been involved in the recruitment of Care Inspectorate personnel, offering excellent feedback on candidates' performance during interviews. As part of our ongoing commitment to the personal development of Inspection Volunteers, we have considered how well we support them and developed a support structure based on their feedback about what works well for them.

In the past 12 months, the Inspection Volunteers have been involved in many other aspects of the Care Inspectorate's business. One adult Inspection Volunteer contributed to the Meaningful Contact work that the Care Inspectorate is leading. They spoke at a webinar with providers and developed a podcast with the Meaningful Contact Lead, which is available as a resource on our website.

A few young Inspection Volunteers supported the development of a film on the Thematic Review of Disability with inspectors from the Children and Young People Strategic Inspection Team. The young Inspection Volunteers have been involved in a test of change with the Senior Quality Improvement Advisor, testing how we give feedback to young people post-inspection and how this could be more meaningful.

In August 2023, one young Inspection Volunteer and an adult Inspection Volunteer attended an in-person Professional Development Accreditation (PDA) event focused on participation practice. They presented their knowledge from

the perspective of inspection work to a range of professionals working on their PDAs from Early Learning and Childcare (ELC) and Adult Care.

The young Inspection Volunteers have co-facilitated a presentation to the Children and Young People Inspection Team, sharing their experiences during inspections. They also spoke at a Children's Rights and Regulators webinar, describing their role in seeking the views of care-experienced young people during the inspection process.

Both young and adult Inspection Volunteers have had the opportunity to be involved in various development opportunities, including attending the King's Garden Party in recognition of their ongoing commitment to volunteering with the Care Inspectorate. Several young Inspection Volunteers attended a residency with Each and Every Child, which involved group discussions on reframing the language used when working with care-experienced young people. In March 2024, a group of young Inspection Volunteers participated in accredited training in Media Studies. They learned the skills of filmmaking and how this can be used to express voice.

We are committed to providing internships, work experience and placements and are also committed to recruiting young and care experienced people. We worked on our family firm approach and implemented a guaranteed job interview scheme to encourage applications from care experienced people, and especially to attract care leavers.

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.

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.

We continue to maximise efficiencies from the effective use of our technology, holding hybrid meetings and electronic storing of information. We are assessing our environment, sustainability and biodiversity impact with a view to creating an action plan to work towards achieving net-zero by 2045.

We have accommodation sharing arrangements with other public sector bodies in 9 of our 11 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. We have worked on our family firm approach and have implemented a guaranteed job interview scheme to encourage applications from care experienced people, and especially to attract care leavers. We are also recruiting to two Modern Apprenticeship roles, and again are actively encouraging applications from people with care experience.

We have adopted a hybrid working approach and have 20% of staff who 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 5.08%, which was an increase of 0.38% 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.

To ensure learning remains accessible for staff working remotely and to reduce travel, our blended learning model includes a range of virtual events, self-directed learning resources and online content. The activity includes personal/professional development, IT training, induction and wellbeing support.

Our [Corporate Plan 2022-25](#) sets out our vision, the outcomes we want to achieve and our priorities.

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 and 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.

## **2023-24 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 2023-24 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 considerable 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.
- We use the Scottish Model of procurement which sets the principles of:
  - Embedding sustainability in all we do.

- Improving supplier access to public contracts.
  - Maximising efficiency and collaboration.
  - Delivering savings and benefits.
- We are members of a Scottish Procurement Cluster Group, where we share ideas and best practice to increase our knowledge and skills to deliver best value through procurement.
- Our policy is for all contracting opportunities to be advertised on the Public Contracts Scotland advertising portal. We use collaborative frameworks where possible.
- Savings and benefits realised through Procurement are published in our [Annual Procurement Report](#).
- 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.
- Changes to our working practices 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.
- 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 and shares our Dundee offices with six other public sector bodies.



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