

The Scottish Centre for Children with Motor Impairments



Administration and Resources Manager

Competitive Remuneration Package including 55 days leave

The Scottish Centre for Children with Motor Impairments (SCCMI), led by the Chief Executive, Professor Patrick Salter, is a Grant Aided Special School receiving funding directly from the Scottish Government and is a centre of excellence for the education, therapeutic and care provisions for children affected by neurological conditions.

Based in central Scotland, the SCCMI is a national and specialist organisation focused on providing the highest quality services through an unique range of programmes for children/young people (from birth to 19 years), who reside in all parts of Scotland. In 2014, the SCCMI was the highest ranked independent organisation in Scotland for both Pre-School Education and Primary School Education, in both cost-efficiency and quality.

The SCCMI seeks to appoint a dynamic, progressive, positive, forward-looking Administration and Resources Manager to provide leadership and effective management for a substantial range of organisational functions, to ensure the organisation operates efficiently, effectively and within identified financial parameters, with key functions including governance, finance, HR matters and general operations. In addition, the post holder requires to build comprehensive intelligence related to the environments within which the SCCMI operates. The post holder is accountable to, and works closely with the Chief Executive on a day-to-day basis.

To be part of the SCCMI's exciting future, you will be an individual who embraces change, challenge and development. You will possess a degree or equivalent qualification, have significant experience working in an area which is comparable to that of the SCCMI, possess substantial leadership and managerial abilities, excellent written and oral communication skills, and demonstrate an enthusiastic and dynamic approach, high professional commitment and a strong team-working ethic.

An attractive remuneration package including 55 days leave will be offered, in addition to funded CPD. Appointment will be subject to satisfactory Protecting Vulnerable Groups (PVG) Scheme membership.

For informal discussions in strict confidence and for an application pack, contact:

Professor Patrick Salter

Chief Executive

The Scottish Centre for Motor Impairments www.craighalbert.org.uk

The Craighalbert Centre, 1 Craighalbert Way, Cumbernauld, Glasgow G68 0LS

Telephone 01236 456 100. Email - psalter@craighalbert.org.uk

Applications for this post should be received by 5pm Monday September 11th 2017

The Scottish Centre for Children with Motor Impairments is committed to equal opportunities and welcomes applications from all sections of the community. The SCCMI is a Company Limited by Guarantee Reg No 129291. Scottish Charity SC008428.

The Scottish Centre For Children With Motor Impairments



Administration and Resources Manager: Further Particulars

August 2017

Contents	Page
1. The Scottish Centre for Children with Motor Impairments	1
1.1 Introduction	1
1.2 The SCCMI's Mission	1
1.3 The SCCMI's 20/20 Vision	1
1.4 The SCCMI's Management	1
1.5 The SCCMI's Quality Status	2
1.6 The SCCMI's Physical Environment	2
2. Addressing the Needs of Children/Young People	3
2.1 Characteristics of Children/Young People with Whom the SCCMI Engages	3
2.2 Meeting Children's Needs: Programmes and Services	3
2.3 Meeting Children's Needs: Staffing Complement	3
2.4 The SCCMI's Unique Working Methods: Integrated, Collaborative Working	3
3. Administration and Resources Manager: Roles, Responsibilities and Requirements	4
3.1 Post Roles: Overview	4
3.2 Key Roles, Advice Networks and Line Management Responsibilities	4
3.3 Responsibilities and Accountabilities	5
3.4 Person Specification	9
4. Remuneration	10
4.1 CPD Investment	10
4.2 Working Arrangements	10
5. Selection Arrangements	11
4.1 Applications	11
4.2 Presentation and Interview	11
4.3 Start Date	11

1. The Scottish Centre for Children with Motor Impairments

1.1 Introduction

The Scottish Centre for Children with Motor Impairments (SCCMI) is an organisation with extensive, expansive, outward-looking and multi-faceted responsibilities. Established in 1991, the SCCMI is a Company Limited by Guarantee, a registered charity and a Grant Aided Special School, with members of the Board of Directors being Company Directors and Trustees of the Charity. As a Grant Aided Special School, the SCCMI receives funding from the Scottish Government's Support and Wellbeing Unit to provide education and therapeutic services for children/young people affected by neurological disorders, addressing the wide-ranging, complex and multifarious physical, functional, communication and life skills requirements of such children/young people.

The SCCMI's independence means that that the organisation is solely responsible for the education, therapy and other elements it delivers. In addition to delivering services to children/young people, the SCCMI has a responsibility to contribute to the building of the knowledge base associated with education and therapeutic development, contributing to advancing practice, research and professional development.

1.2 The SCCMI's Mission

The SCCMI Mission Statement is:

The Scottish Centre for Children with Motor Impairments will endeavour to enable all children/young people with motor learning difficulties throughout Scotland to develop their cognitive, psychomotor abilities, and life skills in order to improve the quality of their lives and achieve their maximum level of independence.

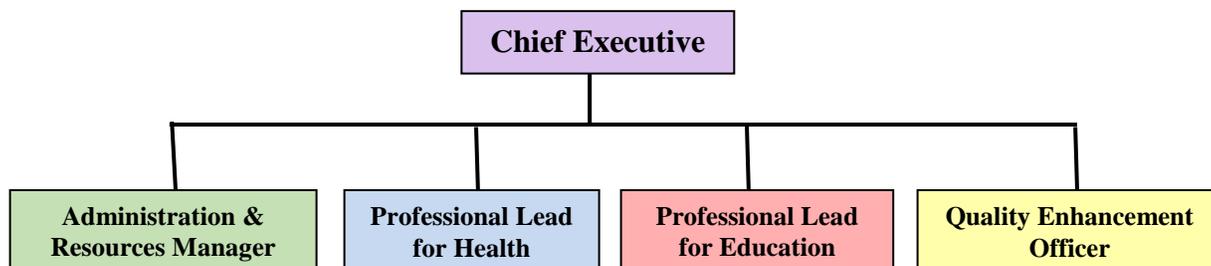
1.3 The SCCMI's Vision - 20/20 Vision

By the year 2020, the Scottish Centre for Children with Motor Impairments will be a prime exemplar of integrated education and health care for children/young people affected by motor learning difficulties throughout Scotland. In addition, the Centre will seek to be acknowledged by professionals and organisations engaged in the education and health environments as a Scottish centre of excellence in the fields of additional support needs education, incorporating innovative and high quality methods to develop cognitive, psychomotor, life skills development and independence in children and young people affected by neurological deficits.

1.4 The SCCMI's Management

The SCCMI Chief Executive is Professor Patrick Salter, former Professor of Physiotherapy at Queen Margaret University and former Faculty Dean at St George's Medical School, Kingston University and Napier University. The Chief Executive is supported by the Centre Management Team (CMT) as identified in Figure 1, with the CMT overseen by the Board of Directors.

Figure 1 - Overview of Management Structure



1.5 The SCCMI's Quality Status

The SCCMI strives for excellence in all aspects of its operation and has been subject to a range of external assessments of its work in recent years including:

- Scotland Excel¹
- Education Scotland
- Care Inspectorate.

(i) Scotland Excel Assessment

In 2014, the SCCMI was the highest ranked independent education provider in Scotland (which includes Grant Aided Special Schools), for both Pre-School Education and Primary School Education, in terms of both cost-efficiency and quality. The SCCMI received the highest scores of all providers assessed and was scored as being 'Outstanding' (the highest rating) for 46% of the categories assessed.

(ii) Education Scotland Reports

Following the inspection in June 2016, a highly positive report was received from Education Scotland, with the inspectors' views confirming the high quality education and therapy services and facilities offered by the SCCMI, with the inspectors using the terms, 'outstanding, 'excellent' and 'exceptional' through the report. Inspectors identified the SCCMI's key strengths as including:

- Leadership of the senior management team in driving improvements.
- Happy, motivated, engaged children who benefit from the rich communication environment.
- High-quality collaborative and integrated teamwork to meet children's complex needs.
- Highly skilled staff who ensure children achieve in a nurturing and safe environment.
- Outstanding support for families.

(iii) Care Inspectorate Reports

The SCCMI had unannounced inspections from the Care Inspectorate in March 2017 and 2014, with those inspections confirming the quality of the SCCMI's care provisions. Elements of the service were assessed as:

- | | |
|--|----------------------|
| - Quality of Care and Support | 6 - Excellent (2017) |
| - Quality of Environment | 6 - Excellent (2017) |
| - Quality of Staffing | 6 - Excellent (2014) |
| - Ensuring Children's Health and Wellbeing Needs Are Met | 6 - Excellent (2014) |

Examples of the many positive statements made by the Care Inspectorate are identified.

- The SCCMI has children at the heart of their provision and is an excellent example of person-centred planning.
- Their holistic approach ensures each child is valued as an individual with all aspects of their learning, development, health and wellbeing supported.
- Children and families benefited from excellent care and support provided by caring dedicated staff and management team.
- Excellent performance and management with staff trained and motivated.
- The Centre has an excellent range of facilities to support the complex needs of children.
- Staff should continue to develop the excellent practice.

1.6 SCCMI's Physical Environment

Education and therapeutic elements take place in high quality environments within the SCCMI's main operating base at the Craighalbert Centre which is welcoming, spacious and pleasant, with specialist equipment employed to assist the child's activities, including the Centre's custom-designed pool.

¹ Scotland Excel is the Centre of Procurement Expertise for the local government sector in Scotland

2. Addressing the Needs of Children/Young People

2.1 Characteristics of Children/Young People with Whom the SCCMI Engages

The children/young people with whom the SCCMI engages are those affected by neurological conditions including cerebral palsy and have an age range of birth to 19 years. Such children/young people have a range of abilities across the severity and complexity spectra, with many having a range of health-threatening situations, with a considerable number attending the nursery/primary/secondary classes having 'complex and exceptional healthcare needs', in addition to their neurological condition.

2.2 Meeting Children/Young People's Needs: The SCCMI's Programmes and Services

The SCCMI's programmes and services are designed to reflect the ability, age and developmental stage of children/young people with neurological conditions, with key elements including:

- providing an integrated education and therapy,
 - addressing the child/young person's education, movement, life skills and communication.
- Early Intervention Programme
This programme addresses the needs of children between birth and 5 years across the range of disability severity and complexity spectra, attending with parents, incorporating assessment, therapeutic intervention, cognitive ability development and parental instruction.
 - Nursery/Primary/Secondary Class
These classes address the needs of children between the ages 3 - 12 years, across a wide range of the severity and complexity disability spectra. The programme addresses children's educational and therapeutic needs thus assuming local authority education and some NHS therapy roles.
 - Access to Education Programme
This programme is designed for children/young people between 3 and 19 years who are normally at the more able and less complex aspects of the disability spectra, resident in any part of Scotland. The programme develops children's physical abilities and life skills.

2.3 Meeting Children/Young People's Needs: Child-focused Staffing Complement

SCCMI has a high staffing level in the context of the child population, with the staff addressing the varied needs of these children/young people detailed below. In addition to teachers, the majority of children's health and care needs are addressed through various therapies offered by such staff. The child-focused staff complement includes: teachers; physiotherapists; occupational therapists; speech and language therapists; programme co-ordinators; early years practitioners and support workers.

2.4 The SCCMI's Unique Working Methods: Integrated, Collaborative Working

At the SCCMI, as is the case in many organisations, the concept of the multi-disciplinary team is established, however SCCMI has taken this concept much further than occurs in most organisations, through establishing the concept of integrated, collaborative 'co-professional' working, with the prefix 'co' used in the context of 'assimilation' or 'together'. Co-professional working enables staff drawn from a range of appropriate professional disciplines including eg, teachers, physiotherapists, occupational therapists, speech therapists and early years practitioners, to work in an integrated and co-professional manner that can offer a collective and cohesive approach, but employ specialist knowledge when required, ensuring that the whole of the SCCMI's workforce is greater than the sum of the individual parts.

3. Administration and Resources Manager: Roles, Responsibilities and Requirements

3.1 Post Roles: Overview

The Administration and Resources Manager will make a significant and sustained contribution towards ensuring the delivery of the SCCMI's Mission and the fulfilment of the Vision, including achieving the ambition of being acknowledged as a centre of excellence in the provision of education, therapy and care for neurologically impaired children and young people in Scotland. Achieving organisational ambitions and delivering high quality provisions require the effective and efficient management of the SCCMI's infrastructure and operations.

The post has considerable leadership requirements and managerial responsibility for a substantial range of organisational functions to ensure the SCCMI operates efficiently, effectively and within identified financial parameters. Such responsibilities include those associated with finance, HR matters, governance and day-to-day operations to ensure all operations are high quality, efficient and effective. In addition, the post holder requires to build comprehensive intelligence related to a range of matters in external environments which influence the SCCMI's operations.

Given the nature of the roles associated with the post, the post holder requires to display the highest levels of honesty, integrity, frankness and discretion, act in the SCCMI's best interests in all circumstances and display the highest levels of confidentiality. The post holder is accountable to, and works closely with the Chief Executive on a day-to-day basis, will be invited by the Chief Executive to be a member of the Management Team and through such membership, contribute to the SCCMI's strategic development.

3.2 Key Roles, Advice Networks and Line Management Responsibilities

As a key manager within a small and specialist organisation, the Administration and Resources Manager has a considerable range of responsibilities as identified in detail in succeeding sections and summarised in figure 2. The major roles, the sources of supporting external advice which is provided on an ongoing and contractual basis, and the staff group which form a small and efficient team associated with various roles are identified.

Financial Management

The SCCMI sub-contracts a number of financially-related functions, including payroll management, to external companies. Day-to-day financial matters are undertaken by the Finance Officer who reports to the Administration and Resources Manager.

Human Resources Management

One of the key roles associated with the post is that of human resources management, with external advice available through a contract with an HR company, with additional legal advice on HR matters available through arrangements with a prominent legal firm.

Governance

The SCCMI is a registered Company Limited by Guarantee, a registered charity and a Grant Aided Special School receiving funding from the Scottish Government, with Board members being Company Directors and Trustees of the Charity. The responsibilities associated with this area include ensuring compliance with the requirements of the various external agencies.

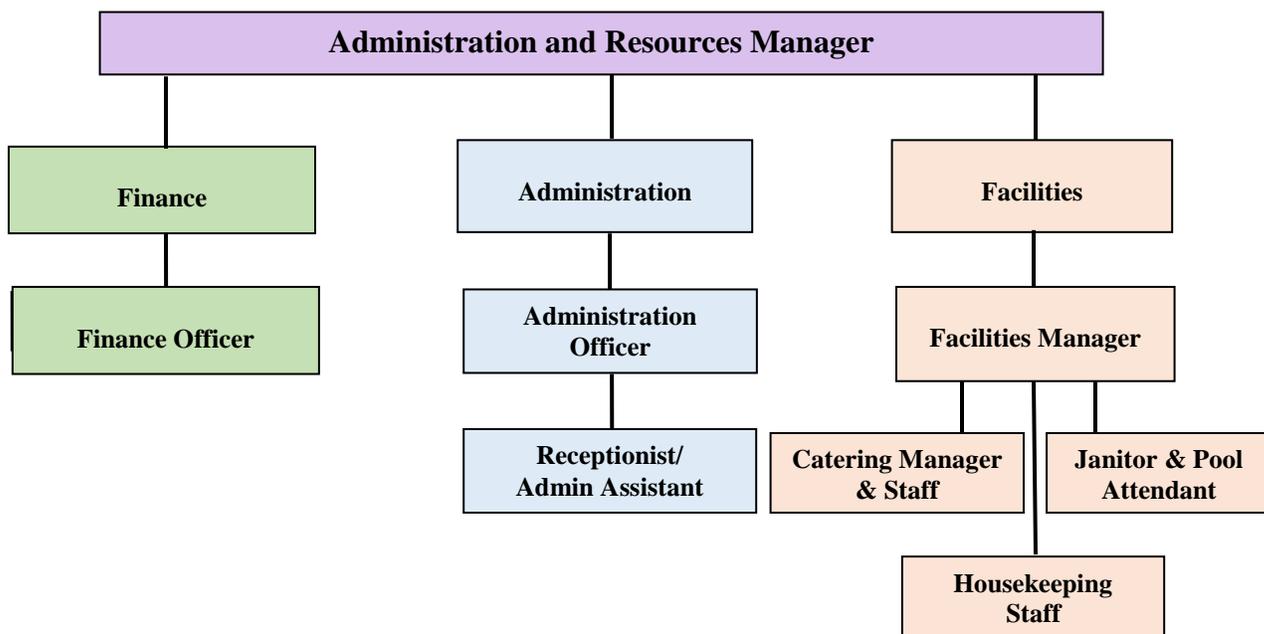
General Administration

For many administrative functions, a range of external companies are contracted to ensure efficient operations, including those associated with IT, telephones and other communication systems. Internally, the Administration and Resources Manager's reportees include the Administration Officer and Receptionist/Administration Assistant.

Facilities Management and Catering

In terms of the overall operation of the organisation, the Administration and Resources Manager has a number of reportees including the Facilities Manager who, in turn, provides day-to-day management for the Catering Manager and staff, janitor and housekeeping staff.

Figure 2 - Overview of the Administration and Resources Manager's Reporting Structure



3.3 Detailed Responsibilities and Accountabilities

The detailed duties and responsibilities associated with the post are identified.

Financial Management

This area of responsibility is associated with the strategic management and effective ongoing operational of the SCCMI's finances, with specific duties associated with this area of responsibility identified.

- Prepare an annual financial plan.
- Monitor and control the annual budget to ensure expenditure is in line with the financial plan.
- Prepare a financial report for the each meeting of the Board of Directors.
- Prepare an annual business plan for the Chief Executive for submission to the Board.
- Approve expenditure in line with the Financial Plan and ensure all expenditure is consistent with the SCCMI's Financial Scheme of Delegation.
- Monitor income and expenditure on an ongoing basis.
- Prepare an annual Trustees Report and accounts, prepared in conjunction with the SCCMI's accountancy partner and external auditor, which meets OSCR and Companies House requirements and relevant financial regulations.
- Liaise with the company contracted to manage the staff salary arrangements.
- Liaise with the company engaged to undertake financial audits on an ongoing basis.
- Liaise with the pension fund organisations with which the SCCMI engages, including the Scottish Teachers, Strathclyde Pension and NHS Pension Scheme.
- Ensure the SCCMI meets all reporting and operational pension auto-enrolment requirements, adhering to the requirements associated with individual pension schemes and those of the Pensions Regulator.
- Ensure all aspects of insurances associated with operations, buildings and vehicles are in place and represent best value.

- Ensure the effective operation of the payroll system, complying with statutory requirements to achieve accurate and timeous salary payments.
- Prepare financial reports for the Scottish Government (SG), including revenue and capital funding, the preparation of quarterly returns and engage in ongoing liaison with SG representatives.
- Ensure equipment and services are procured in line with the SCCMI's Procurement Policy to ensure best value in the context of both the cost and quality of purchases.
- Manage placement procurement contracts including the Scotland Excel Residential Framework, including the preparation of tenders and ongoing reporting requirements.
- Identify, implement and manage (including financial reporting) income generation opportunities, including external rental of SCCMI estate and income from external funders (trusts, grants).
- Communicate with purchasers of the SCCMI's services regarding levels and payment of fees and other contractual arrangements.

Human Resources Management

This area of responsibility relates to the recruitment, retention and development of staff and the maintenance of a high quality HR policy framework and procedures. An external HR Consultancy provides advice related to HR matters and a legal firm provides further advice when required. Specific duties are identified.

- Ensure all HR-related matters comply with legislation and best practice.
- Prepare job descriptions, advertisements and other matters associated with staff recruitment.
- Place advertisements on appropriate web sites.
- Act as a member of interview panels as directed by the Chief Executive.
- Ensure the Staff Handbook is reviewed regularly and reflects current practice.
- Ensure the implementation of related policies, including those associated with eg, disciplinary and ill-health absence matters, and support and advise the Chief Executive and management colleagues in the implementation of such policies.
- Prepare and update documentation associated with staff appraisal through the SCCMI's Personal Professional Development System (PPDS) and ensure all activities associated with the PPDS are implemented at appropriate times.
- Ensure matters associated with maternity/paternity leave and return are undertaken timeously and effectively and comply with legislation and best practice.
- Ensure through initial recruitment processes and subsequent employment, the SCCMI complies with the principles of safe recruitment including, eg, Protection of Vulnerable Groups, Right to Work and professional registration (eg, GTCS, HCPC, NMC, SSSC) requirements.

Administration

This area of responsibility relates to ensuring all aspects of the organisation functions appropriately, effectively and efficiently on a day-to-day basis. Specific duties are identified.

- Act as the SCCMI's Data Protection Officer (DPO) ensuring compliance with the new General Data Protection Regulations (GDPR) and the implementation of the Freedom of Information Scotland Act.
- Ensure ongoing compliance with the Information Commissioners Office reporting requirements.
- Documentation Preparation and Storage - ensure actions and documentation comply with legislation and best practice with detailed responsibilities identified.
- Records - ensure all records associated with staff, children and other matters are compiled, stored and organised in an appropriate and secure manner.
- Database Management - manage databases and ensure accurate records are maintained in order that the organisation has a comprehensive and factually accurate information base.

Governance

The SCCMI is a registered Company Limited by Guarantee, a registered charity and a Grant Aided Special School receiving funding from the Scottish Government, with Board members being Company Directors and Trustees of the Charity. The responsibilities associated with this area include ensuring compliance with the requirements of the various external agencies, with specific duties identified.

- Ensure the effective governance of the SCCMI.

- Ensure the SCCMI's governance documents, including the Articles of Association are kept up-to-date and reflect contemporary practice.
- Ensure compliance with the requirements of charity regulators, including OSCR, Companies House and the Scottish Government.
- Prepare agendas and all other documentation for Board of Directors' meetings and ensuring effective communication with Directors, attending Board meetings, taking a minute of meetings, then preparing a formal minute of meetings for the Chief Executive.
- Prepare and issue documentation associated with the SCCMI Company AGM, and present the financial statement to Company Members at the AGM.

Management of Building and Campus Operations

This area of responsibility is associated with ensuring the effective management of all issues associated with the Craighalbert building and campus and the properties which the SCCMI owns on the campus and in the nearby area. Specific duties are identified.

- Ensure kitchen operations, including food preparations undertaken safely, effectively and efficiently with the highest standards of hygiene.
- Ensure the highest cleanliness of all elements of the Craighalbert Centre building.
- Ensure the effective management of all aspects of the Craighalbert campus.
- Identify, develop and implement plans for capital projects, maintain existing properties and ensure facilities are of a high standard and able to support programmes and organisational objectives.
- Ensure the properties which the SCCMI owns are in good order and are maintained appropriately.

Health and Safety

This area of responsibility is associated with ensuring and maintaining a safe working environment for all who access the SCCMI's Craighalbert Centre and campus in accordance with Health and Safety Regulations and the SCCMI's policies. The duties associated with the area are identified.

- Ensure a Health and Safety policy is in place and remains contemporary.
- Act as the line manager to the SCCMI's Health and Safety Officer (the Facilities Manager), to ensure organisational adherence and compliance to procedures identified in the SCCMI Health and Safety policy and external requirements.

Communications Infrastructure

This area of responsibility is associated with the hardware and software associated with the SCCMI's communication systems. The SCCMI has contracts with an IT company to provide IT and telephone services. Specific duties are identified.

- Ensure the effective operation of telephone and IT systems, through liaising with external IT and communication providers with whom the SCCMI has contracts.
- Identify improvements in IT and other communication systems, ensuring the most efficient and effective operation from both operational and financial perspectives.

Marketing

This area of responsibility is associated with the effective marketing of the SCCMI in all formats. The SCCMI has an association with a marketing company to undertake issues associated with website design and operation and other marketing matters. Specific duties are identified.

- Web-site management, ensuring information and images are kept up-to-date.
- Prepare leaflets and marketing documents, ensuring these are high quality and present the SCCMI in a positive context.

Income Generation

The SCCMI requires substantial income annually in order to provide funds to operate some programmes, contribute to the funding of some operations, eg the hydrotherapy pool and to enhance the organisation's facilities. A number of activities have operated on a long term basis, including the annual golf day, Christmas Fayre and similar activities, with the Administration Officer having specific duties associated with the organisation of these events. Specific duties are identified.

- Identify, implement and manage (including financial reporting) income generation opportunities including external rental of SCCMI estate and income from external funders (trusts, grants).
- Identify opportunities for events and activities which will generate funds.
- Identify and nurture relationships with charitable organisations and individuals which/who may provide funds to support the SCCMI's programmes and operations.
- Actively pursue external sources, including charities for staff-related income, projects and equipment.

Organisational Operation and Development

- With colleagues, influence the SCCMI's strategic direction and delivery of identified strategic goals.
- Actively seek opportunities to represent and promote the SCCMI in the external environment and ensure a reputation that befits the SCCMI's national status and centre of excellence aspirations.
- Adhere to organisational procedures, standards, protocols and policies, including those associated with, eg manual handling, child protection and other policies.
- Contribute to the development and implementation of SCCMI's policies as determined by the CEO.

Staff Management, Appraisal and Development

The post involved the management of a number of staff with the duties identified.

- Line management for finance, administration and facilities staff (including catering and housekeeping) staff (see section 3.2).
- Undertake all aspects of the appraisal system (PPDS) for identified staff.
- Participate in appraisal, performance and staff development systems.

Other Duties

Undertake other duties associated with the SCCMI's work as determined by the Chief Executive.

3.4 Administration and Resources Manager - Person Specification

Attribute	Required	Desirable
Educational Requirements		
Degree or equivalent qualification	✓	
Postgraduate qualification		✓
Active engagement with CPD	✓	
Leadership and Management Requirements		
Ability to lead staff	✓	
Ability to develop services	✓	
Ability to effectively manage, mentor and develop staff	✓	
Able to contribute added value to Centre Management Team	✓	
Not content with the status quo internally	✓	
Knowledge and Ability Requirements		
Comprehensive knowledge of financial management	✓	
Comprehensive knowledge of HR issues	✓	
Knowledge of information legislative requirements eg FOI & GDPR	✓	
Knowledge of governance requirements associated with eg charities		✓
Knowledge of data management systems	✓	
Understanding of political and corporate environments within which SCCMI operates		✓
Ability to source/extract information from documents and research publications	✓	
Highly numerate with ability to understand and analyse complex information and data	✓	
Personal and Professional Characteristics and Abilities		
Commitment to SCCMI ambitions	✓	
Highly supportive to the CEO and management colleagues	✓	
Positive, forward looking and solution-focused	✓	
Dynamic, engaging and can-do attitude	✓	
High levels of ownership	✓	
Highest level of honesty, frankness, integrity and professional ethics	✓	
Sense of humour		
Ability to understand and contribute to wider organisational operations	✓	
Commitment to undertaking appropriate CPD	✓	
Ability to ensure the delivery of quality, efficient, effective operations & services	✓	
Ability to work effectively as a member of a management team	✓	
Excellent and engaging inter-personal skills in professional and personal contexts	✓	
Ability to prepare professional reports for external agencies to a high level	✓	
Excellent influencing skills with ability to present well-reasoned advice	✓	
High level of presentation skills		✓
Highly computer literate	✓	
Experiential Requirements		
Working in a complex multi-faceted organisation	✓	
Working in 3 rd sector organisation		✓
Working with budgets and other financial matters	✓	
Working with HR issues	✓	
Management experience	✓	

4. Remuneration Package

The post offers an attractive remuneration package which is comparative with comparable organisations and will be in the region of £40k. The post holder can engage with the Strathclyde Pension Scheme. The annual leave entitlement is 55 days per year, with these holidays composed of:

- 45 days fixed holidays (4 weeks fixed holidays at summer, 1 week October, 2 weeks Christmas, 2 weeks Easter);
- additional 5 days are allocated to long weekends placed throughout the year;
- additional 5 days to be taken at the individual's discretion, providing this is approved in advance by the Chief Executive and providing there is no impact on the Centre's efficient operation.

4.1 CPD Investment

It is recognised that the demands associated with this post are extensive and it is considered that possession of the appropriate attributes, including eg, attitudes, knowledge and developmental potential are important elements associated with the appointment. Given the extensive range of responsibilities, it is recognised that it is unlikely that an individual will possess the complete package of skills and abilities required for the post at the time of appointment, therefore substantial bespoke CPD will be committed to the appointee in order that he/she develops the comprehensive set of knowledge and abilities required.

4.2 Working Arrangements

As a member of the SCCMI's management, the focus of the role is on the fulfilment of responsibilities and completion of duties rather than adherence to standard working hours. The standard working pattern will be a 37 hour week, within a timeframe of core hours of 7.30 am - 6.00pm, Monday - Friday. In addition, working outwith these hours at evenings and weekends will be expected occasionally. The exact hours of work will vary depending on operational requirements at any time. Time off in lieu is not awarded for time worked beyond the standard 37 hour week. In addition, you may be required to work away from the Centre for a reasonable period of time. Normally a minimum 1 month notice for such arrangements will be given and reasonable subsistence awarded.

5. Selection Arrangements

Arrangements for the recruitment process are detailed.

5.1 Applications

- (i) Prior to Submitting an Application - potential applicants are welcome to have private and confidential discussions with Professor Salter regarding the post. In addition, prospective applicants are welcome to visit the SCCMI's base at the Craighalbert Centre to see the working environment.
- (ii) Application - applicants should submit:
 - (a) A comprehensive curriculum vitae, which should include the information detailed.
 - Personal and professional details.
 - Post-school education including undergraduate and formal postgraduate education.
 - CPD activities including explanation of the way in which these activities have shaped the knowledge and skills of the individual.
 - Employment history, including areas of responsibility.
 - Detailed explanation of the way in which previous employment enables the individual to meet the Experiential Requirements identified in the Person Specification.
 - (b) A paper, which provides an explanation of the way their knowledge, experience and attributes enable them to fulfil the responsibilities of the post (not more than 1,000 words).
 - (c) Details of 3 referees, one of whom requires to be the current employer. Referees will not be contacted until the applicant is being formally considered for the post.

5.2 Interview, Presentation and Tour

Following the receipt of applications, and should the application be progressed, the selection process may include a number of elements including:

- Interview by a panel including internal and possibly external members.
- Tour of facilities, although this may be undertaken during the prior visit described in section 4.1.

5.3 Start Date

The appointee is expected to take up the post at the earliest opportunity.