

Care Visions Chief People Officer Search

Job description and person specification

CHIEF PEOPLE OFFICER | CARE VISIONS

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Reports to	Chief Executive Officer
Leadership position	Member of the Executive Leadership Team
Location	Scotland, with travel across Care Visions services
Remuneration	Competitive executive package [£105k - £115k]

The opportunity

Care Visions is a commercial organisation providing residential care and fostering services. Over more than 25 years, the organisation has built a strong reputation for supporting children, young people and families across Scotland. Care Visions is now at an important point in its evolution, focused on strengthening leadership, modernising systems, improving organisational effectiveness and building the capability required for long-term success.

The Chief People Officer will be one of the organisation's most influential leaders. Reporting to the Chief Executive Officer, they will help shape organisational strategy, leadership effectiveness, workforce capability, culture and performance.

The role goes well beyond the leadership of HR. It requires a strategic and commercially minded executive who understands that sustained organisational performance depends on the alignment of purpose, leadership, culture, capability, systems and accountability to deliver the vision and mission Care Visions aspire to.

Purpose of the role

To build the organisational and workforce capability Care Visions needs for its next phase, creating the conditions in which leaders lead effectively, colleagues perform at their best and the organisation delivers consistently strong outcomes for children and young people.



STRATEGIC LEADERSHIP

- Contribute fully to the strategic direction and collective leadership of Care Visions, mobilising impact and achievement across Talent, People & Culture in line with the transformation vision for Care Visions
- Act as a trusted adviser and constructive challenger to the Chief Executive Officer and executive colleagues.
- Ensure organisational capability, leadership and workforce considerations inform major business decisions.
- Translate Care Visions' ambition into an integrated Talent, People & Culture organisational effectiveness strategy.

ORGANISATIONAL EFFECTIVENESS AND TRANSFORMATION

- Lead cultural and organisational transformation that strengthens accountability, curiosity, learning and continuous improvement.
- Create greater clarity around roles, standards, decision-making and ownership.
- Build the organisational disciplines needed to support sustainable growth and consistently strong operational performance with the right talent, people and culture to drive growth and achievement
- Lead significant change programmes from diagnosis through to implementation and measurable impact.

LEADERSHIP, TALENT AND SUCCESSION

- Develop a clear leadership architecture and consistent expectations for leaders at every level.
- Strengthen management capability, executive effectiveness and leadership accountability.
- Establish robust approaches to talent, succession and critical-role planning.
- Create development pathways that build capability and support internal progression.

TALENT, PEOPLE & CULTURE STRATEGY AND EMPLOYEE PROPOSITION

- Develop a forward-looking Talent, People & Culture strategy aligned with Care Visions' operating model and future vision.
- Strengthen recruitment, retention, engagement and workforce stability to achieve company vision and mission
- Create a compelling employee proposition that attracts people with the skills, values and ambition Care Visions requires.
- Use workforce planning and insight to identify capability gaps, risks and priorities.

INNOVATION, DATA AND FUTURE READINESS

- Champion intelligent adoption of technology, automation, AI and new ways of working.
- Build a culture of confidence and capability for change across the organisation.
- Develop meaningful people analytics and use evidence to inform executive decisions and drive business success
- Ensure workforce innovation remains grounded in quality of care, sound judgement and organisational purpose.



PEOPLE OPERATIONS, GOVERNANCE AND RISK

- Ensure the people function provides high-quality, responsive and commercially effective services.
- Modernise core frameworks including job design, performance, appraisal, feedback and development.
- Lead complex employee relations and organisational risk matters with judgement, pace and resolve.
- Maintain strong employment governance, regulatory awareness and professional standards.

EARLY PRIORITIES

- Establish credibility and trusted relationships across the organisation.
- Complete a clear assessment of workforce, leadership and functional capability.
- Set an integrated people and organisational effectiveness strategy with measurable priorities.
- Strengthen performance, accountability and leadership expectations.
- Build the foundations for modern talent, people and culture development workforce planning.
- Develop better workforce information and executive-level insight.

03 PERSON SPECIFICATION

The candidate

CARE VISIONS IS INTERESTED IN CAPABILITY RATHER THAN SECTOR PEDIGREE. CANDIDATES MAY COME FROM SOCIAL CARE, BUT EXPERIENCE IN THE SECTOR IS NOT ESSENTIAL. THE SEARCH WILL CONSIDER LEADERS FROM COMMERCIAL, PRIVATE EQUITY-BACKED, TECHNOLOGY-ENABLED, PURPOSE-LED, REGULATED AND MULTI-SITE ORGANISATIONS, PARTICULARLY WHERE THEY HAVE LED GROWTH, MODERNISATION, TURNAROUND OR CULTURAL TRANSFORMATION.

- Essential experience
- Senior executive or director-level leadership in a complex organisation.
- A strong record of leading organisational, cultural or workforce transformation.
- Evidence of building leadership capability and improving organisational effectiveness.
- Experience creating and delivering, talent, people and culture and succession strategies.
- Success in strengthening accountability, standards and performance.
- Experience influencing boards, executive teams and senior stakeholders.
- Delivery through ambiguity, organisational complexity and competing priorities.
- Leadership of complex people, change, governance and employee-relations matters.



Knowledge and capability

- Strategic and systems thinking, with the ability to connect people decisions to organisational outcomes.
- Strong organisational development, design and transformation capability.
- Commercial and operational judgement.
- Leadership development, talent, people and culture alongside workforce-planning expertise.
- Ability to turn strategy into structured programmes, clear ownership and delivery.
- Understanding of people analytics, digital enablement and evidence-based decision-making.
- Strong stakeholder judgement, influence and communication.
- Sound knowledge of employment practice, governance and workforce risk.

PERSONAL QUALITIES

Intellectual curiosity What this looks like: Questions assumptions, learns quickly and seeks better ways of working.

Strategic perspective What this looks like: Sees the whole system and anticipates future organisational needs.

Steeliness What this looks like: Addresses difficult issues, holds standards and maintains momentum.

Emotional intelligence What this looks like: Builds trust, reads context and adapts without losing clarity of purpose.

Delivery discipline What this looks like: Brings structure, pace, follow-through and personal accountability.

Pragmatism What this looks like: Balances ambition with operational reality and knows when to act.

Humility and confidence What this looks like: Listens well, welcomes challenge and contributes with authority rather than ego.

Purpose What this looks like: Connects organisational performance to better outcomes for children and young people.

SUCCESS IN THE ROLE

Within three years, the Chief People Officer will have helped Care Visions become a stronger, more capable and more accountable organisation, with clearer leadership standards, better workforce insight, modern people practices, stronger talent pipelines and greater readiness to innovate and adapt.