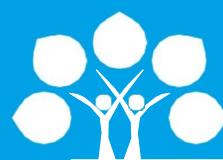
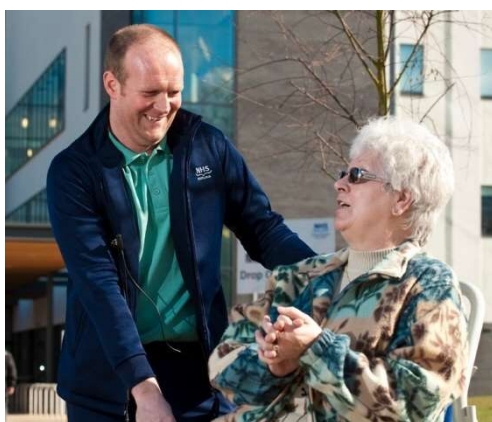
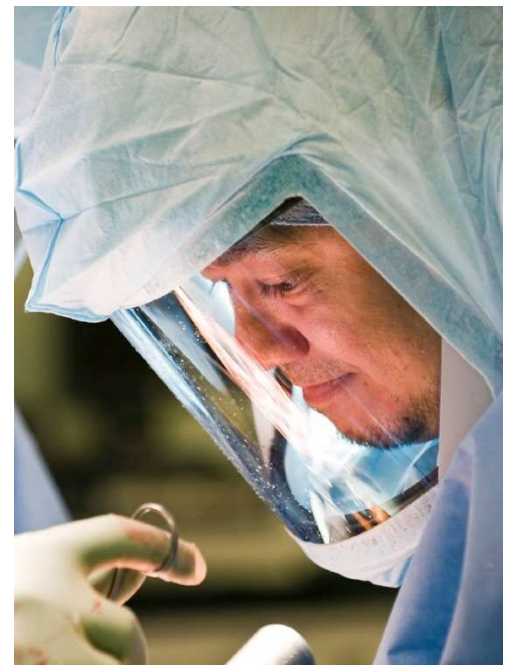


# NHS Lothian Programme Director Capital Planning Recruitment Pack



Our Values  
Into Action

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## Message from our Director of Capital Planning and Projects

I would like to take this opportunity to thank you for your interest in the post of Programme Director. This role is pivotal to maintaining our success as we strive to deliver a healthier future for the people of Lothian.



This is an excellent opportunity for an exceptional individual who can evidence outstanding leadership qualities. We are seeking a talented, credible leader with vision and enthusiasm for the role.

The Programme Director will provide senior leadership within the Boards Capital Planning and Projects Department and play a key and visible role within our Senior Management Team. In addition, the post holder will be responsible for the effective delivery of a multi-million pound acute healthcare project. Ensuring all safety, compliance and quality standards are met within prescribed delivery timelines and resources identified will be fundamental to achieving success.

Our new Programme Director will make a significant contribution in the performance management of all capital planning and projects activities across the Board ensuring that a robust risk management environment is in place and that corporate governance procedures are complied with.

This is a significant opportunity to play a key leadership role in an ambitious Health Board alongside a committed and able leadership team, so we are seeking a development/construction professional with proven experience of managing complexity and working at a senior level. You will be a values-driven leader, committed to partnership working and passionate about the equality, diversity and inclusion agenda.

If you believe you can fulfil this role, we look forward to receiving your application.

If you require any additional information which cannot be found within this pack, do not hesitate to contact me by emailing [Iain.Graham@nhslothian.scot.nhs.uk](mailto:Iain.Graham@nhslothian.scot.nhs.uk) or Brian Currie, Senior Programme Director by e-mail on [Brian.Currie@nhslothian.scot.nhs.uk](mailto:Brian.Currie@nhslothian.scot.nhs.uk).

I would draw your attention to the NHS Lothian's website [www.nhslothian.scot.nhs.uk](http://www.nhslothian.scot.nhs.uk) for up to date information.

**Iain Graham**  
**Director of Capital Planning and Projects**  
NHS Lothian



## **Programme Director**

### **Agenda for Change - Band 8D**

**£88,385 - £92,424**

NHS Lothian covers Edinburgh city, East Lothian, Midlothian and West Lothian. We are the second largest health system in NHS Scotland and one of only four teaching Boards. We have strategic partnerships with local Universities, Local Authorities and our four Integration Joint Boards. We serve a population of 900,000, providing a range of primary, community based and acute hospital services. We also provide regional and national services across a range of clinical specialties.

We are looking for a highly motivated, innovative and enthusiastic individual to lead a major capital project within NHS Lothian forming part of a £1b development programme. In this pivotal role, you will lead a NHS Lothian Project Team ensuring delivery of a modern, fit for purpose facility. You will be expected to embrace the changes in the delivery of health care and to identify and implement innovative, transformative solutions that support the Boards objectives. This is a real opportunity to be actively involved in shaping the future of the Board's estate to meet the emerging future ways of working and delivering quality care.

You will apply sound judgement and provide advice at the most senior level on the risks and opportunities the Board faces and the ways these can be addressed. To be successful in this role you will need experience of leading either a large acute healthcare project, with knowledge and understanding of the statutory and compliance requirements applied to the healthcare environment, or other large development project out with the healthcare sector in addition to a proven track record in the delivery of complex programmes of development and construction. You must have successfully led large multi-disciplinary teams and have significant experience in managing complex stakeholder relationships either within NHS organisations, local government and community groups or the private sector.

For an informal discussion, please contact either [Iain.Graham@nhslothian.scot.nhs.uk](mailto:Iain.Graham@nhslothian.scot.nhs.uk) or [brian.currie@nhslothian.scot.nhs.uk](mailto:brian.currie@nhslothian.scot.nhs.uk).

Interested parties should contact our retained consultant, Iain Atkinson, Associate Director, Eden Scott by phone on 07714 124 033 or by email [iain.atkinson@edenscott.com](mailto:iain.atkinson@edenscott.com) to discuss the recruitment process prior to submitting an application

Closing date for applications is 5 December 2021.

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## **JOB DESCRIPTION**

### **1. JOB IDENTIFICATION**

**Job Title:** Programme Director

**Responsible to:** Director of Capital Planning and Projects

**Department(s):** Capital Planning and Projects

**Directorate:** Finance

**Operating Division:** Corporate

**Last Update:** August 2021

### **2. JOB PURPOSE**

The post holder will be expected to programme manage a range of complex enabling developments and delivering a substantial portfolio of capital projects potentially up to £250m in diverse healthcare settings. Considerable commercial expertise will be required to manage the procurement and construction activities across a number of projects.

Directing and providing senior leadership in the delivery of significant developments for example, Region Centres, Acute and Community hospitals, GP and community premises and health and social care Partnership Centres with local authorities and others.

Direct, develop and deliver the capital strategy for a programme of capital developments to meet the strategy of NHS Lothian and the Integrated Joint Boards. For example, the regional Cancer Centre, the re-provision of Ophthalmology Services to the Edinburgh BioQuarter campus, or a new National Treatment Centre to deliver clinical services in line with local, regional and national policy.

Directing the programme, from business case development, on to procurement and construction, and finally, into the operational phase; ensuring these are delivered within the scope agreed by the Project Board and NHS Lothian. Responsible and accountable for successful project completion within budget and programme accountable for the delivery to the project or programme's Senior Responsible Officer, an Executive Director, or equivalent, within NHS Lothian.

To lead the legal, commercial and technical engagement on property negotiations and acquisitions with public and private partners relating to the development of capital assets.

Provide the senior leadership for the programme between NHS Board and contractors.

Directing the decommissioning of vacated sites following the transfer of services to new facilities.

Strategic direction regarding the estate using policy, guidance and for example, the General Medical Services (GMS) Contract., Frameworks Scotland Contract etc.

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### **3. DIMENSIONS**

#### **Project Management**

1. The post holder directs a programme of related and unrelated capital projects and programmes with a capital value between £50 million and £250 million from development to delivery. This includes leading the strategic consideration of capital options for facilities, development of project costs through the business case process, and then delivering the project within programme, scope and budget.

#### **Legal, commercial and technical**

2. The post holder directs contract management of the planning, procurement, design, construction and facilities commissioning by contractors, including commercial negotiation and legal dispute resolution where required, and the handover to NHS Lothian for clinical commissioning. They are responsible, with operational services, for the commissioning of the NHS services in the new facility.

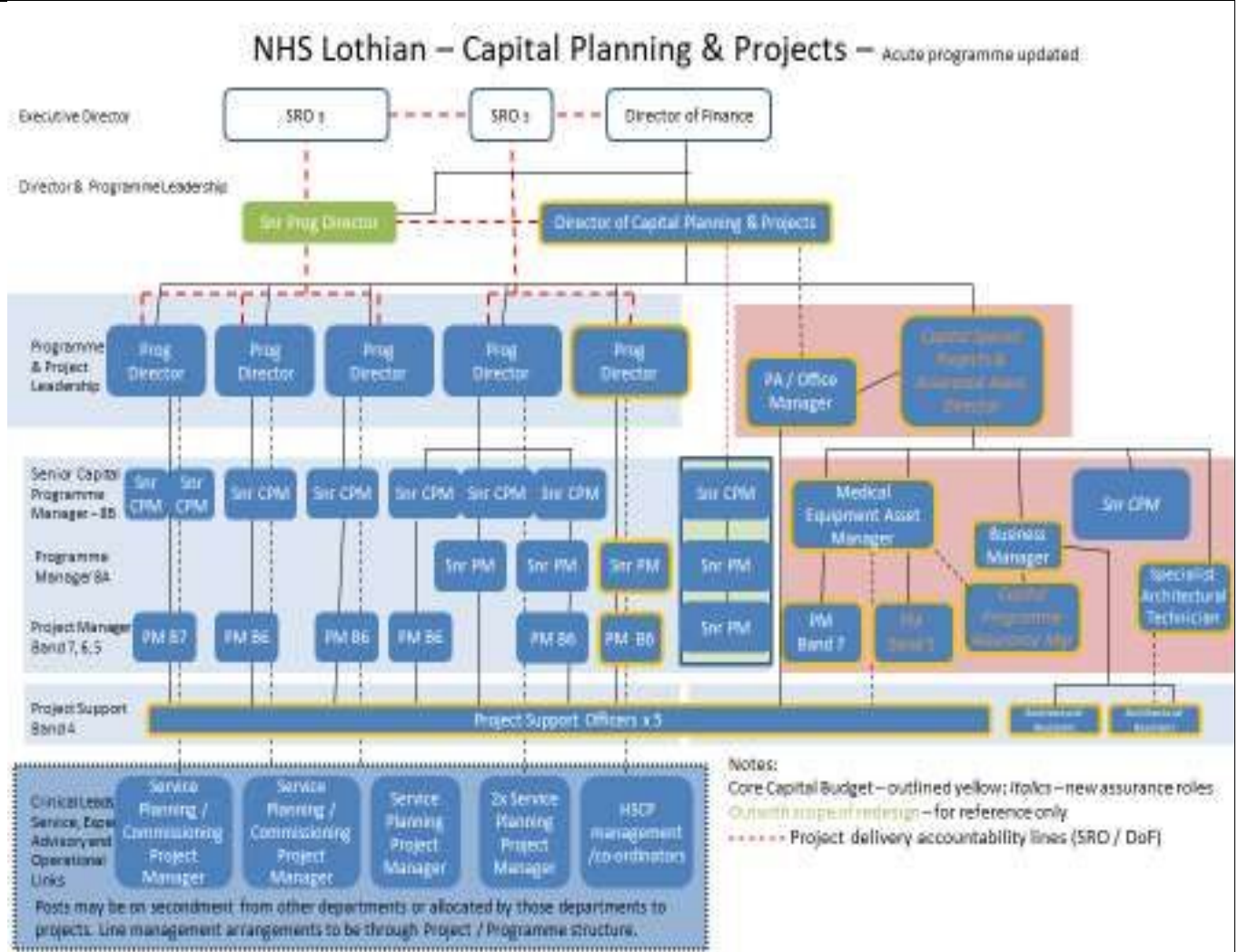
#### **Financial Responsibilities**

3. The post holder directs revenue spend as delegated in the Board's standing financial instructions, up to £100,000. Their capital authorisation level for individual items is set by project, up to £100,000.
4. The post holder is responsible for the preparation and presentation of capital business cases ranging from £50 million to £70 million to NHS Lothian Board and Scottish Government.

#### **Staffing Responsibilities**

5. The Programme Director responsibilities can vary from team to team and dependant on contract size or value, this is comparable to a range of different departments within NHSL; these teams can be made up of varying types of specialists. Direct line manager for 4 to 8 Senior Project Managers and Project Managers at any one time who lead different teams from different backgrounds skill sets and experience (e.g. Construction, Project management, Clinical, FM eHealth) who in turn manage one or more Project Teams. Project Teams can be in different locations, and will change size and make-up through the project lifecycle, to respond to project needs; the Director will identify and recruit the resources required.

## 4. ORGANISATIONAL POSITION



## 5. ROLE OF THE DEPARTMENT

To provide technical, commercial and professional assurance that enable NHS Lothian to develop, sustain and optimise the efficient and effective use of the capital assets needed to support the delivery of clinical strategy in line with the NHS Lothian Capital Plan.

To appraise service requirements against the existing provision of land, infrastructure, buildings and capital equipment, making acquisitions, undertaking building enhancements, major new developments and instructing disposals.

To procure and manage commercial suppliers (contractors), and specialist technical and legal consultants procured for individual projects, or drawn from long term frameworks and PPP type contracts.

To work with national organisations, such as Health Facilities Scotland and the East Region to manage resources and programme delivery of capital projects to meet National, Regional and Board level needs.

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## 6. KEY RESULT AREAS

1. Line manage multiple programme and project managers from a range of disciplines and expertise in accordance with NHS Lothian employment policies, including work allocation, performance and attendance issues, recruitment, training, appraisal and personal development.
2. Provide leadership and direction to project managers, support staff, technical and other advisers who are directly accountable to the post holder to ensure effective and efficient project execution.
3. Direct the planning and provision of new health facilities for NHS Lothian services, having oversight of the programme of related and unrelated projects at various stages of development from inception to completion. In collaboration with service colleagues, lead the development of revised models of service delivery that will support the effective operation of the new facilities.
4. Advise NHS Lothian to ensure informed capital investment decisions are taken. Directing objective option appraisal, affordability and clear cost justification through each stage of the NHS Lothian capital governance process. Direct project team leaders in the development of Scottish Capital Investment Manual<sup>1</sup> (SCIM)-compliant business cases from strategic assessment, initial agreement through to full business case.
5. Direct the management of projects through the SCIM business case process from development to procurement, town planning, then construction into the operational phase. Responsible and accountable for successful project completion within budget, timescale and programme.
6. Accountable for the performance management and project cost control of the internal project team and all advisers, contractors and other suppliers to the project(s) under the post. Support construction design, planning and execution by using construction software (e.g. Autocad / Fieldview) to expertly review and amend technical drawings and confirm amongst others the size, specifications, positioning and clash errors electronically.
7. Accountable for all risk and health and safety aspects of the programme, including design, planning, construction, decant, commissioning and decommissioning. Ensure professional advice is sought, applied and documented.
8. Lead capital planning input to the review of current estate and models of service delivery with strategic planning and operational management, and to the development of NHS Lothian strategy and site master planning. This includes health and social care provision in hospitals and in the community. Ensure integration with other capital projects thus supporting the development of a coherent strategic programme.
9. Identify opportunities and risks to NHS Lothian capital strategy including: identification of options such as joint working with other public bodies; opportunities for innovation; funding routes; and assessment of marketplace obstacles to the project. Ensure integration across the capital programmes, thus supporting the development of a coherent strategic programme.
10. Directs management of budgets and expenditure in line with the Board's Standing Financial Instructions and the Scheme of Delegation. Ensure the programme of projects delivers value for money taking into account capital cost and revenue costs for operation and life cycle maintenance.
11. Interpret and develop National and Local Policies on capital planning and healthcare facilities and implement through the capital programme.
12. Working with National Services Scotland to deliver Pathfinder Projects to facilitate the publication of national guidance relating to major elements of design and operation, such as carbon reduction targets in new projects. Evidence of research resulting in NSS guidance that will ensure consistent approaches to implementation of capital builds in the future.
13. Direct development and implementation of policies and systems to ensure that effective audit and governance processes are delivered for the programme of projects according to Standing Financial Instructions, corporate governance and internal and external audit requirements. This includes

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links with stakeholder boards and the Scottish Government Health and Social Care Directorate and Scottish Future Trust.

14. Direct negotiation and develop long-lasting partnership arrangements with contractors and their supply chain partners, to ensure full commitment to the delivery of all the programme objectives.
15. Direct development and implementation of effective arrangements for equipping, commissioning, and post project evaluation of the new hospital facilities in collaboration with key partners.
16. Lead the delivery of the asset rationalisation of commissioning and decommissioning process that will arise from the programme of projects, including the disposal of surplus land. Lead the engagement with partners to secure cost effective and value for money disposals.
17. To support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

## **7a. EQUIPMENT AND MACHINERY**

The following are examples of equipment used:

Personal or Laptop Computer – writing reports, analysing data, audio / visual presentations.

Mobile and desk telephone.

General office equipment – copier/scanner, projector.

Personal protective equipment required for construction sites – hats, gloves, boots, glasses, high visibility clothing).

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided.

## **7b. SYSTEMS**

The following are examples of systems used:

Internet, intranet and MS applications – Office, Excel, Word, Power Point and Project.

Project and performance management systems.

Established database and file-sharing systems.

Building Information Management (BIM) systems.

AutoCAD or similar computer aided design systems, potentially including 3D and Virtual Reality systems.

Specialist training and use of construction hardware and software, with architectural and engineering detail for reviewing and marking up discrepancies, changes, snagging etc (e.g. Viewpoint & Fieldview)

Note: New systems may be introduced as the organisation and technology develops, however training will be provided.

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## **8. ASSIGNMENT AND REVIEW OF WORK**

The post holder has the highest degree of autonomy and is responsible for effective use of their time and directing resources to deliver programme objectives.

The post holder reports to the Director of Capital Planning and Projects and are also accountable to the NHS executive director/ Senior Responsible Officer identified to chair a Programme Board

Objectives are set annually with 6 monthly formal reviews and monthly management meetings with the Director of Capital Planning and Projects. Performance and personal development review is undertaken with the Director of Capital Planning and Projects.

The post holder presents progress reports, risk management and assurance information for review by the Programme Board, NHS Lothian, regional partners, and the Scottish Government as required.

The post holder works flexibly in ensuring objectives are delivered.

## **9. DECISIONS AND JUDGEMENTS**

Exercise excellent analytical and judgement skills to address highly complex facts and situations incorporating legal, commercial, technical, construction and clinical information. The post holder analyses these highly technical sources, to interpret and compare the range of options and identify the optimum solution. Successful delivery of highly complex programmes relies on the ability of the post holder to make decisions at this level.

Direct and lead a team providing expertise and advice to NHS Lothian service users, staff and operational managers to interpret and implement national and local policies and guidelines applied in capital projects and the provision of healthcare facilities.

Conduct highly complex commercial negotiations with contractors, including their legal and financial representation and their supply chain, to make judgements and take decisions to secure contracts, and ensure successful delivery of programme objectives within budget and on time.

Lead for NHS Lothian in contributing to the development of national and regional policy and guidelines on capital planning and healthcare facilities, their interpretation and implementation.

## **10. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB**

Operating in an environment where there is significant uncertainty due to political, economic, financial and legal drivers presenting a highly complex range of options for capital planning to deliver NHS strategy.

Managing highly complex legal, technical, contractual and commercial negotiations with multiple third parties, where discussions can become highly challenging, complex and highly emotive, for example, where holding a contractor to account for delivery of a contracted obligation could lead to legal action or bankruptcy.

Using the business case process and governance structures to define programme objectives and secure funding to implement a value for money solution is highly challenging and complex.

Mapping resource to project needs, identifying relevant skills, assembling, developing and disbanding project teams.

Managing a programme of concurrent related and unrelated projects within the constraints of financial planning time cycles and deadlines.

Mitigating and managing contractual and policy changes throughout the programme of projects.

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## **11. COMMUNICATIONS AND RELATIONSHIPS**

Communicating and receiving highly complex, sensitive or contentious information where there may be barriers to understanding.

Communicating with professional managers from different disciplines, including clinical, engineering, architectural, legal and financial, where there may be varying understanding of the information being presented.

Demonstrating effective interpersonal, motivational, leadership, oral and written communication skills in order to liaise with colleagues, partners, contractors, patients and the public.

Handling sensitively the disbandment of teams and redeployment of new roles and communicating this to teams and groups.

Presenting complex, sensitive or contentious information to large groups where the atmosphere may be hostile or antagonistic, examples include presentation of capital proposals in public forum, presenting information to governmental bodies at a regional or national level.

Strong working relationships with a wide range of individuals, including, but not exclusive to:

### **INTERNAL**

NHS Lothian directors and Lothian Health Board – face to face meetings, influencing, written reports, presentation of business cases

Capital Planning and Projects – face to face meetings, influencing the capital programme

Finance team – face to face meetings, influencing managing the capital and potentially revenue budgets for the programme

Facilities management team – influencing and negotiating capital strategy, developing specifications, commissioning planning

Divisional Management Team – written reports, presentation of business cases

Lothian Health Board – written reports, presentation of business cases

Management Teams of other NHS Lothian Divisions – written reports, presentation of business cases

Medical Directors, Consultants and other clinical staff – developing specifications, evaluating tenders

Technical services departments – developing specifications, evaluating tenders, commissioning planning

Capital Projects teams – developing specifications, procurement, commissioning planning

Ward Managers, Operational managers and Heads of Department – developing specifications, commissioning planning

Partnership Representatives – face to face meetings and written reports

Health and Safety and Infection Control colleagues – developing specifications, evaluating tenders, commissioning planning

### **EXTERNAL**

GP Practices, Health and Social Care Partnerships, Integrated Joint Boards - written reports, presentation of business cases, face to face strategy discussions

Other NHS Boards, NHS regional planning, NHS National Services – face to face meetings, influencing, written reports, presentation of business cases

Scottish Government – written reports, presentation of business cases

Consultants, contractors and suppliers – negotiation, procurement, contract management

Professional advisers – negotiation, procurement, contract management

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Scottish Futures Trust – negotiation, procurement, contract management

Public bodies: local authorities, emergency services – negotiation, procurement, planning commissioning

Patients, carers, voluntary organisations and the wider public – informing, engaging and consulting

## **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

### **PHYSICAL**

Standard keyboard skills for evaluating data and writing reports.

Use specialist construction hardware and software to review and adjust technical drawings and information. (e.g. Viewpoint). Requires accuracy and understanding of the underlying principles and system applications.

Light physical effort when visiting construction sites.

### **MENTAL**

High degree of concentration required when presenting to large groups for example in public fora.

High degree of concentration required when analysing highly complex information and formulating reports incorporating information and data from a range of sources including technical and operational data, plans, computer models, spreadsheets and gantt charts.

### **EMOTIONAL**

Occasional exposed to verbal aggression when presenting in public forum.

Discussing performance issues with staff. Emotive discussions regarding disbanding and redeployment of teams during and at conclusion of projects.

Managing legal, contractual and commercial negotiations with multiple third parties where discussions can become, complex, emotive, challenging.

### **ENVIRONMENTAL**

In compliance with site safety rules and H&S legislation, visiting construction sites in all weathers to review activities at various stages of completion. Significant hazards include exposure to machinery, heights, damp, dust or hazardous substances.

Travelling between sites and visiting live construction sites.

## **13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

Degree or evidence of equivalent knowledge and skills

Masters degree or evidence of equivalent knowledge and skills in a relevant field, e.g. Construction, Business, Project Management, Commercial

Chartered Engineer, Architect, Chartered Surveyor or other Construction professional qualification, including evidence of continuing professional development

Evidence of ongoing personal and professional development

Evidence of a portfolio of successful delivery of capital projects.

Evidence of leadership and delivery of major capital including within a public sector environment

Evidence of having lead in the development, negotiation and delivery of a variety of project procurement, e.g. PPP, frameworks

Proven skills in effective people management, team building, communication and negotiation

Understanding of the importance of stakeholder relationships across the healthcare community

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Excellent, demonstrable project management skills  
Experience of the healthcare sector  
Understanding of health and safety requirements for attending sites under construction  
A track record of the successful implementation of changes e.g. redesign of services through engagement with stakeholders

**14. JOB DESCRIPTION AGREEMENT**

A separate job description will need to be signed off by each job holder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date:

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## PERSON SPECIFICATION

In order to be shortlisted you must demonstrate you meet all the essential criteria and as much of the desirable as possible. When a large volume of applications are received for a vacancy and most applicants meet the essential criteria then the desirable criteria is used to produce the shortlist.

| <b>Criteria</b>             | <b>Essential</b>                                                                                                                                                                                                                                                                                                                                                                     | <b>Desirable</b>                                                                                                                         |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Personal Traits             | <ul style="list-style-type: none"> <li>• Demonstrable leadership qualities including the ability to maintain performance under pressure, attention to detail and logical approach to work</li> <li>• Confidence and resilience</li> <li>• Seeks to add value</li> <li>• Innovative and dynamic</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>• Flexible approach with the desire to seek out new challenges and opportunities.</li> </ul>      |
| Qualifications and Training | <ul style="list-style-type: none"> <li>• Relevant Degree or equivalent Qualification</li> <li>• Membership of relevant Professional Body or equivalent</li> <li>• Confident IT skills including experience of MSOffice applications</li> </ul>                                                                                                                                       | <ul style="list-style-type: none"> <li>• Knowledge of healthcare and contractual requirements and documentation</li> </ul>               |
| Experience and Knowledge    | <ul style="list-style-type: none"> <li>• Significant post qualification experience in a relevant large, complex, multidisciplinary environment</li> <li>• Experience of complex operational and change management.</li> <li>• Knowledge of commercial, legal and financial contract management</li> <li>• Experience of dealing with sensitive and challenging situations</li> </ul> | <ul style="list-style-type: none"> <li>• Senior level involvement with NHS governance groups and private sector organisations</li> </ul> |
| Skills and/or Abilities     | <ul style="list-style-type: none"> <li>• Excellent, demonstrable negotiation and strong influencing skills</li> <li>• Ability to manage a challenging workload with conflicting deadlines</li> <li>• Commitment to partnership working.</li> <li>• Ability to identify key priorities</li> <li>• Strong influencing skills.</li> </ul>                                               | <ul style="list-style-type: none"> <li>• Communicates at a level and in a manner appropriate to the situation.</li> </ul>                |
| Specific Job Requirements   | <ul style="list-style-type: none"> <li>• Experience of working with Board level Executive and Non-Executive Directors from a range of backgrounds</li> <li>• Excellent written and verbal communication skills</li> </ul>                                                                                                                                                            |                                                                                                                                          |

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## About NHS Lothian

NHS Lothian provides a comprehensive range of primary community – based and acute hospital services for the populations of Edinburgh, Midlothian, East Lothian and West Lothian.

We also provide some services for patients in the Borders and Fife and are a national centre of expertise for a range of clinical specialities provided to people across Scotland. NHS Lothian has an annual budget of £1.6 billion and employs approximately 26,000 staff.

### Our Vision

Over the course of 2014 – 2024, everyone is able to live longer healthier lives at home, or in a homely setting and, that we will have a healthcare system where:

- We have integrated health and social care
- There is a focus on prevention, anticipation and supported self-management
- When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm
- Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions supported through House of Care and Realistic Healthcare approaches.

There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

### Our Mission

- improving the health of the population
- improving the quality of healthcare
- improving staff experience
- achieving value and financial sustainability Better health, better care, better value.

### Our Values

- Care and Compassion
- Dignity and Respect
- Quality
- Teamwork
- Openness, Honesty and Responsibility.



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## **Our context and our challenges**

NHS Lothian now serves over 900,000 residents, a number which swells considerably during the Festival and at Hogmanay. We work with 4 Integration Joint Boards in East Lothian, Edinburgh, Midlothian, and West Lothian; with more than 120 GP practices; with 4 major acute hospital campuses and over 26,000 staff, and with multiple higher and further education institutions. We provide local, regional, and national services and believe that we provide these to a high quality. We pride ourselves on the effort and professionalism our staff put into taking care of people.

NHS Lothian has a strategic plan we call Our Health, Our Care, Our Future, which we published in 2014 and which runs for the period to 2024. In this, we laid out our vision for how we intend to develop and deliver services and improve the quality of care, the challenges we face to improve the health of the population, and the choices we would have to make to ensure our system remained sustainable.

Foremost amongst these challenges was the changing demography of our growing population. In 2010 there were just under 837,000 people in Lothian, with about 16% of these being aged 65 or above. Our estimate of population in 2019 is about 916,000, with about 18% of these being aged 65 or above. Although this does not sound much, it is a nearly 10% growth in population, and an additional 30,000 or so people over the age of 65. This is very good news and shows how the NHS, public services, research and people's taking responsibility for their own health are extending lifespans in Lothian. However, people over the age of 65 do tend to have more health conditions and a higher usage of health services than younger people. Meanwhile, our growth in the age group up to the age of 4, who are also high users of health services, has continued to raise the pressure on our services for children and general practices in particular.

This demography also affects our workforce, and so we are acutely conscious that the same issues that affect the general population as they age also affect our workforce, resilient and dedicated as they are. Our workforce plan seeks to lay out how we will develop and support our staff to more productive and rewarding careers, but there is no denying the scale of the challenge the aging demography presents us with – for example, 30% of our mental health nursing workforce are over the age of 50, and we expect 90% of them to retire by the time they reach the age of 50. Meanwhile, only 10% of our workforce in this area is under the age of 30, meaning we need to bolster our workforce and redesign our services in order to continue to provide improved services.

We are also acutely conscious that the lynchpins of our system in the current context often do not work for NHS Lothian, or indeed even for our statutory sector partners. Care workers employed by the independent sector and the third sector carry out essential, and often unseen, roles in our system, and find themselves increasingly under strain, and with their employers likewise under pressure.

We hold out hope that improved use of technology and innovation, in all its forms, will help us close these workforce gaps.

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Finally, there is no avoiding the significant challenge presented to our system by financial pressures. NHS Lothian has managed these financial pressures and is expected to continue to deliver financial break-even.

These factors combine to make the delivery of a truly seamless, patient-centred, sustainable system as envisaged in Our Health, Our Care, Our Future an ever-greater challenge, but one we believe we have plans in place to deliver.

# Our Priorities for Continuous Improvement

Continuous Improvement can be small incremental changes over time, or one-off breakthrough improvements. Every clinical service should pursue continuous improvement in the quality of care with regard to the six dimensions of care (Safe, Effective, Person-Centred, Timely, Efficient, and Equitable). We must put environmental sustainability at the heart of everything we do.

NHS Lothian carries out its role through a wide range of staff, contractors, and partners working together to:

- promote the improvement of the physical and mental health of the population;
- provide primary care to individuals and families within in their communities;
- provide secondary care in hospitals and other facilities; and,
- deliver sustainable and equitable outcomes, with regard to the impact on the environment, service users, staff, carers, volunteers, other stakeholders, and the equitable use of resources.

Our Priorities help all staff understand:

- what the Board's overall priorities are and what it will be focussing on; and
- how their own role fits in with and supports the overall achievement of those priorities.

## Improving the Health of the Population

1. Increase activity aimed at preventing people from developing health issues or becoming unwell. Reduce health inequalities and the burden of avoidable suffering and premature death.
2. Re-design our arrangements to provide sustainable access to primary care services.
3. Increase support for communities and individuals to take care of their own health and health conditions (where this is appropriate).

## Improving the quality of healthcare

1. Improve performance on unscheduled care, and the timely discharge of people from our hospitals to home or a homely environment.
2. Increase the level of care and support provided within the community for adult mental health services, psychological services, and learning disabilities services.
3. Reduce waiting times for scheduled care, cancer services, and Child & Adolescent Mental Health Services.

## Improving Staff Experience

1. Improve our workforce sustainability and widen our workforce supply routes. Maintain an up-to-date 3-year NHS Lothian Board Workforce Plan to support workforce and service sustainability across services, professions, sites, and health & social care partnerships.
2. Implement the Staff Experience and Engagement Programme, to have a workplace which is safe, staff are healthy, fit for their jobs, and feel that their work contributes to their wellbeing.
3. Develop the capacity and capability of leadership at every level of the organisation.

## Achieving Value and Sustainability

1. Cut out avoidable travel and avoidable visits to healthcare premises.
2. Support integrated whole-system working across health and social care.
3. Transfer children's hospital services, the department of clinical neurosciences, and Child & Adolescent Mental Health Services to the new hospital at Little France.
4. Progress the sustainable workforce plan to fully re-open the paediatric inpatient ward at St John's Hospital.
5. Always develop and carry out robust implementation plans, and review their impact on Our Priorities. Learn from all attempts to make improvements, and share that learning with others.

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## Appointment Arrangements

The Job Description and Person Specification are designed to inform potential applicants on the essential and desirable personal attributes which are sought in the appointment of a Programme Director.

Assessment against these attributes will feature throughout the recruitment and selection process for this appointment.

As part of the assessment process shortlisted candidates will participate in the following:

- A Technical Interview
- Psychometric Tests
- Presentation or Discussion Topic
- Values Based Competency Interview

Further details of the above will be shared with the shortlisted candidates.

Technical Interviews for the post will take place w/c 13 December and for those successful at this stage, final interviews will take place during January 2022.

### **Medical Assessment**

Any offer of employment is subject to satisfactory Occupational Health clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. Clearance may be subject to you attending for a Post-Employment appointment and it is vital that you attend this appointment if required to do so.

### **Criminal conviction check**

A criminal convictions check will be required.

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## **Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working**

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

### **Provision of false information**

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

### **Informal Enquiries**

Informal enquiries are welcomed by My Iain Graham, Director of Capital Planning and Projects, Email – [iain.graham@nhslothian.scot.nhs.uk](mailto:iain.graham@nhslothian.scot.nhs.uk) or Mr Brian Currie, Senior Programme Director, Email - [brian.currie@nhslothian.scot.nhs.uk](mailto:brian.currie@nhslothian.scot.nhs.uk)

## Summary of Terms and Conditions

### Salary

This post is remunerated on Agenda for Change pay scales Band 8D with a salary range of £88,385 - £92,424

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: [www.sppa.gov.uk](http://www.sppa.gov.uk) NHS Lothian encourages staff to join the scheme.

### Sick Pay

Sick pay entitlements will be in accordance with the provisions of the NHS Staff Council. Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two month's half pay during the first year of service, up to six month's full pay plus six month's half pay after completing five years of service.

### Hours of work

For pay purposes the working week will be deemed to be 37½ hours.

### Holiday entitlement

The annual holiday entitlement is 27 days annual leave per year on commencement, rising to 29 days after 5 years service and 33 days after 10 years service.

There are also 8 fixed public holidays in a year for all staff.

### Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Lothian will pay up to 10% of the employee's basic salary as a grant towards removal expenses. There is scope for this percentage to be increased up to a maximum of 15% in exceptional circumstances subject to agreement from the NHS Lothian's Deputy Director of HR and Employee Director.

### Period of notice

Appointment is subject to termination by either side giving 3 months written notice.