



care
inspectorate

Personal profile

Chief Executive of the Care Inspectorate



HAPPY TO TRANSLATE

March 2015

Personal message from the Chair of the Care Inspectorate

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

I was privileged to be re-appointed as Chair of the Care Inspectorate in March 2015. An exciting opportunity has arisen at the strategic level in the organisation. The Board of the Care Inspectorate is looking for an exceptional Chief Executive to lead the organisation during the next phase of the delivery of its corporate objectives, which support the Scottish Government's important policies around early years, health and social care, and community justice.

Almost everybody in Scotland will use care at some stage in their life, and most care services perform well. Our vision is that every person receives high quality, safe and compassionate care that meets their needs and promotes their rights.

This requires a focus on human rights and outcomes across the entire care sector, ensuring that dignity and respect become a golden thread throughout the planning, delivery, inspection and improvement of care. This means that people who use care services and their carers are at the centre of planning and delivering them, ensuring voice, choice and control for people in the care that they receive.

Our workforce is highly skilled and experienced in all aspects of care, social work and public protection. Our 600 staff work from offices across Scotland, from the Borders to the Islands.

The Care Inspectorate continues to have a very important role in shaping the quality of care, quality, standards and scrutiny and improvement across Scotland. This is at a time of particular major changes such as a review of the National Care Standards, the implementation of the Children and Young People (Scotland) Act 2014, and Public Bodies (Joint Working) Act (Scotland) 2014.

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

Politically astute, he/she will have highly developed negotiating and influencing skills, and the ability to constructively challenge the status quo.

We seek a very experienced leader to provide a clear, strategic vision to our work, with an exceptional proven track record in multi-agency working, change management, delivery of policy, an understanding of human rights, social work policy and practice, public health and corporate governance, including risk management, legal, finance, ICT and public reporting.

In return, this role offers an excellent remuneration package and, perhaps more importantly, the fulfilment of leading an organisation of such significant importance to Scotland and its people.



**Paul Edie, Chair
Care Inspectorate**

Executive summary

The Care Inspectorate is the national scrutiny and improvement body for care services in Scotland, operating across services for children, adults, older people and in the field of criminal justice social work.

The care sector in Scotland is undergoing an unprecedented process of innovative change and reform. Underpinned by key legislative changes, and an increased emphasis on outcomes and improvement, the sector is developing new and innovative types of care to respond to an ageing population. The Care Inspectorate is responding, developing new types of scrutiny and improvement interventions to support improved practice in services and in communities.

We believe that every person in Scotland should receive high quality, safe and compassionate care that reflects their rights, choices and individual needs through the whole care experience.

The Care Inspectorate is now looking for an exceptional Chief Executive to lead the organisation through this critical stage of internal and external reform and inspire our employees to outstanding levels of performance. Highly skilled in managing relationships, the new Chief Executive will articulate clearly, to a wide range of stakeholders, the Care Inspectorate's purpose and objectives and its consequent value to Scotland and to people using care services.

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

1. About the Care Inspectorate

The Care Inspectorate was established under the Public Services Reform (Scotland) Act 2010 (referred to as the 'Act') and is the independent scrutiny and improvement body responsible for regulation and inspection of care and support services, scrutiny of criminal justice social work services and joint inspections with other scrutiny partners of services for adults and children. Its formal, statutory title is "Social Care and Social Work Improvement Scotland".

In all our scrutiny activities we are required under statute to take into account the National Care Standards and the Scottish Social Services Council's codes of conduct and practice in making our judgements and decisions on the quality of care.

We are an executive non-departmental public body and our functions, duties and powers are set out in the Act and in the Executive Framework document drawn up by the Scottish Government Directorate for Health and Social Care Integration.

The Care Inspectorate is governed by its Board which holds responsibility for setting the strategic direction of the organisation, executing good governance and managing performance while taking account of legislation and policy guidance from the Scottish Government to contribute to national outcomes and priorities.

We expect that every adult or child will receive high quality, safe and compassionate care throughout their whole care experience, based on an appropriate assessment that reflects his or her rights and individual needs and choices.

1.1. Relationship with Scottish Government

The Care Inspectorate is an executive non-departmental public body and our functions, duties and powers are set out in the Act and in the NDPB Executive Framework drawn up by the Care Inspectorate and Scottish Government Directorate for Health and Social Care Integration. We operate independently and at arm's length from Scottish Ministers but are accountable to them through the Scottish Parliament. The Chief Executive is the accountable officer.

In all our scrutiny activities we are required under statute to take into account the National Care Standards and the Scottish Social Services Council's codes of conduct and practice in making our judgements and decisions on the quality of care.

Each year, Scottish Ministers agree a scrutiny and improvement plan which sets out the priority areas of work for the Care Inspectorate.

1.2. The Care Inspectorate's vision, purpose and values

Our vision:

The Care Inspectorate believes that every person in Scotland should receive high quality, safe and compassionate care that reflects their rights, choices and individual needs through the whole care experience.

Our purpose:

The Care Inspectorate will contribute to this vision by:

- Providing assurance and protection for people who use services and their carers.
- Delivering efficient and effective regulation and inspection that meaningfully involves people who use care services and their carers.
- Supporting improvement and signposting good practice acting as a catalyst for change and innovation.
- Working in partnership with people who use care services and their carers, scrutiny, delivery and policy partners.

Our values:

- 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.

1.3. Main activities

In pursuit of its aims, the Care Inspectorate carries out a programme of inspection across 14,000 regulated care services and amongst all community planning partnerships in Scotland. Because inspections are planned according to a dynamic assessment of risk and intelligence, the annual number of inspections varies, with some services inspected annually or more frequently and others on a multi-year cycle. Joint inspections of the strategic provisions of services take place in partnership with other scrutiny partners.

In addition, the Care Inspectorate acts as the gatekeeper to the social care market, by requiring registration of all new care services. It is an offence to provide a care service that is not properly registered. The Care Inspectorate also investigates complaints involving registered care services, and last year received 3,700 complaints.

Significant, and growing, emphasis is placed on the improvement agenda: not just assessing quality, but supporting change and improvement where that quality is found to be deficient or of an insufficient standard.

Section 44 of the Public Services Reform (Scotland) Act 2010 clarifies that the Care Inspectorate has **"the general duty of furthering improvement in the quality of social services"**.

The Care Inspectorate also undertakes specific scrutiny and improvement activities at the request of Scottish Ministers around the deaths of looked after children, criminal justice serious incident reviews, intra-country adoption, child and adult protection arrangements, public protection arrangements, and other forms of social work provision.

Additionally, the Care Inspectorate is engaged in a wide range of strategic developments in the care sector to support national policy, improved outcomes and the development of a world-leading and integrated care sector across all age ranges and settings.

1.4. The Care Inspectorate - Board

The Chair of the Care Inspectorate Board and its eleven members are appointed by Scottish Ministers. Its members set the strategic direction of the Care Inspectorate, taking account of legislation and policy guidance from the Scottish Government, and play a role in the corporate governance of the Care Inspectorate. They bring a wealth of experience and wide-ranging skills, along with a passionate interest in care, social work and child protection.

Paul Edie was appointed as Chair of the Care Inspectorate in 2013 and leads the strategic direction of the Board's work. He has served as a local authority councillor in Edinburgh since 1994. From 2007 - 2012, he served as Convenor of Health, Social Care and Housing Committee, and as a Non-Executive Director of NHS Lothian. He was also a Member of the Lothian and Borders Community Justice Partnership. Prior to becoming a full-time councillor, Paul worked with the Scottish National Blood Transfusion Service, mainly in quality assurance.

Profiles of other Board members are on the Care Inspectorate [website](#). The Chair of Healthcare Improvement Scotland and the Convenor of the Scottish Social Services Council also serve on the Care Inspectorate board.

1.5. The Care Inspectorate – Executive Team

The Care Inspectorate's Executive Team is responsible for strategic and operational leadership of the Care Inspectorate's 600 staff and the delivery of its corporate plan. This involves managing our priorities and the strategic use of resources needed to achieve these. The Care Inspectorate's budget last year was £34m.

The outgoing Chief Executive, Annette Bruton, will shortly take up post as Principal of Edinburgh College, having worked for the Care Inspectorate since joining in 2012. Prior to her appointment with the Care Inspectorate she was the Director of Education at Aberdeen City Council.

The Depute Chief Executive and Director of Strategic Development is Karen Anderson who is responsible for the development of inspection approaches and methodology

across strategic and regulated care inspection, the development of new National Care Standards, and our complaints and registration divisions, with thematic responsibility for corporate planning and performance, public reporting and the duty of user focus.

The Director of Inspection is Dr Robert Peat, who is responsible for the delivery of the Care Inspectorate's scrutiny and improvement programme, approved annually by Scottish Ministers, and is supported by two deposes. This works covers regulated care service inspections, strategic inspections, and other scrutiny and improvement interventions.

The Director of Corporate Services is Gordon Weir. This post is shared with the Scottish Social Services Council (SSSC) which is co-located with the Care Inspectorate's Dundee headquarters. He reports to the two Chief Executives and advises the Board of the Care Inspectorate and the SSSC. He has responsibility for the delivery of a cohesive business support service for both bodies, including organisational development, ICT, finance, estates, health & safety and procurement.

2. Strategic operating context

The Care Inspectorate operates in a dynamic environment, playing a significant role in the scrutiny and improvement of care services for adults and older people, childcare, early learning and development, social work, community partnership planning, and criminal justice social work.

Across these diverse sectors, the Care Inspectorate has a statutory responsibility to both inspect and further improvement in social services. The Board requires the new Chief Executive to have the flexibility, agility, and experience to respond to emerging policy drivers and a rapidly changing landscape. The successful candidate will need to balance proportionality, public protection and improvement, in partnership with a wide range of stakeholders.

2.1 Policy drivers and challenges

The integration of health social care is having a significant impact on the delivery of a range of services in Scotland. The Care Inspectorate is beginning to develop and form relationships with integration joint boards in order to be able to discharge its statutory responsibilities for scrutiny and improvement. The inclusion of children's services in many integration arrangements means a more holistic approach to strategic commissioning is being assumed more rapidly than was imagined, with possible opportunities for new types of partnership-based scrutiny and improvement arrangements in localities and community planning partnerships.

In the context of an ageing population and new modes of delivery of support to adults and older people, the Care Inspectorate requires to consider the relationship between social work provision, regulated care services, and other services provided through self directed support. In services for adults with a learning disability, the Keys to Life policy is building on previous work to promote independence, choice and rights-based, person-centred care. In both areas, our new Chief Executive will explore the important relationships between public protection, public assurance, personalisation, choice, control and the views and wishes of a wide range of people.

The Children and Young People (Scotland) Act 2014 will significantly change the landscape of delivery in services for children, young people and young adults. The placing of GIRFEC on a statutory footing, the establishment of the Care Inspectorate (and others) as a corporate parent, the incorporation of international obligations around children's rights, and an extension of support for care leavers, are all designed to contribute to improved outcomes for children and young people in Scotland. Our new Chief Executive will design ways to provide scrutiny, improvement support and constructive challenge to delivery partners.

The changing nature of provision in childcare, early years learning and childhood development, including increased provision, will prompt consideration and redesign around the regulation of such services to balance scrutiny and improvement and the development of deeper relationships between partner agencies.

Across all children's services, including at a strategic level, there is rising public recognition in the importance of robust child protection procedures which prevent harm, abuse and neglect, including in circumstances of child exploitation. The collective failure of service delivery, local accountability structures and external scrutiny arrangements in some local authorities areas in the UK, highlighted by recent high profile inquiries, and requires careful and robust reflection on child protection arrangements in Scotland, an area where there is rightly significant public interest. Our new Chief Executive will play a major role in reviewing the effectiveness and purposes of regulation in connection with public protection, so we know that children are safe in families and families are secure in communities.

Redesign of the community justice framework in Scotland will mean further development of the Care Inspectorate's central contribution to public protection.

The principles behind the Crerar review and the design of the scrutiny landscape in Scotland mean that our new Chief Executive will continue to develop strategic relationships with a wide range of other organisations, including the Mental Welfare Commission, Education Scotland, Healthcare Improvement Scotland, HMICS, HMIP, the Joint Improvement Team, local authorities, health boards, integration boards, and the Scottish Government.

Across all sectors, the development of new National Care Standards, rising public expectations, and the need to embed the assessment of outcomes for people using care services will be matched by the need to develop wellbeing indicators for people all states of care.

2.2 The Corporate Plan and major change programmes

The Care Inspectorate has agreed and established a corporate plan for 2014-2018 which sets out the key strategic objectives of our work. They are to:

- provide assurance and build confidence through robust regulation and inspection of the quality of care
- contribute to building a rights based, world class care system in Scotland
- support people's understanding of high quality, safe and compassionate care by promoting the standards and quality of service they should expect and make sure their voices are heard
- build capacity within care services to make sure there is high quality development and improvement of rights based care across Scotland
- support and inform local and national policy development by providing high quality, evidence based advice and information on care

- perform effectively and efficiently as an independent scrutiny and improvement body and work in partnership with others.

Our new Chief Executive will oversee the delivery of the corporate plan at a time of major change. Like all parts of the public sector, the Chief Executive, as accountable officer, will steward carefully the public funds devoted our scrutiny and improvement work and ensure they are deployed in an effective and prudent manner, within the context a dynamic and flexible environment and a major programme of internal change.

The Care Inspectorate is undertaking a fundamental review of its scrutiny and improvement arrangements, and our new Chief Executive will play a significant role in leading the strategic direction of that review to establish and develop our role in supporting improved outcomes for every single person in Scotland who uses, or might use, a care service at any point in their lives.

3. The Chief Executive role

The Care Inspectorate is now looking for an exceptional Chief Executive to lead the organisation and inspire our employees to outstanding levels of performance.

Our Chief Executive reports to the Chair of the Care Inspectorate and will work with Scottish Government and other strategic partners.

The role will be challenging and rewarding, and offers a significant opportunity to take forward a national organisation during a period of unprecedented and exciting change.

The transformational change affecting the care sector in Scotland requires fresh and creative thinking that puts human rights, assessments of outcomes, and an understanding of wellbeing, at the heart of all we do.

3.1. The person

We require an inspirational and dynamic leader with a track record of leadership at senior management level within an organisation of comparable size and complexity.

A good understanding of scrutiny, a proven track record in a sector related to the Care Inspectorate's field of work, and demonstrable experience in the challenge of delivering a complex and demanding business plan is also highly important.

The Chief Executive will drive and support the significant and major changes to the provision of services for children and young people, changes to adult and older people services and significant change in community justice.

Given the rapidly developing nature of social policy, political acuity and the ability to work with politicians is an important requirement. The Chief Executive will have to be both flexible and agile in ensuring the Care Inspectorate continues to play its role in Scotland's scrutiny and improvement landscape as the future unfolds.

The experience in leading and engaging staff through a sustained programme of change is vital. The ability to visualise, plan, lead and drive the scale of change required to further establish the Care Inspectorate as the leading scrutiny and improvement organisation is also key.

3.2. Remuneration

This role offers an excellent remuneration package, with a salary range of £110,987–£119,563 from 1 April 2015.

Recruitment process

The Care Inspectorate has engaged Aspen People Ltd to handle the Chief Executive recruitment and carry out executive search. A microsite hosted by Aspen has been created and will provide interested candidates with relevant information about the organisation, role and process for applying. Once shortlisted, candidates will be invited to complete online tests prior to an interview, presentation and stakeholder group exercise. These will be conducted on the day of interview.

The post of Chief Executive is a Board appointment therefore the Chair and members of the Board will be involved in the selection interview and exercises.

Appendix 1 - Job profile

Job Title: CHIEF EXECUTIVE

Job Location: DUNDEE

Responsible to: THE CHAIR OF THE CARE INSPECTORATE

Principal Working Contacts

The Care Inspectorate Chair & Board

Executive Team

Scottish Government ministers and officials, sponsor department and elected members

Local authorities

COSLA

Social Work Scotland

Scottish Social Services Council

Social care organisations

Service providers

Healthcare Improvement Scotland

Education Scotland

Her Majesty's Inspectorate of Constabulary Scotland

The Mental Welfare Commission

Other scrutiny & improvement bodies

Job Purpose

- To lead the Care Inspectorate to improve the scrutiny of care, protection and social work services and develop flexible regulatory practices and integrated scrutiny and improvement activities that focus on and foster a culture of innovation.
- To lead the Executive Team on implementing the corporate plan, developing and adapting the way in which the organisation and its staff work.
- To lead the workforce through a clear, strategic vision and with strong values-based approach, ensuring that we put human rights at the heart of all we do.
- To lead and implement a learning organisation, pioneering in the way we work with providers and people who use services and their carers to achieve innovation and improvement in care. To support the continued integration of working practices, developing new skills and behaviours for the organisation and its staff.
- To build and sustain credibility with the public and service providers, working in strategic and operational partnership with other scrutiny bodies.
- To work 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.

- To support the identification and adoption of opportunities for further sharing of services and resources within the wider public service to ensure the effective and efficient use of the organisation's resources.

Key Responsibilities:

Strategic Management

- To lead the development of new approaches to scrutiny and improvement which support emerging policies, are aligned to new National Care Standards, and underpinned by human rights
- To 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

- To facilitate and inspire the development of capacity within the organisation, especially within the management teams, to deliver different approaches to scrutiny and improvement effectively and efficiently.
- To 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.
- To secure continuous improvement in the performance of the Care Inspectorate.
- To 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

- To lead, facilitate and inspire the relationships with key stakeholders which will be critical to the success of new approaches to scrutiny and improvement.
- The Chief Executive will 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, HMICS, the Mental Welfare Commission and other scrutiny bodies.
- The Chief Executive will be required to work with politicians and to demonstrate political acuity given the rapidly developing nature of social policy.
- The Chief Executive will be responsible for promoting co-operative working with other scrutiny bodies to ensure that joint interests are identified and acted upon, and the duty of co-operation is given effect to.

- To be assertive in promoting 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.

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 Care Inspectorate.
- Support, develop and coach directors through regular performance development reviews and personal development plans.
- Lead on consistent, high-quality practice amongst staff and its implementation.
- Promote the health, safety and welfare of employees.
- Manage the performance and monitor standards and consistency of practice of all employees.
- Promote diversity and equality of opportunity.

Accountable Officer

- As Accountable Officer for the Care Inspectorate, the Chief Executive is personally answerable to the Scottish Government for the stewardship of the public funds under her/his control. The Chief Executive is responsible for providing strategic and operational leadership in managing the overall business to:
 - ensure that the strategic plans are developed and implemented;
 - results are monitored and reported to the Board; and
 - financial and operational objectives are established, maintained and delivered, all within a tightening financial climate and reducing public sector budgets.
- 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 ensure effective management and development of staff.
- Identify opportunities for realising significant efficiency savings while maintaining a high level of public assurance.

Other duties

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.

Some travel, overnight stays and unsocial hours will be required.

Appendix 2 - Person specification

Essential criteria

Experience

- Proven and successful 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.
- Proven record of successfully driving through organisational change.
- Very experienced high level influencer.
- Working effectively in a highly political environment.

Education, qualifications and training

- Educated to degree level or equivalent.
- Commitment to own CPD.

Knowledge

- Good understanding of the range of contacts and networks in the regulatory sector and among central and local government and service providers.
- Knowledge and understanding of the challenges involved in delivering social work, care and protection services and experience of working with a wide range of social work (including services for adults and older people, children's services and community justice) care, health and justice professionals, establishing professional credibility.
- Understanding of the regulatory framework and its role in society.
- Knowledge and understanding of the advantages and challenges of multi-agency working and the need for greater integration.

Desirable criteria

- Experience of working with government policy officials at a strategic level.
- Relevant management/leadership qualification eg MBA, Institute of Leadership and Management.
- Understanding of a risk based, proportionate approach to scrutiny.
- Demonstrate involvement in social and health care delivery.

Key performance outcomes

Leading others

- Ability to provide leadership, a clear sense of purpose and direction to the Care Inspectorate.
- Ability to challenge traditional ways of working and to lead and engage the workforce through a further period of sustained change.
- Proven ability to think and act strategically.
- Ensure that the Care Inspectorate conducts itself in accordance with the highest standards of integrity, probity and openness through the implementation of robust corporate governance.

Management of resources

- Proven financial management skills including the ability to manage a large budget and maintain appropriate systems for financial control, corporate governance and risk management.
- Ability to develop a workforce strategy to get the best from the workforce and to plan effectively for succession in key posts.
- Ability to deploy staff and other resources effectively to achieve organisational priorities and objectives.
- Ability to develop a culture in which workforce performance is managed consistently and unfair or unhelpful behaviour and practices are effectively challenged.

Effective communication

- Ability to communicate effectively with a wide range of stakeholders and to work constructively with all customers, public bodies and partners at both operational and senior levels.
- Well developed public speaking skills with ability to communicate with ministers, present evidence at parliamentary committees and represent the Care Inspectorate at conferences and events.

Impact and influence

- Demonstrable evidence of strong negotiation skills and a proven ability to influence outcomes through effective reasoning and persuasion.
- Personal and professional credibility that promotes and enhances the organisation's reputation locally, regionally and nationally.
- Demonstrates personal resilience, being able to work flexibly under pressure with stamina and tenacity to deliver results.

Managing change

- Ability to visualise, plan, lead and drive the scale of change required to further establish the Care Inspectorate as the leading scrutiny organisation in the care and social work field and being an effective part of the wider scrutiny landscape in Scotland.
- Ability to demonstrate openness to adapting to innovative and challenging programmes of work and the ability to support others to adapt to changing circumstances and to working co-operatively with other bodies.

Improvement focus

- Ability to take account of wider political and organisational sensitivities to deliver continuous improvement.
- Knowledge and understanding of the challenges of delivering services for all ages, groups and types of need.
- Ability to challenge assumptions and to generate enthusiasm for new ways of achieving improvements.
- Strong focus on outcomes and on involving and achieving improvements for people who use services, carers and the general public allied with ability to design and deliver measurable improvement in outcomes.

Please note – these are key performance outcomes to be used to recruit into the role. Successful applicants will be assessed against all the performance indicators used in the Performance Development & Review System once established in the role.

Appendix 3 - Summary of terms and conditions of service

Hours of work

There are no defined “normal hours of work” for the post of Chief Executive. You will be expected to devote such hours as may be reasonably expected in connection with the proper performance of your duties. You are not entitled to time off in lieu and no additional payment will be made in respect of overtime working.

Pay policy

The salary range for the post of Chief Executive has been determined to be within the parameters of the Public Sector Pay Policy for Senior Appointments for 2014-15. Further progression will be dependent upon a performance assessment of your role and the attainment of objectives set for you.

Performance

You will be subject to a system of annual appraisal of your performance of your duties. Such appraisal will be carried out by the Chair of the Care Inspectorate. Appraisal will include the preparation of an annual report. That report will be made available to the Scottish Government Sponsor Branch to enable the Branch to monitor appraisal standards. The annual review process will reflect the annual appraisal and reporting procedures applicable to other staff of the Care Inspectorate.

Pension

Your appointment is pensionable and you automatically join the Care Inspectorate Pension Scheme, which is the Local Government Pension Scheme administered by Dundee City Council.

Continuity of service

Continuous service will be recognised with the following employers for the purpose of calculating contractual entitlements to occupational sick pay, maternity leave, annual leave and notice periods:

- Local Authorities
- National Health Service
- all employers listed on the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999 (as amended).

Continuous service with the following sectors will be recognised for the purposes of calculating entitlements to occupational sick pay, maternity leave and annual leave:

- further and higher education sector
- voluntary and private providers of the care sector.

Annual leave

The annual leave year is 1 April to 31 March. Annual leave is calculated on the basis of complete months.

The date and duration of holidays must be agreed in advance with the Chair. The annual leave entitlement in the first year is 25 days, rising incrementally to 30 days after five years service.

Public Holidays

The Care Inspectorate has 12 public holidays, five of which are fixed. These are as follows:

- First two working days of the New Year
- Easter Monday
- Christmas Day or next working week day
- Boxing Day or next working day.

Maximising Attendance

The current provisions for sick pay benefits are set out below.

Service at commencement of absence from duty	Full allowance for	Half allowance for
Less than 26 weeks	NIL	NIL
26 weeks or more but less than 1 year	5 weeks	5 weeks
1 year but less than 2 years	9 weeks	9 weeks
2 years but less than 3 years	18 weeks	18 weeks
3 years but less than 5 years	22 weeks	22 weeks
5 years and over	26 weeks	26 weeks

Any previous continuous service you may have will count towards calculation of your entitlement.

Confidentiality

During your employment with the Care Inspectorate, you shall be subject to a duty of confidentiality in relation to any information of a confidential nature which has come to your knowledge in the course of your appointment with and related to the activities of the Care Inspectorate. You shall not, except in the proper performance of your duties with the Care Inspectorate or unless ordered to do so by a court or tribunal, divulge any information of a confidential nature concerning the business or transactions of the Care Inspectorate or any Board Member of the Care Inspectorate, and you shall use all reasonable endeavors to prevent the disclosure of such information.

Learning and development

The Care Inspectorate is fully committed to creating and maintaining harmonious employee relations and encourages employees to belong to a trade union or professional organisation. The Care Inspectorate has a Partnership Agreement with the Trade Unions which will be available from Organisational Development.

Employment medical

Should it be deemed necessary during the course of your employment, you may be required to attend for a medical examination by the Care Inspectorate Occupational Health Advisers. You agree that any report produced in connection with any such examination may be disclosed to the Care Inspectorate and the Care Inspectorate may discuss the contents of the report with the relevant doctor.

HR Policies and Procedures

The Care Inspectorate's Human Resources Policies and Procedures which include the suite of family friendly policies are available from Organisational Development.