

Information pack for appointment to the Board of Public Health Scotland



Scottish Ministers are seeking to appoint a Chair of the Board for Public Health Scotland. Ministers highly value the benefits of having different points of view on the Board and welcome applications from people from all walks of life, particularly those with a deep personal understanding of health inequalities.

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 Thursday 15 May 2025
Shortlisting of applications	Tuesday 27 May 2025
Date applicants will hear about the outcome of their application	Friday 30 May 2025
Situational role play exercise	5 June 2025 via MS Teams
Interviews	18 June in person in Edinburgh It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	Wednesday 2 July 2025
Start date	Monday 1 September 2025



Dear Applicant,

Thank you for your interest in this Board Chair vacancy within Public Health Scotland, which is a national NHS Special Health Board. As a Board Chair, you have a fantastic opportunity to help shape its future and provide assurance that it is working effectively, efficiently and in the best interest of the population of Scotland.

Protecting, strengthening and renewing our National Health Service is crucial to enable it to meet current and future challenges, as set out in the First Minister's January statement on improving public services and NHS renewal. However, preventing ill-health is not only about reform of health and social care services; it is also about doing all we can to live healthier, more active lives. During 2025 Public Health Scotland will deliver a new strategic plan. This will be closely aligned with the new Population Health Framework (due to be published later in Spring 2025), which will provide a cross-government and cross-sector approach to improve the key drivers of health and wellbeing. It will set out how the Scottish Government, COSLA, Local Government, the NHS and partners across business, the third sector and communities themselves, can increase the positive effects social and economic drivers have on population health, mitigate those areas contributing to negative outcomes and build a Scotland to positively support health and wellbeing.

To reflect the key importance of driving whole system working locally and nationally, Public Health Scotland is jointly sponsored by the Scottish Government and COSLA, working collaboratively to inform and guide the work of the body. The Chair of Public Health Scotland is a critical role as Public Health Scotland continues to strengthen and refine its workstreams as the expert national public health body in Scotland. The Chair will be required to provide strong leadership to the Board; to ensure robust governance arrangements are in place; and will monitor the performance of the organisation. They will work towards ensuring that Public Health Scotland commands confidence across the whole system, planning and working effectively in collaboration with the Scottish Parliament, Scottish Government and Local Government, the Third Sector and the professional and scientific communities related to public health.

You will play a central leadership role in guiding the strategies which address the population health priorities and health and care needs of the Scottish population, that will work to improve healthy life expectancy and address health inequalities, but also help improve performance, quality of services and financial sustainability.

We are keen to attract applicants with the leadership experience required for this significant appointment. You do not need to be a professional expert in health or indeed public health. We are looking for people with a wide range of skills and backgrounds who are sensitive to the diverse health and wellbeing needs of the people of Scotland and who have a deep personal understanding of health inequalities, the wider determinants of health and the effect these have on individuals and communities. Specific details on the requirements for this role is included in the person specification section of this pack.

We hope that you seriously consider applying for this important role. Once again, thank you for your interest in joining the Public Health Scotland Board. We wish you all the best with your application.

Jenni Minto MSP and Councillor Paul Kelly, COSLA Health and Social Care Spokesperson

Information about the role

Remuneration	£48,516 per annum/£311per day, (non-pensionable) and reasonable expenses.
Time commitment	An average of three days per week (156 days per year). The time commitment will vary week to week, but the Chair would be expected to be physically at Board Headquarters in Glasgow or Edinburgh on a regular basis and be available to attend meetings held elsewhere, possibly at locations across Scotland. Work commitments, Board and governance committees will be in a mix of virtual, hybrid and physical settings. Regular meetings with other NHS Board Chairs and the Cabinet Secretary for Health and Social Care are held six times per year.
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. Board members can serve a maximum of eight years on one Board, in one role. The Board Chair is considered a different role, and so current and previous members can apply and, if successful, the total period of that appointment will not exceed eight years.
Location of meetings	The main PHS offices are in Gyle Square in Edinburgh and Bothwell Street in Glasgow.

Disqualifications

Appointments to NHS bodies are governed by regulations which include details of the circumstances in which an individual may be disqualified from being appointed.

The circumstances vary from body to body, and it is not possible to include an exhaustive list here covering every appointment. Further information is provided in **Annex A**.

A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of [the Scottish Parliament \(Disqualification\) Order 2020](#).

Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.

Public Health Scotland

Public Health Scotland (PHS) marks its fifth anniversary in April 2025 and we are proud of all we have achieved in this time. We were established to make a transformational change in population health and wellbeing across Scotland and our vision is to see a Scotland where everybody thrives.

We employ approximately 1,200 staff and have a budget of around £100 million. We are a national health board jointly sponsored by the Scottish Government and COSLA, and we collaborate across sectors. Joint sponsorship means a commitment to shared decision-making, planning and performance management. You can read more about PHS on the [PHS website](#).

What does Public Health Scotland do?

We want to see life expectancy in Scotland start to improve again. We also want to see the difference in life expectancy between the poorest and wealthiest areas get smaller. Our role is to lead and support work across Scotland to prevent disease, prolong life and promote health.

Some highlights of our work:

COVID-19 response

PHS was central to the response to the COVID-19 pandemic. PHS data and partnership meant that Scotland was the first country in the world to have real life data on COVID-19 vaccine effectiveness.

Reform and Renewal of Health and Social Care

PHS is playing an important role in shaping the future of health and care in Scotland to support population health, working closely with Scottish Government to shape reform plans.

Population Health Framework

PHS have been supporting long-term thinking on Scotland's population health with data, evidence and expertise. The framework is due to be published later in Spring 2025.

Collaboration for Health Equity for Scotland (CHES)

We have partnered with the UCL Institute of Health Equity (IHE) for a 2-year Collaboration for Health Equity in Scotland (CHES), launched in February 2025 and working with Professor Sir Michael Marmot.

Anti-racism

On 1 April 2025, our first Equality, Diversity & Inclusion (EDI) Strategic Approach 2025-2029 was published. At the heart of this is our commitment to becoming an anti-racist organisation.

Wellbeing vision

In defining its vision for staff wellbeing, Public Health Scotland (PHS) has followed the principles set out in the Scottish Government's 'Improving Wellbeing and Working Cultures' document issued in July 2024.

Learn more

[A Scotland where everybody thrives: Public Health Scotland's strategic plan 2022 to 2025](#)

[Papers for Public Health Scotland Board on Wednesday 19 February 2025, 10.30am](#)

[Public Health Scotland Annual Report and Accounts for the year to 31 March 2024](#)

[Public Health Scotland Operating Plan 2024](#)

Scottish Government's [Vision for health and social care](#)

[COSLA Plan 2022 - 2027 | COSLA](#)

Online information session

We would like to offer interested applicants the opportunity to find out more about Public Health Scotland and the work of the Board. There will be an open door online information session for all interested applicants on 30 April at 18:00 until 19:00, where the Chair will provide a brief overview of the Chair role and the work of the Board and offering the opportunity for those attending to ask any questions about the role or the work of Public Health Scotland. If you are interested in attending this session, please contact the Governance Team at Public Health Scotland at PHS.Governance@phs.scot by midday on 29 April 2025 and you will be sent a link to the session.

The role of the Board Chair

You will work with the PHS Board, made up of 12 Non-Executive Directors, two of whom are local authority councillors nominated by COSLA to:

- Lead the Board, ensuring that it effectively delivers its functions in accordance with the organisation's corporate governance arrangements.
- Keep the organisation's governance arrangements and the Board's effectiveness under review.
- Work effectively with the Scottish Government, the Scottish Parliament and its Committees, COSLA, NHS Boards, the voluntary sector and other local and national partners.
- Collaborate effectively and develop excellent working relationships across organisational boundaries to achieve shared public health goals.
- Be an ambassador for the public's health and wellbeing, with a particular focus on the health outcomes for the population, reducing health inequalities and increasing healthy life expectancy.
- Set the agenda, format and tone of Board activities to promote effective decision making and constructive debate.
- Develop the capability and capacity of the Board by advising on the appointment of Board Members; undertaking annual appraisals and reporting on their performance; identifying appropriate training and development opportunities; and ensuring effective succession planning is in place to maintain a diverse Board.
- Provide performance management and development opportunities for the Chief Executive.
- Engage with media and political scrutiny and lead public accountability, representing the organisation with Ministers, the Scottish Parliament and other key stakeholders (dual responsibility with the Chief Executive).
- Be an exemplar of the NHS Scotland values.
- Demonstrate inclusive leadership, harnessing diversity and ensuring inclusion for all.
- Be sensitive to the views of others and engage with diverse groups.
- Uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with Public Health Scotland's Code of Conduct (which can be accessed via this link: [Members Code of Conduct](#) derived from the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles).

The selection panel

Chair	Richard Foggo, Co-Director, Population Health, Scottish Government
Panel member	Nicola Dickie, Director, People Policy, COSLA
Representative from the Ethical Standards Commissioner	Sue Young

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 Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking for a Chair 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 tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

Criteria	Example indicators	How this will be assessed
Essential		
1. Leading the Board	<ul style="list-style-type: none">Provides clear focus in ensuring that the body/organisation achieves its objectivesSuccessful in encouraging a group to work collaboratively together and to reach compromise and consensusEnables all group members to make an effective contributionAble to stand back, set aside personal views and listen objectively to othersAppreciates the need to be challenged and to take account	<p>This will be assessed at application stage and at interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p>

	<p>of alternative views in the decisions being taken</p> <ul style="list-style-type: none"> • Able to make difficult decisions • Commitment to equality of opportunity and to developing and maintaining a diverse board. 	
2. Longer term planning and seeing the bigger picture	<ul style="list-style-type: none"> • Understanding of the key issues and the wider public health environment in Scotland. • Able to demonstrate political acuity and an understanding of the Scottish public health context in responding appropriately to parliamentary, media and public scrutiny. • Able to develop strong and meaningful relationships and alliances with partner organisations in order to achieve positive outcomes and system level change. 	<p>This will be assessed at application stage and at interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p> <p>You will also be asked to give a verbal presentation, and the selection panel will have a follow up discussion with you.</p>
3. Oversight of performance and delivery	<ul style="list-style-type: none"> • Experience of holding an organisation to account for the delivery of a plan/strategy. • Experience of effective use of management information to provide oversight of public resources and capital programmes to implement successful change. • Understanding how public services are delivered in Scotland including how decisions are made and relationships with Scottish Government and local government. 	<p>This will be assessed at application stage and at interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p>

<p>4. Ability to work co-operatively and collaboratively</p>	<ul style="list-style-type: none"> • Experience in building strong relationships with ‘partner’ organisations and working with them on an ‘equal’ basis. • Evidence of drawing on a range of influencing strategies to reach shared objectives. • Able to demonstrate where the impact of their personal challenge on decisions has led to a positive change in the aims/objectives of an organisation or in a major policy area. • Can evidence in-depth understanding of others’ perspectives and the capacity to find resolution. 	<p>This will be assessed at application stage and at interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p>
<p>5. Deep personal understanding of health inequalities in Scotland</p>	<ul style="list-style-type: none"> • Understands the impact of health inequalities in Scotland. • Understands the distinctive role of Public Health Scotland in tackling health inequalities. • Can demonstrate experience of values and behaviours that have sought to challenge and rectify the impact of inequality, for example, racism, misogyny, ableism. 	<p>This will be assessed at application stage and at interview stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p> <p>You will also be asked to give a verbal presentation, and the selection panel will have a follow up discussion with you.</p>

How to apply

Start the application process by clicking this link: [Public appointments - Scottish Government Jobs](#)

Find the advert for the board you want to apply for and follow the instructions.

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 you will not be able to update your answers or supporting documents once the online application is submitted. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at public.appointments@gov.scot

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 final assessment stage will include a situational role play conducted online in advance of the interview date, a verbal presentation at the interview on a topic notified to candidates in advance and interview questions related directly to the criteria for appointment.
3. 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](#).
4. 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.
5. The appointing Minister will make a decision 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.
6. Due to the joint sponsorship approach, the appointing Minister will consult the COSLA Health and Wellbeing Spokesperson prior to making their final appointment

decision. For candidates being recommended for appointment, the selection panel will provide the relevant Minister and COSLA Health and Wellbeing spokesperson with a summary of the evidence gathered during the process. To represent the joint sponsorship approach with COSLA, if the Minister chooses to meet the candidates the COSLA Health and Wellbeing spokesperson will also be present at those meetings and involved in the discussions. All candidates interviewed will be advised in writing of the outcome of the interview and feedback will be offered.

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 criteria for the role 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.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who 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 different 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](#)
- There is confirmation that the time commitment required for the role can be met.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on social media. 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: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](#)

Common questions and answers

Who can I contact to speak about this role?	Angiolina Foster, Chair of the PHS Board at angiolina.foster@phs.scot
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Telephone: 0300 244 1898 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 (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
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. Information about a reasonable adjustment may be 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?	In order 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.
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.
Can I get feedback on my application or interview?	Yes. Feedback is available on request.
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 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. You should 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

Phone number: 0300 244 1898

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](https://www.gov.scot/public-appointments/contact-scotland-bsl)

Annex A Disqualifications

The following paragraphs give an indication of the main circumstances where an individual would normally be disqualified from appointment to any National NHS Board or territorial NHS Board:

You will particularly wish to note that the Health Boards (Membership and Procedure) (Scotland) Amendment Regulations 2016 which came into force on 8th February 2016 highlight that a person who is an employee of a health service body is no longer disqualified from applying to be a non-executive member of the Board.

- Although the regulations state that board members of one NHS board may not be appointed to another health body, Ministers can choose to direct that this disqualification will not apply. Please note however, that non-executive members of Healthcare Improvement Scotland are **not** permitted to be a non-executive member of another NHS board. If you would like further information, please contact the Public Appointments Team by calling 0300 244 1898; or by emailing Public.appointments@gov.scot.
- Anyone who, within a period of five years before the proposed date of appointment, has committed an offence in the British Islands for which they are sentenced to imprisonment (whether suspended or not) for three months or longer.
- Anyone who has been dismissed from employment in a health service body, except by redundancy.
- Anyone who has been removed from office in a health service body before the term of office expires.
- Anyone who has been adjudged bankrupt and not been discharged; has had their estate sequestrated and has not been discharged; has entered in to a trust deed with their creditors and not been discharged; is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986; or who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts.
- Anyone who is or has been subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002.
- Anyone who is or has been removed or prevented from being a trustee of, or otherwise acting for or on behalf of, a charity (or body controlled by a charity) by:
 - a charity regulator; or
 - a court or tribunal in the British Islands

- Anyone who has been removed, for reasons of impairment or loss of fitness to practise, from a statutory register maintained by a regulatory body; or from a list under:
 - Parts I or II of the National Health Service (Scotland) Act 1978
 - The National Health Service Act 2016
 - The National Health Service (Wales) Act 2016
 - The Health and Personal Social Services (Northern Ireland) Order 1972
- Anyone who is or has been subject to a sanction under section 19(1) (b) to (e) (action on finding of contravention) of the Ethical Standards in Public Life etc (Scotland) Act 2000.
- Any Board member who is considering standing for election to the Scottish or UK Parliaments (or in any other election) should consider the relevant election rules regarding that person's membership of the Board. Election rules on standing for the Scottish and UK Parliaments are made by the UK Government and any guidance on them should be consulted. If a member is in any doubt about election rules they should seek independent legal advice.

There are circumstances in which the disqualification of an individual who falls under the above may cease.