

Information pack for appointment to the Board of the Care Inspectorate



The Minister for Community Care is seeking to appoint up to three members to the Board of the Care Inspectorate. The Minister values highly the benefits of having different points of view on the Board and welcomes applications from people from all walks of life.

The appointments process for this Board vacancy follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	17:00 on 20 October 2026
Shortlisting	2 November 2026
Date applicants will hear about the outcome of their application	4 November 2026
Interviews	3 rd & 4 th December 2026 Care Inspectorate, Compass House, 11 Riverside Drive, Dundee, DD1 4NY It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	18 December 2026
Start date	1 February 2027

Welcome letter



Dear Applicant

Appointment of Members of the Board of the Care Inspectorate

Thank you for your interest in an appointment as a member of the Board of The Care Inspectorate.

This is an exciting opportunity to provide visible and effective leadership to the Care Inspectorate in carrying out its scrutiny responsibilities and supporting improvement to ensure the quality of care in Scotland meets high standards. We work across the fields of integrated health and social care, social work, early learning and childcare, children's services and criminal justice social work to provide public protection, assurance and improvement. The Care Inspectorate continues to have a strong focus on putting people at the heart of everything that they do. This person-centred approach, now more than ever, is vital so that those using care, social work, child protection services and early learning services in Scotland get the best quality of care possible.

The members of our Board play a vital role in the governance of the Care Inspectorate, setting the strategic direction of the Care Inspectorate, considering legislation and policy guidance set by the Scottish Government.

As a Board member, you will be expected to uphold the principles of the Scottish Regulators' Strategic Code of Practice, a framework that guides how regulators in Scotland exercise their functions. The Code promotes regulation that is proportionate, transparent, consistent and accountable, while supporting public confidence and effective collaboration.

Further information on the Code can be found on the Scottish Government website: [Scottish Regulators' Strategic Code of Practice \(gov.scot\)](https://www.gov.scot/publications/scottish-regulators-strategic-code-of-practice/pages/introduction.aspx).

Each member of the board brings a wealth of experience and wide-ranging skills, along with a passionate interest in social care.

I am very keen that we have the most capable and diverse pool of candidates to consider - people who can add real value from all walks of life to the Care Inspectorate. At this point, we are specifically looking for up to three individuals to join our Board who will have experience of Financial Leadership and Governance, one of whom may in due course be nominated to chair the Audit and Risk Committee.

The successful candidates will meet all of the essential criteria –

1. Financial Leadership and Governance;
2. Motivation and demonstrates the Care Inspectorate Values;
3. Decision making and governance;
4. Communication, influencing and challenge.

These will enable them to help shape our business and strategic direction by applying their skills and experience and their interest in social care.

I hope that you will give serious consideration to applying for the role.

Full details are in this pack. However, if you would like a chat about the role, please contact Jackie Irvine, Chief Executive, by email jackie.irvine@careinspectorate.gov.scot. More information about the Care Inspectorate can be found at www.careinspectorate.com.

Douglas Moodie
Chair of the Board

Information about the role

Remuneration	The appointments are remunerated at the rate of £214.00 per day. You would also receive allowances at rates set by Scottish Government for relevant travel and subsistence costs. All reasonable expenses, for example childcare, will be paid to help you focus on your work with the Board.
Time commitment	By the nature of a non-executive member role, the time commitment will vary week to week, but you must be able to make a firm commitment to spend on average up to two days per month. This time will be a mix of daytime board meetings (which board members are required to attend), committee meetings, working groups, some stakeholder engagement, as well as development and strategy days and reading documents.
Length of appointment term	The term of appointment will be for four years. When a term comes to an end, the skills the Board requires will be reassessed. If you satisfy the requirements of the new person specification at that time, and there is evidence of your effective performance, Scottish Ministers may consider reappointing you for a further term. A non-executive member's total period of appointment will not exceed eight years. Any previous time you may have served as a member of the Care Inspectorate Board will be considered in relation to this eight year limit.
Location of meetings	There are four formal Board Meetings per year - usually in-person, in public and held

	at the organisation's headquarters in Dundee. However, it may be possible to plan to attend virtually if required. In future, we expect the work will be a blend of virtual and physical meetings, but a physical presence will be required to be able to carry out the full range of Board activities as described under Time Commitment.
Disqualifications	A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the Schedule to the Scottish Parliament (Disqualification) Order 2025. Former Ministers and senior civil servants (Director General level and above) should ensure they comply with any applicable business appointment rules and if needed, seek advice from The Public Appointments' Team at Public.appointments@gov.scot before applying for this role.

The Board of the Care Inspectorate

The Care Inspectorate is the independent assurance and improvement body for social care services and social work in Scotland. It plays a central role in providing public confidence that people experience safe, high-quality care that meets their needs, respects their rights and supports positive outcomes.

The organisation is responsible for registering, inspecting and regulating a wide range of care services for children, young people, adults and older people. It also receives and resolves complaints and, where necessary, takes action to ensure services improve when standards are not met. Alongside its regulatory role, the Care Inspectorate supports ongoing improvement across the sector by promoting effective self-evaluation, sharing good practice and working collaboratively with services and partners.

Its work extends beyond individual services to include strategic and joint inspections with partner bodies, examining how well local systems support people across areas such as children's services, adult care, justice and community-based provision. All activity is risk-based, proportionate and evidence-led, ensuring resources are targeted where they are needed most.

At the heart of the Care Inspectorate's work are the experiences and voices of people using care services and their communities. The organisation aims to ensure that care has a positive impact on people's lives and that services are responsive to the diverse contexts in which they operate.

The Care Inspectorate's vision is that everyone in Scotland experiences high-quality, compassionate care, support and learning that upholds their rights and choices. Its mission is to deliver public assurance and drive improvement by placing people at the centre of its work, supporting services to improve, acting where outcomes fall short, and keeping the public informed about the quality of care across Scotland.

The organisation is guided by a strong set of values: person-centred, impact, respect, equity and integrity - which underpin its approach to regulation, improvement and engagement. Its strategic focus is on assuring and improving services, involving and informing the public, and upholding and championing people's rights. This is supported by continued investment in its workforce and volunteers, and by strengthening its use of digital and data to maximise impact.

Further information on the Care Inspectorate's priorities and strategic direction can be found in its [Corporate Plan](#).

The Scottish Regulators' Strategic Code of Practice

The Care Inspectorate was established under the Public Services Reform (Scotland) Act 2010 as Social Care and Social Work Improvement Scotland (SCSWIS), with a statutory regulatory role under this Act and the Public Bodies (Joint Working) (Scotland Act) 2014 to provide scrutiny, assurance and support improvement in care.

Under the Regulatory Reform (Scotland) Act 2014 ("the 2014 Act"), [the Care Inspectorate is to have regard to the Scottish Regulators' Strategic Code \("The Code"\)](#). The Code itself can be found at [Scottish Regulators' Strategic Code of Practice - gov.scot \(www.gov.scot\)](#).

The role of the Board Member

It is important that the Care Inspectorate Board has members with a variety of different skills and experience that enable the Board to work effectively. It is unlikely that anyone joining the Board will have all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. What we are looking for is someone who can put their skills, knowledge and experience to use for the benefit of the Board, and who has the capacity and commitment to grow and develop into the role.

You will work with the Chair and other members of the Care Inspectorate Board to:

- ensure the Board acts in the best interests of the person receiving care and support, and maintain public confidence in the organisation as a public body;
- ensure the Board develops vision, strategies and clear objectives to deliver organisational purpose in the context of Scottish Government policies and priorities;
- account individually and collectively for the effectiveness of the Board as it governs the organisation;
- provide purposeful scrutiny and assurance on the decisions the Board makes, ensuring the appropriate systems are in place to monitor organisation performance and impact, and effectively hold the executives to account;
- chair or participate as a member of sub-committees and working groups as part of deeper oversight, scrutiny and accountability process within the Board, ensuring all organisational functions are aligned with strategy and purpose;
- foster and champion a healthy organisational culture, modelling expected behaviours and values, and contribute to effective governance through the provision of support, scrutiny, and constructive challenge; and
- uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with the Board's [Code of Conduct](#) and the nine principles of public life in Scotland, derived from those set out by the Committee of Standards in Public Life.

The selection panel

Chair	Ian Turner, Deputy Director, Adult Social Care Workforce and Fair Work, Scottish Government
Independent panel member	Angela Morgan OBE, Member of the Board, Consumer Scotland
Panel member	Doug Moodie, Chair, Care Inspectorate (until 28 February 2027)
Representative from the Ethical Standards Commissioner	Neelam Bakshi, Public Appointments Adviser, Ethical Standards Commissioner

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioner's Code of Practice for Public Appointments](#).

Person Specification

The Minister for Community Care is seeking members who can put their experience to good use on the board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be assessed. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your lived experience.

We are seeking to strengthen skills and experience on the board in relation to Financial Leadership and Governance as well as essential board skills. All successful candidates will meet all of the essential criteria. Following appointment, the successful candidates will be considered and, in due course, one will be nominated to the role of Chair of the Care Inspectorate's Audit and Risk Committee.

It is expected that the evidence you provide against the requirements sought at each of the assessment stages, as set out on the following pages, will also explicitly draw out how your behaviours and approach have been guided by these values; and this will be assessed throughout the process.

You must demonstrate evidence against **all** of the essential criteria below.

Please note that where responses exceed the word/page limit, the panel may limit their consideration to the required limit.

Essential Criteria	Example indicators (You do not need to cover all of these)	How this will be assessed
1. Financial Leadership and Governance Demonstrates significant experience and sound judgement in financial management, control, risk and governance, with the ability to provide strategic oversight, constructive challenge and leadership to support robust decision-making and effective stewardship of public resources.	• Demonstrates experience of overseeing or managing significant budgets or financial frameworks, applying insight to support strategic decision-making • Provides constructive challenge and scrutiny on financial performance, risk and assurance, supporting effective governance and accountability in a public sector context • Supports board members to fulfil their responsibilities in relation to finance and risk • Able to operate at a strategic level, understanding how financial decisions impact organisational priorities and outcomes • Demonstrates experience relevant to audit and risk management, with the capability to lead an Audit and Risk Committee • Applies financial expertise in a way that reflects an understanding of	In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words. This will be assessed at application stage and at interview stage.

	organisational purpose, public value and the wider operating environment, not solely technical compliance	
2. Motivation and demonstrates the Care Inspectorate Values: • Person-centred • Impact • Respect • Equity • Integrity	Embedding these values in everything we do. In practice this means: • Able to draw on your life experience and behaviours to demonstrate how you meet and use the Care Inspectorate values to inform decisions and other activities • Motivated to ensure the best quality of care for people • Able to identify and deal with behaviours that do not live up to our expectations • Experience of supporting the well-being of others • Demonstrates sensitivity and promotes person-centred, rights-based and equity and inclusion approaches • Aligns personal values with the organisation's purpose	In your online application: Please demonstrate how you meet the values. Your response should be no more than 400 words. This will be assessed at application stage and throughout the interview stage.
3. Decision making and governance	• Able to analyse and review complex issues, weighing up conflicting information and opinions, appreciate strategic implications including priorities, opportunities and risks • Able to recognise information required to make timely, evidence-based, and sound decisions, and can explain how decisions are reached • Understands the principles of effective governance and the	In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words. This will be assessed at application stage and at interview stage.

	importance of legal, financial and regulatory compliance • Appreciates the different roles and responsibilities of staff and non-executive board members • Able to apply governance principles to scrutinise organisation performance and improvement.	
4. Communication, influencing and challenge	• Able to question and challenge constructively and influence decision-making at board level • Demonstrates confidence and self-awareness to chair committees or actively participate as a member • Interpersonal skills to communicate and engage with a wide range of organisations and individuals, building relationships, influencing and working collaboratively • Capability to recognise, listen to and respect different perspectives	In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words. This will be assessed at application stage and at interview stage.
Finally, you should provide a tailored CV/career history setting out your experience. This should be no more than one A4 page and show how the roles/positions you have held, and/or activities you have undertaken, are relevant to this role. Please ensure you check the 'How to Apply' section for further details on how to upload this.		

How to Apply

1. Download and save this applicant information pack to refer to.
2. Read the 'person specification' section in this pack, and tailored career history, noting the absolute word and page limits.
3. Save a copy of your tailored career history to your device as a PDF document ready for upload.
4. Navigate back to the job advert and click 'apply'.
5. Complete the personal information and conflict of interest questions.
6. Attach your **one** PDF document. Your PDF should be uploaded using the 'Drop Resume Here' box that appears on the Supporting Documents and URLs section, or you can use the link function.
7. When prompted, provide your evidence for each essential criterion in the relevant box, stating at the start of each response which criterion it addresses. Each response must not exceed 400 words.
8. Submit your online application by 17:00 on 20 October 2026
9. **Please Note:** you do not have the option to edit your application once you click 'submit'. You must have all your information and attachment to hand before submitting your application.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that where responses exceed the word/page limit, the panel may limit their consideration to the required limit.

Late applications will not be accepted by the selection panel.

The online system has been extensively tested for compatibility with a range of assistive technologies. However, should you experience any difficulties accessing or using the system, please contact the Public Appointments Team at: Public.appointments@gov.scot

Application Advice

The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge, experience and attributes you have gained. The Panel will review the evidence provided and invite to the second and final assessment stage those applicants who most closely meet the criteria being tested at this first stage of assessment. By the end of the selection process, you must have demonstrated that you have met all the essential criteria to the satisfaction of the selection panel to be considered for appointment.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this as well as any reflections.

Please use specific evidence to support your answers that is relevant to the requirements being tested. Draw on evidence from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. Please note that there are word limits at each of the sections.

Suggested preparation

- Take time to think about each of the criteria and think about the situations you have recently been involved in.
- Think how your actions and experiences led to results that demonstrate the criteria.
- Prepare your answers.

Your evidence

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- Draw on evidence which best demonstrates your skills, knowledge or abilities in that area.

In providing your evidence, it would be helpful if you could explain your personal contribution, what you did and how you did it – use “I” not “we.” Give the outcome – what happened? How effective was the result? How influential were your role, actions and interventions? What impact did you have?

Using the STARR method

When providing evidence against the criteria, you may find it helpful to structure your responses using the **STARR method**. This helps you present clear, concise, and relevant evidence and allows the selection panel to understand your individual contribution and impact.

- **Situation** – Briefly describe the context or background.
- **Task** – Explain your specific role or responsibility.
- **Action** – Describe what *you* did (use “I”, not “we”), including how and why you took those actions.
- **Result** – Set out the outcome of your actions and what was achieved.
- **Reflection** – Where appropriate, reflect on what you learned, what you would do differently, or how this experience is relevant to the role of a Non-Executive Board Member.

Using this approach will help you demonstrate not only *what* you did, but *how* you applied your skills, judgement, and values, and the impact of your contribution.

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will interview candidates. The questions they ask will relate directly to the criteria for appointment. If you are invited to interview, the core questions for this round will be shared with you in advance, and the panel may have follow-up or supplementary questions on the day.
3. As part of the interview, candidates will also complete a Board Paper Exercise that will assess one (or more) of the essential criteria, which you will be told when the board paper is sent out in advance of the interview. The panel may draw evidence for criteria from any part of the process.
4. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public life in Scotland](#).
5. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.

6. The appointing Minister will decide about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
7. Protection of Vulnerable Groups (PVG) Scheme Membership is required for this role. Proposed appointees will be asked to complete pre-appointment checks which will include a Level 2 Disclosure Check with PVG (there is no charge for this). Appointment is conditional on satisfactory completion of these and confirmation of PVG Scheme Membership.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the essential criteria being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Fit and proper person checks

In the context of public appointments, a fit and proper person is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into various stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#).
- There is confirmation that the time commitment required for the role can be met.

Media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates, including posts on social media platforms. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment,

credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the [Privacy Notice](#) for public appointments.

Gender Representation on Public Boards

The Gender Representation on Public Boards (Scotland) Act 2018 sets a gender representation objective that 50% of non-executive members of public boards should be women.

Where two or more candidates are assessed as equally qualified for appointment, and at least one candidate is a woman and one is not, section 4(3) of the Act requires the appointing Minister to appoint the woman where this would help the board achieve, or make progress towards achieving, the gender representation objective*.

Once you apply, the Scottish Government will write to you to collect the required information regarding your sex.

*To note, under section 4(4) of the Act, the appointing Minister may instead appoint a candidate who is not a woman where another characteristic or circumstance appropriately justifies doing so.

Common questions and answers

Who can I contact to speak about this role?	Jackie Irvine, Chief Executive jackie. Irvine@careinspectorate.gov.scot
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team Email: public.appointments@gov.scot
Do you have any advice about how to complete an application form?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)

What does ‘appointed on merit’ mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner’s role is provided here: Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen. However, you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances, and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting. Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	Yes. To meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and

	contact details at application stage. If applicants do not provide this information their application will be rejected. Your email address is also required should you be appointed; it allows the Public Body to make contact to arrange induction.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice here: Privacy notice
Can I get feedback on my application or interview?	Yes. You can request feedback. Candidates have 20 working days from the date of notification of the outcome of their application to make the request in writing.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Public Bodies Support Unit of the Scottish Government.
Can I apply for a Chair role on a board if I have already been a member of that board?	Yes. Board members can serve a maximum of 8 years on one board in one role. The Board Chair is considered a different role and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. However, please check the disqualification section in this pack for further details related to this specific board. You should also check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December

	2021 - gov.scot (www.gov.scot)(this includes the Principles of Public Life)
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)



Scottish Government
Riaghaltas na h-Alba
gov.scot