

Invitation to Tender

Protecting People Independent Chair: Children at Risk Committee and Adults at Risk Committee

Invitation

On behalf of the Dundee Chief Officers Group, Dundee City Council is seeking to commission an independent Protecting People Chair to provide impartial, effective and integrated leadership across the Children at Risk Committee and Adults at Risk Committee¹.

The role

The successful provider will chair both Committees and help ensure that Dundee's arrangements for protecting children, young people and adults at risk are joined-up, evidence-led, trauma informed and focused on continuous improvement. The role requires the ability to respect the distinct statutory, policy and practice context of each Committee (including aspects related to child protection, adult protection, violence against women and suicide prevention) while providing coherent leadership across the wider Protecting People system.

- provide effective and impartial leadership of both Committees, including agenda-setting, facilitation, decision-making and oversight of agreed actions;
- demonstrate integrated leadership across public protection and strengthen interfaces between the Committees, partner organisations, the Chief Officers Group and wider strategic partnerships;
- facilitate mutual support and accountability for the delivery, quality and impact of public protection responses;
- provide independent advice, constructive challenge and transparent assurance to the Chief Officers Group on performance, quality and strategic risk;
- promote continuous improvement, reflective learning and the effective translation of learning review findings into practice;
- ensure that evidence, data, quality assurance and the voices of children, young people, adults, families, carers and people with lived experience inform priorities and decisions;
- support joint strategic planning and commissioning, where relevant, across complex multi-agency environments; and
- facilitate the resolution of conflict and help partners reach clear, proportionate and positive solutions.

For the Adults at Risk Committee, the Chair must support fulfilment of the statutory functions applying to Adult Protection Committees, including those set out in sections 42 to 47 of the Adult Support and Protection (Scotland) Act 2007.

What we are looking for

We are seeking an individual with strong strategic leadership, judgement, communication and influencing skills. They must be able to operate credibly and independently with senior leaders across organisational boundaries, analyse complex evidence, offer support, influence change, provide respectful challenge, manage sensitive issues and maintain a clear focus on outcomes for people at risk of harm.

¹ Please note that these committees include a remit for violence against women and suicide prevention alongside child and adult protection.



This includes providing balanced leadership across all elements of the Committee remit — child and adult protection, violence against women and suicide prevention — recognising their equal importance and the complex, inter-linked nature of risks, responsibilities and responses across the Protecting People system.

Tenderers should demonstrate how their skills, abilities, values and experience equip them to lead an integrated Protecting People remit across both Committees. Detailed requirements are set out in the enclosed role descriptor and method statement.

The role requires a commitment of an average of 4 days per month, additional days may be required by prior agreement. The estimated budget for this commission is between £14,400 and £16,800 per annum. The initial award will be for a 2-year period, with the possibility of extension for a further maximum period of 2 years.

Tender submission

Please submit the following:

- a CV describing your relevant skills, abilities, knowledge and experience, with reference to the role descriptor (attached as appendix 1);
- a completed method statement, including the conflict of interest declaration;
- contact details for two referees from separate organisations who can comment on your suitability to deliver the commission; and
- a clear statement of your proposed terms of business, including your daily rate and any anticipated expenses.

Please submit the above information to hscproviders@dundeecity.gov.uk with subject line 'Tender Submission – AARC/CARC Independent Chair' no later than 5pm on Monday 26th October 2026.

Tender timetable

Stage	Date / time
Invitation to tender issued	21 st September 2026
Deadline for tender questions	9 th October 2026
Tender return deadline	26 th October 2026 (5pm)
Evaluation period	27 th October – 27 th November 2026
Clarification meetings, if required	w/b 16 th November 2026
Notification of outcome	30 th November 2026
Target contract award date	11 th December 2026

Target start date



Early January 2027 (specific date
TBC)

Further information

Questions about the commission should be directed to Kathryn Sharp, Acting Head of Strategic Services, Dundee Health and Social Care Partnership (kathryn.sharp@dundeecity.gov.uk or 07895899920)

Yours faithfully,
Kathryn Sharp
Acting Head of Strategic Services

Appendix 1

Protecting People Independent Chair / Convenor Person Specification

To work collaboratively as part of the Chief Officers Group Team to provide a whole-systems approach to the leadership of public protection responses. To support the Committees to fulfil their core functions of continuous improvement, public engagement and communications, strategic commissioning, assurance, oversight of strategic risk and leadership. To facilitate mutual accountability for delivery of improvement priorities and performance targets, and provide independent advice and assessment of performance and risk to the Chief Officers Group and other stakeholders.

Main accountabilities

1	To provide effective leadership of the Committee, ensuring that all functions are discharged to a high standard, in a timely and proportionate manner and in accordance with relevant legislative requirements, including sections 42–47 of the Adult Support and Protection (Scotland) Act 2007². This includes: • facilitating Committee meetings, setting the agenda, approving minutes and overseeing systems of accountability for the completion of agreed actions; • overseeing the production, review and publication/submission of the Committee's strategic commissioning plan and annual report; • overseeing arrangements for communication of the work of the Committee to relevant stakeholders; • overseeing the inclusion of the expertise of people with lived experience in arrangements for discharging Committee functions; • participating in regular meetings with the Chief Officers Group and senior officers from component organisations where required; and • contributing to the agreement of priorities and workplans for the Protecting People Strategic Support Team.
2	To demonstrate integrated leadership for public protection, including through representation at agreed Community Planning and other strategic groups, locally, regionally and nationally. This may include acting as a spokesperson for the Committee in the media and at public events where appropriate.
3	To facilitate mutual support and accountability for the delivery and quality of public protection responses in line with the Chief Officers Group vision and agreed strategic priorities. This includes seeking appropriate assurances from partner organisations, as well as providing assurance to the Chief Officers Group.
4	To oversee the identification and management of strategic risks to the delivery of the Chief Officers Group vision and priorities and the Committee strategic commissioning plan.
5	To promote a culture of continuous improvement and reflective learning for public protection at a

² Sections 42 – 47 of the Adult Support and Protection (Scotland) Act set out statutory duties in relation to Adult Protection Committees, membership, Committee procedure, duty to provide information to the Committee, biennial reports and guidance. Section 42 (1) describes the statutory functions of the Committee which the Convenor, through their leadership, must ensure are fulfilled.

	strategic level.
6	To facilitate the joint strategic commissioning of public protection responses for Dundee.
7	To oversee the Learning Review process, including overseeing the commissioning of reviews and integration of learning into practice. This may include chairing the Learning Review Panel as required.
8	To provide independent advice and support to the Chief Officers Group, Strategic Support Team, senior officers from partner organisations and other relevant strategic groups.
9	To facilitate resolution of any conflicts arising within the Committee, supporting members to reach positive solutions.

Personal qualities

Selflessness	Act solely in terms of the public interest. (Principle of Public Life)
Integrity	Avoid placing yourself under any obligation to people or organisations that might try inappropriately to influence you in your work. Do not act or take decisions in order to gain financial or other material benefit for yourself, your family or your friends. Declare and resolve any interests and relationships. (Principle of Public Life)
Objectivity	Act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. (Principle of Public Life)
Accountability	Be accountable to the public for decisions and actions and submit yourself to the scrutiny necessary to ensure this. (Principle of Public Life) Be open to challenge and accept questions as a way of seeking to understand, rather than as criticism.
Openness	Act and take decisions in an open and transparent manner. Do not withhold information from the public unless there are clear and lawful reasons for doing so. (Principle of Public Life)
Honesty	Be truthful, honest and open. Be brave.
Resilient	Accept feedback as an opportunity for reflection and learning.

Values

Commitment to shared vision	Maintain a focus on the agreed vision for public protection and make decisions and take actions directed to achieve this. Recognise that each agency and person is part of a whole system and work within a wider Protecting People approach.
Trust	Show trust in other members.
Respect	Respect the different views, opinions, constraints and expertise held by different members and organisations. Respect the confidentiality of discussions.
Inclusive	Include all those with a role in protecting people in recognising and discharging a shared responsibility for public protection. Think beyond organisational boundaries.
Passion	Demonstrate an interest, commitment and ambition for protecting people at risk.

Behaviours

Learning	Be open to doing things differently and learning new approaches and ways of doing things from others.
Contribute	Take responsibility for progressing actions outside meetings and for leading specific areas of work. Contribute your transferable skill set as well as your subject expertise. Work as part of a team of Chief Officers Group members.
Consistency	Be consistent in your actions and communications, and align these to the agreed vision for Protecting People.
Transparency	Provide and share all relevant information with those who need to know and understand it.
Dissemination	Communicate information and decisions throughout the organisation you represent. Consider who needs to know what and make sure this is communicated to them.
Delegate	Delegate leadership of risks and actions throughout the Protecting People structure. Support and empower the Committees and Partnerships to lead and make decisions.
Mutual support	Provide support across departmental and organisational boundaries, including resources, expertise, advice and peer support. Share responsibility and ownership when there are challenges to be overcome.
Personal responsibility	Take personal responsibility for being informed and prepared for Chief Officers Group meetings and activities. If you do not know something, proactively seek out the required information.

Skills

Advocacy	Advocate on behalf of the organisation that you represent and of the people we are responsible for protecting.
Influence	Influence others within your organisation and beyond to change, take action and recognise their responsibility for protecting people.
Analytical	Ask questions of information to establish an understanding of its potential meaning.
Strategic	Focus on strategic leadership and agreed priorities. Take a whole-systems approach.
Constructive challenge	Challenge others in a way that is constructive, respectful and helpful.
Communicative	Listen to understand, communicate views proactively and use common, understandable language.
Judgement	Ability to reach considered conclusions and decisions.

Knowledge, understanding and experience

Public protection	Knowledge, understanding and experience of protecting people issues, including relevant legislative and policy provisions and best practice.
Role of different organisations / posts	Knowledge and understanding of local, regional and national arrangements for protecting people, including the distinct roles of Chief Officers, the Chief Social Work Officer and other professional leads.
Political systems	Knowledge, understanding and experience of local political systems, including the governance and scrutiny role of Elected Members of the Council, NHS Board members and Integration Joint Board members.
Strategic commissioning	Knowledge and understanding of the strategic commissioning cycle and experience of applying this in practice across multi-agency environments.
Strategic risk management	Knowledge and understanding of systems and processes for strategic risk identification and management.
Organisational development and leadership	Knowledge, understanding and experience of whole-systems and participative leadership, change management, conflict resolution and organisational culture and behaviour.
Performance and quality assurance	Knowledge, understanding and experience of performance management and quality assurance systems in complex environments, including outcome measurement and reporting.