



Livingston James



POSITION PROFILE



Chief Executive



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Thank you for your interest in the role of Chief Executive at the Care Inspectorate.

The Board of the Care Inspectorate is looking for an exceptional Chief Executive to lead our organisation through the next phase of our change journey and drive us forward to achieve our vision of world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support and learning, tailored to their rights, needs and wishes.

The Care Inspectorate provides public assurance about the quality of social care, social work and early learning services, promotes innovation and drives continuous improvement. We collaborate and take action where experiences and outcomes are not meeting individual needs.

The National Care Service proposed for Scotland will have a significant impact on the delivery of social care and social work services in Scotland. As the National Care Service is debated, developed, and implemented this will have significant implications for our role and function. It presents an opportunity to influence and adapt to this changing environment, and strengthen our role, purpose and ability to support and contribute to the delivery of world-class social care, social work and support in Scotland.

With a workforce of 592 employees across Scotland and a strong national focus, the new Chief Executive must be passionate about the quality of social care and social work services in Scotland and a strong advocate for the organisation across the public sector, with Scottish Government, the public, those who experience care and their families, the media and our external stakeholders. You will be the face of the organisation in Scotland, across the UK and also be responsible for representing the organisation on an international platform to promote our work, share good practice and lead by example.

The Covid-19 pandemic has and continues to cause incredible challenges for many across our society, not least staff working in social care services across Scotland to deliver the best possible care. Many people will experience social care and social work services at some stage in their lives.

The Care Inspectorate is the independent scrutiny and improvement support body for social care and social work services in Scotland.

We work to ensure that services for people who experience care are high quality and tailored to their rights, needs and wishes. We do this through embedding the Scottish Health and Social Care Standards in all that we do alongside a commitment to respecting people's rights.

Developing the standards and building them into our scrutiny model puts those who experience care and support at the heart of all we do.

We are seeking an experienced values-based leader who is politically astute, with highly developed negotiating, coaching and influencing skills, as well as the ability to constructively challenge the status quo and the flexibility to lead the organisation through a changing environment.

Welcome from the Chair



The successful candidate will have vision and focus, and a proven track record of successfully leading in a complex organisation. Such experience will include responsibility for an organisation's finances and operational performance, and for building strategies to deliver its corporate aims.

In return, this role offers the fulfilment of leading a national organisation that is committed to keeping those who experience care, support and learning opportunities at the centre of everything we do.



Paul Edie
Chair, Care Inspectorate





The Care Inspectorate is the independent scrutiny, assurance and improvement support body for social care and social work in Scotland. We provide public assurance in the quality of care delivered to people by individual services and across local communities.

Our vision is for a 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.

We inspect services, taking an intelligence-led, risk-based approach to scrutiny, assurance and quality improvement support. We support improvement where care is not good enough and take action when we find outcomes are poor. Our expert workforce provides scrutiny and support for improvement to services every day, with information, guidance and ideas for sustainable improvements that lead to high-quality care. We offer a wide range of resources to support services to improve. All care services in Scotland must be registered with us and we investigate complaints about registered care services, with powers to enforce change where needed.

We champion the high-quality care we find during the inspections we carry out each year. Increasingly, we work collaboratively with other organisations and the care sector to share good practice, support and spread improvement and innovation across Scotland.

Our work helps reduce health and social care inequalities across communities. We inspect every registered care service in Scotland and our inspection reports provide public information on the quality of care being provided by each of them. We also inspect the range of social care and social work services, and early learning and childcare services, being provided across community areas by local partnerships, reporting on performance and identifying improvements they need to make.

The evidence and intelligence we gather through our scrutiny and improvement support work shapes and influences local and national policy and practice. We are proud to have been involved in creating the national Health and Social Care Standards that help us ensure our work puts people and human rights at the heart of all that we do.

Our values drive all that we do. We always strive to practice and demonstrate these values daily and show compassion in everything that we do.

- 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.

We inspect individual care services

We support and regulate almost 12,000 services. Higher-risk services are inspected more often. Our inspectors talk to people using the service, staff and managers. We want to make sure that people experience high-quality care, and that care services are making a positive impact on people's lives, based on their needs, rights and choices.



We give care services grades when we inspect them, and look at key areas like care and support, physical environment, quality of staffing, and quality of management and leadership. Each area of each care service is assessed on a scale from 1 to 6, where 1 is unsatisfactory and 6 is excellent. After every inspection, we publish an inspection report showing our findings, which is helpful if you are using service or thinking of doing so.



We inspect how care is provided across areas

We work with other scrutiny and improvement bodies to look at how local authorities, community planning partnerships and health and social care partnerships are delivering a range of services in their communities across Scotland. These inspections look at how well services are working together to support positive experiences and outcomes for people. This helps partnerships understand what is working well, and what needs to improve.

Supporting improvement and driving up standards

Our job is not just to inspect care, but help the quality improve where needed. This means we work with services and support them, offering advice, guidance and sharing good practice to help care reach the highest standards.

We want everyone to experience high-quality care that meets their individual needs. Scotland's Health and Social Care Standards describe what people should expect from care. The Standards are what we refer to when we are assessing how well care is performing.



National Care Service

There are developments that the Care Inspectorate will continue to influence, shape and contribute to, such as the implementation of The Promise, and the rollout of the expansion of funded early learning and childcare (ELC). We will also work with the Scottish Government and partners on delivering the recommendations of the Independent Review of Adult Social Care and the implementation of changes coming forward as part of the National Care Service.

Through our core purpose of providing scrutiny, assurance and quality improvement support we have the opportunity to ensure that we contribute towards world-class care, support and learning opportunities in Scotland, where everyone, in every community, experiences high-quality social care and social work that is compassionate and tailored to their rights, needs and wishes.

More information can be found at www.careinspectorate.com





As Accountable Officer you will be personally answerable to the Scottish Government for the stewardship of the public funds under your control. Within a tightening financial climate and reducing public sector budgets the Chief Executive is responsible for providing strategic and operational leadership in managing the overall business to ensure that: strategic plans are developed and implemented; results are monitored and reported to the Board; and financial and operational objectives are established, maintained and delivered.

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.

Leading the workforce through a clear, strategic vision and with a strong values-based approach, **key priorities of the role include:**

- Leading the Care Inspectorate, effectively navigating and responding to the ever-changing health and social care landscape. Deliver intelligence-led inspection that ensures a person centred, human-rights based and outcome-focussed social care provision across Scotland.
- Acting as an outstanding ambassador for the Care Inspectorate, ensure the organisation's reputation is promoted and enhanced, as appropriate.
- Effectively promote the Care Inspectorate as a high-profile, risk-based, problem-solving organisation while also maintaining the confidence of the public and stakeholders in the quality of its public assurance role and therefore the quality of services.
- Develop and maintain effective relationships with a diverse range of external stakeholders and partners ensuring the Care Inspectorate continues to be viewed as a critical strategic partner that encourages innovative thinking and promotes a holistic approach that delivers a person centred, human-rights based and outcome focussed social care provision for everyone in Scotland.
- Build and sustain credibility with the public and service providers, working in strategic and operational partnership with other scrutiny bodies.
- Work closely with Scottish Government to ensure our legislative framework enables the Care Inspectorate to make decisions to safeguard and protect people who use care services and their carers.
- Ensure the Care Inspectorate continues to improve the scrutiny and improvement of social care and social work services, developing flexible regulatory practices and integrated scrutiny and improvement activities that focus on and foster a culture of innovation.
- Oversee 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.
- Oversee the organisation's 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

- Lead the development of new approaches to scrutiny and improvement which support emerging policies, are aligned to health and social care standards, and underpinned by human rights.
- Ensure that the Care Inspectorate adopts a business model which is more versatile than routine cyclical inspection programmes and demonstrates that all aspects of the Care Inspectorate systems, processes and procedures support a new collaborative approach to scrutiny and improvement.
- The Chief Executive will build an approach to scrutiny and improvement that:
 - is informed by intelligence and is risk-based,
 - is proportionate,
 - develops the skills and capacity of the organisation to work on problem solving,
 - supports middle managers as key operational leaders and decision makers.

Operational management

- Facilitate and inspire the development of capacity within the organisation, especially within the management teams, to deliver different approaches to scrutiny and improvement both effectively and efficiently.
- Ensure that the Care Inspectorate develops and acquires the skills and behaviours necessary to deliver risk-based, intelligence-led scrutiny and improvement in a cost effective manner.
- Secure continuous improvement in the performance of the Care Inspectorate.
- Ensure the realisation of the full benefit of the Care Inspectorate's business model through the promotion of better outcomes for people who use care services and their carers.

Relationship management

- Lead, facilitate and inspire the relationships with key stakeholders which will be critical to the success of new approaches to scrutiny and improvement.
- Lead the establishment and maintenance of effective working relationships with all relevant stakeholders, including staff and their representatives, the Scottish Government, local authorities, other care organisations, service providers, Healthcare Improvement Scotland, Education Scotland, Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), the Mental Welfare Commission and other scrutiny bodies.
- As Chief Executive, you will be responsible for promoting co-operative working with other scrutiny bodies to ensure that joint interests are identified and acted upon

People management

- Lead and direct the Care Inspectorate and ensure that work is carried out in an effective and consistent manner and meets the targets and requirements of the organisation.
- Support, develop and coach directors through regular performance development reviews and personal development plans.



- Promote the health, safety and welfare of employees.
- Manage the performance and monitor standards and consistency of the practice of all employees.
- Promote diversity and equality of opportunity.

Other

- In partnership with the Chair, ensure that the Care Inspectorate has a sound governance structure in place and that it demonstrates proper business arrangements and processes which are consistent and transparent.
- Ensure that robust performance management arrangements are in place throughout the organisation to guarantee effective management and development of staff.
- Identify opportunities for realising significant efficiency savings while maintaining a high level of public assurance.

Principal working contacts:

- The Care Inspectorate Chair and Board.
- Executive team.
- Scottish Government ministers and officials, sponsor department and elected members.
- Local authorities.
- COSLA.
- Social Work Scotland.
- Scottish Social Services Council.
- Service providers.
- Healthcare Improvement Scotland.
- Education Scotland.
- Her Majesty's Inspectorate of Constabulary Scotland.
- The Mental Welfare Commission.
- Other scrutiny and improvement bodies.





We are seeking an inspirational and dynamic leader with a proven track record of leadership and strategic management with significant achievement at senior management level within an organisation of comparable scope, size and complexity within the public, voluntary or private sector.

A strategic thinker, with a strong understanding of both scrutiny and improvement, the successful candidate must be able to work effectively in a highly politicised environment and demonstrate the ability to develop and maintain effective relationships with a diverse range of stakeholders, creating alliances and establishing professional credibility.

Education, qualifications and training

- Educated to degree level or equivalent.
- Commitment to own Continuous Professional Development (CPD).

Knowledge

- Knowledge of the challenges involved in delivering social work, care and protection services including the regulatory framework and its role in society.
- A good understanding of the range of contacts and networks in the regulatory sector and among central and local government and service providers.

Skills and experience

- A strong values-based leadership style coupled with experience of managing, motivating, and developing staff.
- Relevant experience of negotiating, coaching and leading an empowering culture.
- Direct experience of effectively managing resources and budgets, as well as experience of delivering long term financial sustainability and value for money.
- Experience of dealing with a range of complex issues in both a political and demanding stakeholder environment.
- Excellent ambassadorial and presentational skills with the ability to express views convincingly and coherently using a variety of media.
- Relevant experience of delivering significant change programmes, resulting in tangible benefits and outcomes.
- A high level of interpersonal, communication (verbal and written) & influencing skills.
- Intellectual flexibility to move easily between significant detail and the bigger picture.
- A strong commitment to best practice coupled with a drive for continual improvement.
- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for that advice.
- Significant personal drive and resilience.



Salary Range: £119,208 – 121,400

Pension: Local Government Pension Scheme (tiered employee contribution rate)

Annual leave*: 25 days holiday + 7 floating days & 5 fixed days

*Your leave entitlement will increase, up to a maximum of 30 days, to reflect continuous service with the Care Inspectorate or previous employment with the following employers:

- Local authorities
- National Health Service
- All employers listed on the redundancy payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999 (as amended)
- Further and higher education sector
- Voluntary and private providers of the care sector

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 appointments panel at the shortlist meeting.

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

Recruitment timetable:

Shortlist meeting (Livingston James and Care Inspectorate)	<i>TBC</i>
Final Assessment (Interview and stakeholder session)	<i>TBC</i>

The appointment of the Chief Executive requires ministerial endorsement. This means that there will be a press release to the public required once confirmed. This may take a few days post verbal appointment.