

Candidate brief for Perth & Kinross Council /NHS Tayside

For the position of Director -
Integrated Health and Social
Care/Chief Officer of Perth and
Kinross Health and Social Care
Partnership

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A busy outdoor market scene, likely in Perth and Kinross, featuring people, stalls, and a stroller. The background is slightly blurred, showing a crowd of people and market stalls. A woman in a brown coat is pushing a stroller in the foreground. A man in a dark jacket and green beanie is looking towards the camera. The ground is wet and reflective, suggesting it might be raining or has recently rained. The overall atmosphere is one of a bustling community event.

Our Vision

We will work together to support people in Perth and Kinross to lead healthy and active lives and live as independently as possible with choice and control over the decisions made about their care and support.

Welcome from the Chair of the IJB



Brian Jones – Chair, Perth and Kinross Integration Joint Board

Thank you for your interest in the position of Director – Integrated Health and Social Care/Chief Officer for the Perth and Kinross Health and Social Care Partnership.

This is a pivotal leadership role, central to shaping and delivering essential health and care services for our communities.

Our Integration Joint Board (IJB) has set out an ambitious vision in our **Strategic Plan for Health and Social Care 2024–2027**, placing people at the heart of everything we do. We are committed to tackling health inequalities—one of our greatest challenges—and to ensuring that everyone in Perth and Kinross can achieve the best possible health and wellbeing to allow them to live life well, free from poverty and inequality. Our strategic priorities include:

- Reducing health inequalities and improving outcomes for all
- Strengthening partnerships across the Council, NHS Tayside, Police, and third and independent sectors
- Fostering innovation and transformation in service delivery
- Ensuring care and support are accessible, timely, and responsive to community needs

We recognise the unique urban and rural mix of our area and the challenges and opportunities this brings for delivering health, social care and other public services. Some of these challenges require immediate action, while others, not least our changing demographics, will take time and sustained effort. Our success depends on strong collaboration with our partners, positive relationships with communities and a shared commitment to making a real and lasting difference in people's lives.



Director - Integrated Health and Social Care/Chief Officer | Perth & Kinross Council/NHS Tayside

We are seeking an inspiring and visionary leader, someone who shares our values and who can motivate our dedicated staff, engage constructively with partners, and maintain meaningful connections with our communities. You will bring relevant professional experience, a passion for public service, and the leadership qualities needed to drive high performance and transformative change.

This Candidate Information Pack provides further details about the role, our integrated health and care services, and what it's like to live and work in one of Scotland's most scenic regions. If you have the values, skills, experience, and personal attributes to lead this important work, we warmly invite you to apply and share your vision for the future of health and social care in Perth and Kinross.

We look forward to learning more about you and your aspirations.



A Few Words from the Chief Executives of NHS Tayside and Perth & Kinross Council



Nicky Connor

Chief Executive
NHS Tayside



Thomas Glen

Chief Executive
Perth & Kinross Council

As the Chief Executives of NHS Tayside and Perth and Kinross Council, it is our pleasure to co-lead the recruitment process for the Director – Integrated Health and Social Care/Chief Officer of Perth and Kinross Health and Social Care Partnership (PKHSCP).

Whilst Perth and Kinross is one of the most scenic areas in Scotland, with remote rural communities, many villages and towns across the region and Perth City at its heart, it also faces the challenges of supporting individuals, families and communities across this area. The nature of the area, a significantly changing demographic alongside the demands and available resources require us to work together to meet the needs of our local population, supporting them to live life well.

The PKHSCP is committed to the integration of health and care services. It is doing this by putting a greater emphasis on joining up services – focusing on helping to keep individuals and the communities they live in healthy and well for as long as possible, transforming the way we deliver health and care to ensure the needs of the communities we serve are met, both now and in the future.

Staff from both NHS Tayside and Perth and Kinross Council have a shared commitment to values based public services, delivering safe, high quality, affordable and sustainable health and care, which drives better outcomes for everyone. To take us forward in



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delivering on this commitment, we need a strong, values based leader who is both passionate and compassionate and who will work collaboratively with colleagues across Perth and Kinross Council and NHS Tayside, as well as the Third and Independent Sector partners.

As Director – Integrated Health and Social Care/Chief Officer you will drive the performance, innovation and improvement needed to transform and reform our health and care partnership, to improve the lives of the citizens of Perth and Kinross. You will collaborate with the Chief Officers across Dundee and Angus, as well as with Acute Services, providing joined up, whole systems of care. You will also work alongside colleagues in a range of Council services to deliver appropriate multi-disciplinary place based approaches to the needs of local communities. This role will also contribute to the wider leadership of health and care services in Tayside through whole system working and lead partner arrangements.

We are extremely ambitious in delivering the best service possible to our communities, but we are also realistic about the challenges we face, as Director – Integrated Health and Social Care/Chief Officer, this role will offer you many opportunities to direct and influence change, making a positive difference to the lives of individuals, families and communities across Perth and Kinross.

This is a demanding role, with a high level of public scrutiny and accountability that requires a collaborative and politically astute individual, with exceptional leadership skills, combined with relevant professional experience and a passion for quality and excellence in public service.

Our new Director – Integrated Health and Social Care/Chief Officer will be ambitious, driven and resilient, with a high degree of professional knowledge and the ability to motivate, inspire and develop their teams to deliver excellent services and who shares our values and behaviours.

Thank you for your interest in this role and we look forward to receiving your application.





About Perth & Kinross Council

Perth and Kinross is the fifth largest local authority area in Scotland, covering 5,286 km². Perth city is our largest settlement and is home to around one third of the area's population. However, we have a mix of urban and rural settlements with around 13% of our population residing in rural areas.

Our location on the central east coast makes Perth and Kinross one of the UK's well-connected destinations. Easy access to Scotland's major road and transport networks makes it an ideal location for businesses, commuters and tourists alike.

Perth and Kinross is fast becoming a destination of choice for investors given the well-connected location and major developments which will transform the area and has been identified as the best place in the UK for business growth for two years in succession. Highlights include cultural offerings like **Perth Museum**, home of the Stone of Destiny, Perth Theatre and Perth Concert Hall, and leisure opportunities in both our amazing outdoor spaces, and our purpose-built facilities including the new Blairgowrie Recreation Centre.

We are also planning for a new leisure centre, dubbed PH20, in the heart of Perth city.

The £300 million **Tay Cities Deal** is helping to boost economic prosperity across Perth and Kinross and our neighbouring local authorities.

We also have a successful track record in hosting major events, such as the Ryder and Solheim Cups, the Royal National Mod and the European Pipe Band Championships.

Perth also hosts a number of popular annual events including the City of Perth Salute and Scotland's largest Christmas lights switch-on event, attended by more than 10,000 people each year.



Opportunity

The Director – Integrated Health and Social Care/Chief Officer is a member of the Executive Leadership structures within both Perth and Kinross Council and NHS Tayside, which enables the synergy required to both lead the strategic planning and work as a systems leader with colleagues to enable the delivery of performance and sustainable outcomes for all delegated services.

Within the overall context for performance management for the respective organisations, the Director – Integrated Health and Social Care/Chief Officer will be largely self-directed, working with a high degree of autonomy, and will be held accountable for the delivery of objectives set, in discussion with the Chief Executives.

Performance appraisal is undertaken by the Chief Executives in partnership and, in the case of an NHS employee, will be subject to review by NHS Tayside's Remuneration Committee.



THE ROLE

Our vision is for a Perth and Kinross where residents can lead healthy and active lives and live as independently as possible with choice and control over the decisions made about their care and support.

The Director – Integrated Health and Social Care/Chief Officer (Chief Officer) is accountable to the Perth and Kinross Integration Joint Board (IJB) for strategic planning, commissioning and oversight of delivery of the full range of integrated services through the Perth and Kinross Health and Social Care Partnership (HSCP). This includes commissioning services from partner organisations and through them, from a range of independent and third sector providers.

The Chief Officer leads the integration of health and care services to align with the national Health and Wellbeing Outcomes; the Principles of Integration; and delivery of the Public Bodies (Joint Working) (Scotland) Act 2014, as defined in our agreed Integration Scheme.

Working in close partnership with other stakeholders across the NHS, partner Health and Social Care Partnerships and beyond, the provides the strategic vision required to ensure high quality health and care services are provided to the population of Perth and Kinross in line with Government policies and priorities and to ensure the development and implementation of transformational strategies and plans.

The Chief Officer contributes to the strategic leadership and management of NHS Tayside and Perth and Kinross Council priorities, as appropriate.

The Chief Officer formally reports to both the Chief Executives of Perth and Kinross Council and NHS Tayside, with accountability to the IJB for progress on implementation of the agreed Strategic Plan.





SPECIFIC ACCOUNTABILITIES

- Providing strong, effective, visible leadership Perth and Kinross HSCP, in line with the IJB's Strategic Plan and those of NHS Tayside and Perth and Kinross Council.
- Optimising the development of seamless, integrated health and care services, considering anticipated developments in the external environment. Through direct influence, supporting development of a coherent vision and a values-based culture to improve outcomes and service-user experience for people across Perth and Kinross and Tayside. Through personal role modelling, demonstrating commitment to collaborative leadership and partnership working, developing standards for joint delivery of health and social care services.
- Leading the culture change across staff and partners required to achieve innovative and effective integration and cross boundary working.
- Building and maintaining a culture where people are treated fairly, consistently and with respect; where everyone has a voice; and where equality, inclusion and diversity are valued.
- Creating the conditions to address health inequalities; anticipating and exceeding customer expectations to improve health and wellbeing of people who require health and social care services across Perth and Kinross and Tayside.

Location

For employment purposes, your main base will be Perth and Kinross Council offices in 2 High Street, Perth.

You will be expected to spend time each week at the NHS Tayside Headquarters, Ninewells Hospital, where office space will be provided.

The option of hybrid working is available upon agreement with the Chief Executives of Perth and Kinross Council and NHS Tayside.

The post will inevitably require you to travel regularly throughout the HSCP area and within Scotland. Less frequently you will be required to travel further out with Scotland.

Home to work expenses will be met by the post holder but all other travel expenses incurred as a result of your employment will be reimbursed by the Board or Perth and Kinross Council.



The Individual

ESSENTIAL CRITERIA

- Master's degree, or undergraduate degree and equivalent knowledge and experience
- Evidence of continuous professional development
- Significant and demonstrable leadership experience at a senior strategic decision-making level in an organisation with a comparable size of budget and workforce
- A resilient, inspirational and visionary leader, who operates with integrity; leads with kindness and compassion; has a clear sense of purpose; and is inclusive and collaborative with a range of stakeholders
- Ability to communicate an inspiring vision and can empower staff at all levels
- Demonstrable experience of business continuity planning, incident and change management, including working within the context of significant resource constraints
- Demonstrate behaviours aligned to the NHS Scotland Leadership Success Profile for Executive Level Directors to enable outcomes, shape cultures and empower systems
- Demonstrate evidence-based commitment to building and maintaining a culture where people are treated fairly, consistently and with respect; where there is psychological safety, where everyone has a voice; and where equity, inclusion and diversity are valued.
- Demonstrate ethics, values and integrity, leading with humility and building trust.
- Calm under pressure, effectively managing emotional responses.
- Evidence of leading and inspiring system change and integrated working in an inclusive way, where organisational values are integral to care delivery and service improvement.



- Ability to challenge existing systems, practices and processes to ensure and facilitate continuous improvement
- The ability to create and drive a sustainable organisation vision and strategy, putting users and beneficiaries at the centre of this work (essential).
- Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context.
- Experience of working effectively with Government officials, Board members and frontline staff, with an ability to operationalise strategy for all stakeholders.
- Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation, based on collaboration and co-production with key partners.

DESIRED CRITERIA

- Leadership/management qualification.
- Evidence-based track record of leading and delivering transformational change in a large, complex public system at Board level
- Significant experience of influencing policy at a regional and national level.



NHS Leadership Success Profile

Key themes within behavioural clusters

Enabling Outcomes	Developing purpose and vision	Forming strategies that draw upon population, social and economic health, are connected to the needs of local communities and informed by global developments
	Building capability	Developing capability and capacity at organisational, system and national levels and a strong team who display collective accountability
	Harnessing commitment	Connecting strategic ambitions to the lives of frontline staff, building a shared commitment, identity and sense of purpose for what can be achieved together
Shaping Cultures	Releasing creativity and innovation	Creating the conditions for improvement and innovation at multiple levels through the creation of a culture of empowerment and learning
	Modelling Self-leadership	Managing all aspects of self including from daily performance, wellbeing, and resilience to ongoing growth and career development
	Fostering inclusion and psychological safety	Building a culture that is based upon the principles of inclusion, compassion and psychological safety across the multiple teams/ communities to which they belong
Empowering Systems	Whole system awareness	Understanding the need to combine employment, education, housing and environmental considerations in addressing inequality and inequity in population health
	Forging trust and collaboration	Building trust and overcoming historical challenges to enable collaboration and shared commitment at local and national levels
	Enabling population outcomes	Ensures system wide interventions and national policy translate into changes that positively impact the lives of front-line staff and communities



PKC Leadership Competencies

These are broken down into three levels:

- Executive, and Strategic Leadership Team
- Line Managers (Service Managers, Team Leaders, and all employees with Line Management responsibility)
- Employees (non-managerial)

Personal Impact

Resilient and self-aware, demonstrating the organisational core values, taking accountability, and achieving results in a political environment.

Leads, Motivates, and Inspires Others

Sets the tone, model, and enables a culture where everyone is solution focused, empowered to 'Think yes' and ambitious in achieving improved outcomes for people and communities, taking appropriate decisions within their role.

Improvement Focus

Values-led with a focus on continuous improvement and change, transforming the way we think and work to deliver better outcomes.

Empowers People and Places

Places people and our communities at the heart of how we work, enhancing collaborative, trusting relationships, and building capacity for people to influence new ways of working.

Strategic Mindset (Risk/Conflict)

Creates strategic direction and priorities. Future focused with high awareness of external environmental factors and their potential impacts at local and national level. Prepare for, recognises, and responds to risk and recovery. Welcome challenge and deals effectively with conflict.



Health and Social Care Integration

MAIN PURPOSE

The main purpose of integration is:

- to improve the wellbeing of people who use health and social care services, in particular those whose needs are complex, and which
- require support from health and social care at the same time;
- to improve the wellbeing of those for whom it is necessary to provide timely and appropriate support in order to keep them well;
- to promote informed self-management and preventative support to avoid crisis or ill health; and
- to jointly deliver on the national health and wellbeing outcomes.

Health and Social Care in Perth and Kinross is proud of its achievements delivering high quality care. At the same time, as with other public sector systems in the UK and internationally, there are significant challenges that must be addressed if the system is to be sustainable - increased demand for services; workforce and finance constraints; and the medium and long-term impact of socio-economic factors impacting population health and entrenching health inequalities, as detailed in the Director of Public Health's Annual Report (2023). These challenges cannot be tackled by any public sector agency acting alone; a truly whole system, integrated approach is required, which has the NHS, Integrated Joint Boards (IJBs), local authorities, other public sector partners including the police and fire services, further and higher education, the third sector and citizens working together to have the greatest impact.

PERTH AND KINROSS INTEGRATION JOINT BOARD

NHS Tayside and Perth and Kinross Council agreed an Integration Scheme for Perth and Kinross, which was laid before Scottish Parliament in September 2015 and was passed in October 2015, with the first meeting of the Perth and Kinross Integration Joint Board (IJB) held in November 2015. The Integration Scheme sets out the functions that are delegated by NHS Tayside and Perth and Kinross



Council to the IJB. The IJB operates as a body corporate (separate legal entity), acting independently of NHS Tayside and Perth and Kinross Council.

It is responsible for the planning, oversight and delivery of integrated functions. As laid out in the Strategic Commissioning Framework (2023 to 2033), the IJB has an ambitious agenda with clear priorities that will ensure the people in Perth and Kinross have the best possible health and wellbeing, supported by health and social care services that:

- help reduce inequalities in health and wellbeing that exist between different groups of people;
- are easy to find out about and get when they need them;
- focus on helping people in the way that they need and want;
- support people and communities to be healthy and stay healthy throughout their life through prevention and early intervention.

HEALTH AND SOCIAL CARE IN PERTH AND KINROSS

Health and Social Care in Tayside as a whole covers three local authority areas (Perth and Kinross, Dundee City and Angus) and serves over 415,000 residents. Perth and Kinross HSCP joins two partner HSCPs in Tayside (Dundee City and Angus) in providing primary and community care, with alignment to the three local authorities for each of these areas. NHS Tayside is one of the five Scottish teaching boards and has a close relationship with the University of Dundee Medical School, Abertay University, and Dundee and Angus College.



Search Process

APPROACH CANDIDATES

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and aspirations. Please note specific application instructions listed on pages 23 and 24.

INTERVIEW CANDIDATES

Once your interest and suitability has been determined we will arrange for you to meet with the partner leading this search.

SHORT LISTING

Having met with candidates who will differ on experience, ambition and background, Odgers will put forward a number of candidates whom we feel most meet the criteria. NHS Tayside / Perth & Kinross Council will confirm the shortlisted candidates.

MEETING OUR CLIENTS

Shortlisted candidates will be asked to undertake an online psychometric test and will be invited to an in-person stakeholder exercise. Within a short period, candidates will then be invited to a final in-person panel interview.

DUE DILIGENCE

As you will appreciate, you will have conducted due diligence on NHS Tayside / Perth & Kinross Council and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

OFFER AND ACCEPTANCE

NHS Tayside / Perth & Kinross Council puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

ONGOING COMMUNICATIONS

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

DIVERSITY, EQUITY AND INCLUSION

We aim to ensure that each and every stage of the search process is as inclusive as possible and we work to support NHS Tayside / Perth & Kinross Council in their own commitment to inclusivity.

CONFIDENTIALITY

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence.

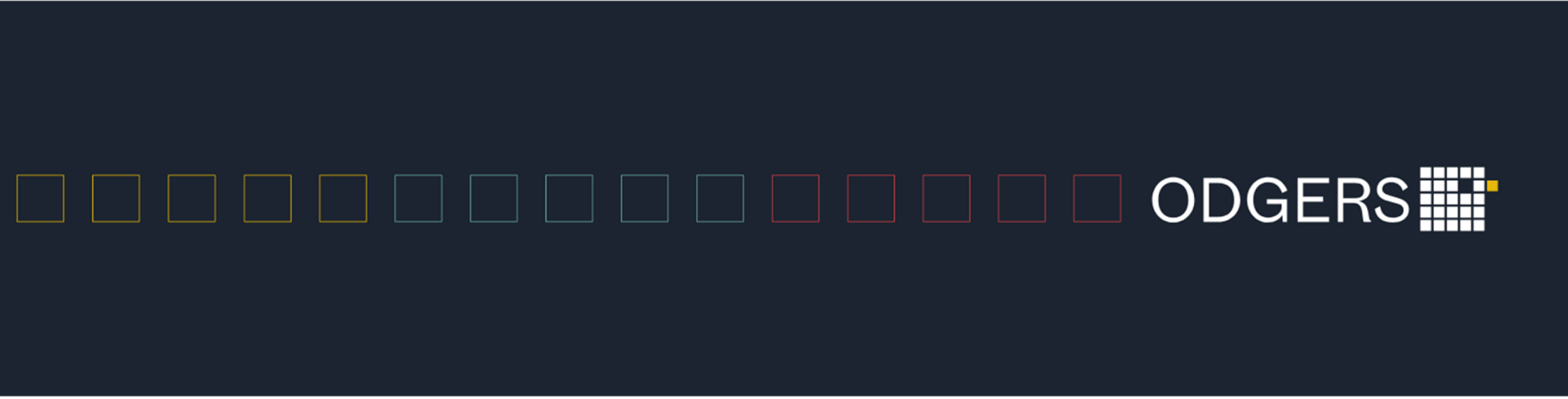


About Odgers

Odgers was founded in 1965. We offer integrated executive search and leadership advisory services through our 59 offices in 33 countries. During our 60-year history we have developed functional and sector expertise and built a global network of relationships. We are deeply rooted in our local markets, which we combine with global perspective and reach, enabling us to serve clients across six continents.

What we do matters; our work impacts peoples' lives and drives our clients' success. It is a privilege to help build the world's best leadership teams, a trusted role we never take for granted.

This ethos underpins our commitment to our clients and candidates and motivates our colleagues to strive for excellence in all we do.



Candidate Charter

TALENTED PEOPLE ARE OUR LIFE BLOOD

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers. We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest. We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email our Global Chief Executive Officer KScrope.CEO@odgers.com.



How to Apply

KEY DATES

Closing date for applications is **13th April**.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend **preliminary interviews with Odgers in late April**. The **final interview process** with NHS Tayside / Perth & Kinross Council will take place in **May**.

HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at:
www.odgers.com/95652

If you are unable to apply online please email:
karen.younie@odgers.com

All applications will receive an automated response.

YOU ARE ALSO REQUIRED TO ANSWER THE FOLLOWING QUESTIONS:

- Do you have the right to work in the UK?
- Describe your personal values and how they align with our partnership values and commitment to public service. Please provide examples of how you have demonstrated values-based leadership and the impact this has had in your previous roles.
- Summarise your leadership and management experience in delivering significant change, particularly in social care, health services, or other major organisational transformations. Include examples that demonstrate improved outcomes for the organisation, service users, and communities.
- Our people are our greatest asset, working in demanding environments. How have you led multidisciplinary teams to overcome challenges in delivering health and social care services? What would your approach be to leading our team?
- In this role, you must command credibility with a wide range of stakeholders, including government, board members, politicians, staff, and communities. Describe how you have built and maintained credibility with stakeholders to deliver key outcomes in previous or current roles.
- In the partnership we aspire to be a high-performing team. Share how you have delivered high-performing services in your



current or previous roles. Based on your research into this role, where do you see areas of good performance to build on and areas for improvement?

- Are you a current employee of Perth and Kinross Council? (if yes – please detail your employee number.)
- Do you have a disability? (Guaranteed Interview Scheme)
- Are you a member of the PVG scheme? (if Yes – please provide your PVG number, date it was issued and name of Regulatory Body who countersigned it.)

ADDITIONAL INFORMATION

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist NHS Tayside / Perth & Kinross Council in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

SPECIAL REQUIREMENTS

Special Requirements for Selection Events: We are fully supportive of discussing any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition. If you require any special arrangements to be made to ensure your full participation in the selection process, please email Andrew.Lees@odgers.com If you have a disability or long-term health challenge, the Board is committed to offering reasonable adjustments throughout the recruitment process and employment.

PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.



CONTACT DETAILS

For a conversation in confidence, please contact:

Andrew Lees

Andrew.Lees@odgers.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact emma.burnett@odgers.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgers.com.



Where Leadership Matters.

