



Position Profile

Care Inspectorate

Head of Corporate Policy & Communications



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1. The Organisation

The Care Inspectorate is the official statutory body responsible for inspecting standards and furthering improvement in social work and social care in Scotland. That means we regulate, inspect and support improvement in care services to make sure they are operating at the levels we expect. We also carry out joint inspections with other bodies to check how well local partnerships 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 help ensure that people experience high quality care and support. We play a key part in improving care for adults and children across Scotland, acting as a catalyst for change, improvement, innovation and promoting good practice.

We are an executive non-departmental public body. This means we operate independently from Scottish Ministers but are accountable to them and are publicly funded. Our functions, duties and powers are set out in the Public Services Reform (Scotland) Act 2010 and associated regulations.

The Care Inspectorate's **vision** is for world-class social care and social work in Scotland, where every person, in every community, experiences high-quality care and support, tailored to their rights, needs, and wishes.

As a scrutiny body that provides public assurance with a duty to further improvement, the Care Inspectorate is a key contributor to the aspiration for world-class social care and social work in Scotland. As an organisation it has five core values which underpins everything it does:

- **Person-centred** – we will put people at the heart of everything we do
- **Fairness** – we will act fairly, be transparent and treat people equally
- **Respect** – we will be respectful in all that we do
- **Integrity** – we will be impartial and act to improve care for the people of Scotland
- **Efficiency** – we will provide the best possible quality and public value from our work

The Care Inspectorate's current **strategic objectives** are:

People experience high-quality care

- Our scrutiny, assurance and improvement support work will lead to improved quality of care and wellbeing for people
- Poor-quality care will be addressed quickly, through a wide range of scrutiny assurance and improvement support interventions
- Scrutiny, assurance and improvement support interventions will be influenced by the views and expertise of people who experience care and their carers

People experience positive outcomes

- Care providers and commissioners will be supported to self-evaluate and build capacity to improve

- Intelligence and evidence gathered from scrutiny, assurance and improvement support will inform and assure the public and our stakeholders, contributing towards addressing health and social inequalities
- Based on intelligence, we will focus our scrutiny, assurance and improvement support activity to where it will have the greatest impact
- Our registration of services will support the development of high-quality and innovative services

People's rights are respected

- We will develop quality frameworks for inspection that are outcomes-focused and experience-led, promote self-evaluation and care based on the Standards
- Our work will inform the development of person-led care and support, including the effectiveness of social work practice

For more information, including core activities undertaken, please visit www.careinspectorate.com

NB: The Care Inspectorate embraces agile working and whilst our headquarters are in Dundee, the successful candidate would not necessarily need to be based in Dundee full time.

2. The Opportunity

Following a strategic review and in response to increased demand in reporting to the Scottish Government and Parliament, an increased and ongoing requirement in terms of strategic policy input and intensified levels of engagement with the wider health and social care sector, the Care Inspectorate has created the new role of Head of Corporate Policy and Communications.

The new Head of Corporate Policy and Communications will provide strategic leadership and align the policy and communication functions, in a cohesive way, to respond effectively and efficiently to immediate and strategically significant requests from stakeholders. They will use intelligence to proactively shape and influence policy and learning at both a local and national level, identifying emerging themes and areas of priority.

Adopting a proactive and strategic approach, the incumbent will support the Chief Executive, Senior Leadership Team and Board by scanning the organisation's horizons and wider policy landscape and developing innovative solutions and policy responses to deal with emerging issues and developments.

Key Priorities:

- Review and formally consult on options identified through the review to align and connect the Care Inspectorate's strategic, external, internal communications and engagement functions

- Ensure the communication and policy remits are connected, duplication is avoided, responsibilities are clear and through effective resource planning support both the current and future needs of the organisation
- Maintain and protect the Care Inspectorate's reputation encompassing both proactive and reactive external communications, stakeholder management and crisis communication
- In response to the intensified level of public and media scrutiny, maintain and protect the organisation's reputation
- Ensure the delivery of the Care Inspectorate's vision and strategic priorities, developing effective partnerships and influencing the ongoing and future shaping of care services to ultimately ensure better care for the people of Scotland
- Directly contribute to the wider business transformation and continuous improvement agenda reflecting the evolving delivery model for scrutiny, assurance and improvement support whilst also identifying opportunities for operational efficiencies and encouraging new ways of working and thinking

Key Responsibilities:

Strategic management

- Ensure that the communications function assists in positioning the Care Inspectorate across the public and care sectors in Scotland and the overall delivery of the Care Inspectorate's corporate plan
- Ensure that the policy team provides effective analysis and support on policy, political and parliamentary developments affecting the Care Inspectorate whilst also proactively updating the Chief Executive, Board, Senior Leadership Team and staff on the latest policy opportunities, developments and how this may impact on the organisation's work and activities
- Accountable for preparing Ministerial reports and briefings to parliament and other key bodies to ensure that the Chief Executive's/organisational views are reflected appropriately
- Manage the impact of high-profile announcements and lead on stakeholder engagement on the Chief Executive's behalf
- Advise the Chief Executive, Senior Leadership Team and Board on the development and implementation of internal and national policy and be responsible for overseeing high level communications
- Advise the Care Inspectorate on broad communications strategies and specific communication opportunities and help execute those strategies through the delivery of strategic engagement activities
- Advise on innovative communication methods which inform stakeholders and employees, while promoting the work of the Care Inspectorate. Oversee the development and implementation of the strategic communications strategy, advising on risk, opportunities and public posture
- Build and maintain relations with key stakeholders and act as a primary contact, facilitating positive working relationships on the Chief Executive's behalf
- Be accountable for managing media handling issues which arise, including across social media, working closely with staff in the communications function including the senior press officer to manage the impact on the Care Inspectorate

- Support the Senior Leadership Team, the Care Inspectorate Board and its Committees in scanning the organisation's horizons and in developing innovative solutions and policies to deal with emerging issues and developments. This will include the provision of regular and special reports identifying developing trends and assisting effective decision making and resource deployment
- Attend, and contribute at Senior Leadership Team meetings ensuring the strategic goals for the communications and policy teams are directly aligned to the organisation's overall mission, messaging and strategy
- Performs tasks and takes decisions as necessary on behalf of the Chief Executive, such as authoring and reviewing high level strategic reports to the Board/Scottish Government/Sponsor Branch and other senior officials and assist in reviewing how the organisation can create cost efficiencies in how it works
- Act as primary contact between the Chief Executive, Scottish Government and external stakeholders, whilst ensuring that the Chief Executive's attention is focused on business-critical issues
- Manage relationships on behalf of the Chief Executive with Scottish Government, key national organisations, HSCPs, Local Authorities and to manage and support an effective working relationship with the Chief Executive, the Senior Leadership Team and Operational Leadership Team proactively facilitating timely and high-quality delivery of key advice, briefings, papers and other products such as developing and authoring strategic documents
- Promote the principles of partnership working and engagement throughout the organisation and embrace this as the agreed way of working
- Directly support the evolution of a new Chief Executive's office developing and leading a cohesive, integrated and productive team that contributes efficiently and effectively to the organisational culture and values, driving forward the organisation's vision and priorities
- Lead on the development and implementation of the Corporate Plan

Operational management

- Resolve complex or difficult issues, dealing with situations as and when they arise and ensuring the reputation of the Care Inspectorate is protected as far as possible. This will involve reacting to fast moving situations where the post holder will speak for the Chief Executive and ensure Care Inspectorate views are promoted
- Provision of high quality, timely, accurate and clear advice/briefing to the Chief Executive and, as required, the Board, Senior Leadership Team and the Operational Leadership Team, on a wide range of issues. This requires being aware of what is going on right across the organisation, be able to summarise complex policy and operational issues quickly
- Ensure systems, practices and procedures reflect the continuous improvement culture and examples of good practice learnt from others
- Draft and quality assure complex and priority submissions and briefings on behalf of the Chief Executive, ensuring that they are fit for purpose for Ministers and/or Scottish Government
- Use relationships, judgment and understanding of the wider context to provide advice on Care Inspectorate activity adding value to the process and substance of decision-making

- Manage the allocated budget and procurement activity for all communications and policy activity ensuring both operational activities and the principles of best value are delivered effectively and efficiently
- Lead on developing innovative approaches to ensure continuous improvement and high-quality standards through creative problem solving and bringing new thinking, constructive challenge and solutions to Care Inspectorate activities

People management

- Lead and direct staff ensuring that all work is carried out in an effective and consistent manner and meets the targets and requirements of the Care Inspectorate
- Support, develop and coach specialist Managers through regular one-to-one supervision, performance development reviews and personal development plans, implementing corrective action where necessary, to ensure continuous improvement and maximize performance levels
- Manage the recruitment and development of all employees within the role's remit
- Promote the health, safety and welfare of all employees within the role's remit
- Promote diversity, equality of opportunity, fairness, dignity and trust, ensuring that these principles are upheld across all areas of service delivery

Relationship management

- Work effectively with external stakeholders and partners to ensure that the Care Inspectorate's priorities are driven forward and communicated effectively
- Foster and manage effective working relationships with all senior managers and key staff from across all Directorates
- As a manager, model corporate behaviour and demonstrate commitment to Care Inspectorate values
- Ensure the deployment of appropriate mechanisms to consult effectively, both internally and externally, with all relevant staff and stakeholders concerned in the delivery of the functions within the role's control
- At all stakeholder interfaces, be proactive in raising awareness of the work of the Care Inspectorate in a positive manner

This job description is a broad picture of the post at the date of preparation. It is not an exhaustive list of all possible duties and it is recognised that jobs change and evolve over time. Consequently, the post holder will be required to carry out any other duties to the equivalent level that are necessary to fulfil the purpose of the job, and to respond positively to changing business needs.

3. Preferred Candidate Background

A senior communications professional with direct experience of either managing or working closely with a policy team, you will be an inspiring, solutions focused and forward-thinking leader, able to build and maintain strong working relationships with a range of internal and external stakeholders.

The successful candidate will also be able to demonstrate their energy, drive and enthusiasm for the role and a commitment to the Care Inspectorate's mission and values.

Skills, Experience & Knowledge

Essential

- Significant experience and accountability for providing strategic communications advice and guidance, to senior executives and ideally non-executive board members
- Direct involvement in adopting a proactive and strategic approach to developing innovative solutions and policy responses to deal with emerging issues and developments
- Experience of interpreting and applying complex legislation to situations and the ability to engage in debate about these issues
- Strong political acumen coupled with an understanding of the social care, health and early learning environment within which the Care Inspectorate operates
- The ability to identify and respond appropriately to emerging issues across the health and social care environments
- Strong practical understanding of the 'communications toolbox' including digital, content development, brand, public relations and media and parliamentary relations
- Relevant experience of delivering effectively crisis communications and reactive reputation management activities
- Proven ability to monitor and assess communications and media strategy and activities success/failure against key business objectives
- Direct experience of effective decision making related to high-profile announcements, media handling issues, including across social media and internal communications on behalf of the Chief Executive / wider organisation
- Experience of dealing with a range of complex issues in a demanding stakeholder, and ideally political environment
- Successful partnership working, specifically the ability to effectively build, develop and manage sustainable relationships with a wide range of stakeholders.
- Strong project management skills including the ability to manage time efficiently in an environment of changing priorities, working to tight deadlines and balancing immediate (both proactive and reactive activities) and long-term priorities
- Direct involvement in seeking out, managing and influencing opportunities for continuous improvement and change
- A good understanding of corporate governance, including the work of the Board and audit and risk committees
- IT literate, using the most effective methods to communicate and manage information.
- Demonstrate understanding of and commitment to Equality and Diversity issues

Desirable

- Direct experience of working with Scottish Government, local authorities and politicians

Personal attributes

- A pragmatic problem solver with intellectual flexibility and agility to move easily between significant details and the bigger picture
- Solution orientated, self-motivated and results driven

- The ability to work with both a high degree of autonomy and initiative, working to tight deadlines and dealing with emerging and rapidly changing high profile situations
 - Excellent communication, negotiation and influencing skills
 - Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for the advice
 - Adept at challenging traditional thinking in a positive and constructive way.
 - The ability to work at pace, resolving complex or difficult issues on behalf of the Chief Executive, or wider Senior Leadership Team
 - A high degree of tact and diplomacy when dealing with sensitive and high-profile issues
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4. Remuneration

This role offers a competitive salary, career average pension scheme (with a tiered employee contribution rate) and 38 days holiday (25 days, 7 floating and 6 fixed public holidays)

5. The Recruitment Process

The recruitment process is being handled by our retained advisors, Livingston James. Douglas Adam at Livingston James will conduct first stage interviews prior to discussing candidates with the Care Inspectorate at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter to Douglas Adam at douglasadam@livingstonjames.com
