

NHS Lothian Service Director – Royal Edinburgh and Associated Services Recruitment Pack



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Message from the Chief Officer

Thank you for your interest in our Service Director post at the Royal Edinburgh and Associated Services.

As the Chief Officer with Strategic Lead for Mental Health in NHS Lothian, I am delighted to lead the recruitment process to secure a talented and inspirational leader for this role.

This post provides an exciting and a challenging opportunity for the right leader. As an experienced leader you will foster a culture of continuous improvement and collaboration to drive patient centred care and operational excellence.

We are looking for a dynamic and results driven individual with a proven track record to join our team. If you believe that you can meet the brief and would live our values, then we would be pleased to hear from you.

Alison White

Chief Officer
NHS Lothian





Service Director (Royal Edinburgh and Associated Services)
Executive Manager Grade E
Salary £96,982 - £124, 871

NHS Lothian covers Edinburgh city, East Lothian, Midlothian, and West Lothian. As one of the largest UK health systems and one of the largest teaching Boards in Scotland, we have strategic partnerships with local Universities, local authorities and our four integration Joint Boards. We serve a population of 903,000, providing a range of primary care, community based, mental health and acute services. We also provide a wide range of nationally commissioned specialist services for the whole country, as well as regional services to populations ranging from 1.4m to 2.5m.

We are looking for a highly motivated, innovative and enthusiastic individual to lead, manage and drive forward Mental Health services and management of the Royal Edinburgh Hospital Site. You will be responsible for the safe delivery of patient centred, safe and effective services in accordance with NHS Lothian's corporate objectives and within the context of Scottish Government policy and priorities. The Service Director will contribute to and participate in the setting of the strategic direction for health services in NHS Lothian working closely with Acute Directors, HSCP and Corporate Directors to ensure effective whole system working.

This exciting and challenging post requires significant operational management experience in a senior leadership role within the NHS or similar complex organisation. You will have a proven track record of achievement in managing complex service change and improvement programmes. As the lead officer on the REH site, you will be expected to lead and oversee complex QI and service transformation programmes through proactive visioning, collaborative working and collective leadership, engaging with partners and stakeholders. You must be able to balance demand management and capacity planning, whilst managing competing and conflicting priorities in terms of resources and timescales for delivery.

We are a values-driven organisation with an ambitious transformational change programme linked to our strategic development framework.

We want to attract the best talent. Someone who acts with integrity and embraces and projects collective, compassionate and inspirational leadership. You will be recognised by your peers for your innately collaborative leadership style and natural ability to build trust across all stakeholders.

To arrange informal discussion please contact: Danielle Stanners at danielle.stanners@nhs.scot

To learn more about us, the role and how to apply please visit <https://apply.jobs.scot.nhs.uk>

- Closing date for applications: **5pm Friday 28 March 2025**
- Interviews will be held **in Edinburgh week beginning Monday 7th April 2025**

Applications are by CV with a supporting statement, outlining the qualifications, experience and leadership competencies you will bring to the role and why you are interested in this opportunity. Please include the names and contact details of two referees, one of whom should be your current employer.

These should be returned to Danielle Stanners at danielle.stanners@nhs.scot

Job Description

1. Reporting Relationships

Reporting to the Chief Officer you will be a member of the Senior Management Team and will work closely with fellow Site and Service Directors to ensure whole system impact and improvement. Deputising for the Chief Officer when requested you will work closely with the Corporate Management Team and Executive Directors.

2. Job Purpose

The Services Director (the Director) will lead, manage and control the operational delivery of services on the Royal Edinburgh Hospital (REH) site and associated regional services, ensuring the safe delivery of patient care and services in accordance with NHS Lothian's agreed corporate objectives and within the context of Scottish Governments quality, financial and other performance and governance targets. The Director will lead the sites through service change and redesign to improve the efficiency of effective 24/7 services underpinned by NHS Lothian's values and a culture of person-centred care.

The Service Director is responsible for a number of delegated, non-delegated and hosted services on behalf of the Health Board, Regional Boards and Integration Joint Boards

As the Chair of the REAS Senior Management Team, the Director will fully contribute to and participate in the setting of the strategic direction for health services in NHS Lothian collaborating closely with other Acute Directors and Corporate Directors of the Board to ensure effective cross-service coherence.

3. Dimensions

NHS Lothian serves a population of 900,000 with around 500,000 people living within the City of Edinburgh and the remainder across towns and communities in East, Midlothian, and West Lothian. For tertiary services we reach circa 1.5 million people, and we also provide specialist services to the entire population of Scotland.

NHS Lothian has a total baseline revenue budget of c£2.5bn per annum and capital in the region of £25m. NHS Lothian employs c 28,000 people.

NHS Lothian is one of Scotland's largest teaching Boards holding strong and close links with the University of Edinburgh, Napier University and Queen Margaret University.

The dimensions for REAS are an annual budget of £138m and wte staffing of 2,100. The postholder has direct management responsibility for this budget and staffing.

Included in the range of inpatient and community-based services are:

- Acute and Rehabilitation Adult Mental Health Services for Edinburgh, East and Midlothian
- Older People's Mental Health Services for Edinburgh
- Learning Disabilities Services for Lothian

- Child and Adolescent Mental Health Services for Lothian and SEAT
- Forensic Mental Health Services for SEAT
- Forensic Medical Examiner and Custody Healthcare Services for SEAT
- Prison Healthcare Services for Lothian
- Eating Disorders Services for Lothian
- Perinatal Mental Health Services for Lothian and SEAT
- Substance Misuse Services for Lothian
- Mental Health Deaf Services for Scotland
- Psychotherapy Services for Lothian
- Mental Health and LD Out of Area Patients for Lothian
- Psychology Services for Lothian

4. Role of The Department

NHS Lothian is one of the major clinical teaching centres in the UK, with links to four universities, providing teaching and research facilities for medical, nursing and AHP staff. This offers scope for collaborative working in the education and training of a range of professions and staff groups.

The ongoing delivery of safe and effective care within a range of mental health services reflecting the changing service delivery within the Mental Health Strategy.

5. Key Result Areas

1. To work closely with the Clinical and General Managers to ensure the implementation of a strategy for the ongoing improvement of patient flows for both scheduled and unscheduled care through the hospital, working closely with the Health and Social Care Partnerships to ensure opportunities are maximised to integrate services. This will require the establishment of robust links with internal and external providers or agencies.
2. Be the accountable officer for the hospital site, leading, developing and delivering high quality patient service to ensure corporate and national targets are met and meeting the needs of the population of NHS Lothian.
3. To ensure robust governance systems, processes and monitoring arrangements are established, implemented and discharged and that there are clear arrangements in place for scrutiny and assurance at all levels.
4. To develop robust capacity plans for service which take into account the current and expected activity demands. This includes taking forward new models of care and service re-designs in order to maximise resource utilisation and patient experience, and to ensure DCAQ are met.
5. To ensure the development of robust plans to deal with fluctuations to service demands to maintain high standard of patient care and avoid pressure on admissions.
6. Ensure arrangements are in place with appropriate parties to manage delayed discharges and avoid any adverse impact on in patient services.
7. To establish, develop and maintain clear arrangements for clinical and staff engagement in order to inform the service's decision-making process. This will include the establishment of appropriate networks, engagement interventions and robust internal communications.

8. Act as a role model for partnership working, demonstrating adherence to the underlying principles and agreed protocols at all times, ensuring that all decisions regarding organisation and service change are taken on a partnership basis, with public, patient and staff interests.
9. To embed NHS Lothian's leadership tone and ethos throughout the service. As a role model integrate NHS Lothian values into the ways of working for your team, staff and services.
10. Develop and manage the Site and Service budget in line with Standing Financial Instructions and Recovery Plans ensuring appropriate controls are in place to achieve good financial management and best use of resources to maximise patient care.
11. Develop, negotiate and control the utilisation of a financial budget framework that clarifies accountability for budgets, provides the sites and the Clinical Management Teams concerned with the necessary financial resources to deliver agreed objectives / targets and ensures that they deliver value for money and control expenditure on an on-going basis.
12. Lead and direct the Clinical Management Teams to deliver the quality strategy and objectives relating to patient safety, user experience and clinical effectiveness, ensuring targets are achieved, patient centred services are in place and public confidence in services is maintained.
13. Lead the development and implementation of a workforce plan for the site and associated services which optimises workforce development opportunities, mitigates risk and complies with the health and care staff legislation.
14. Lead, manage and develop all staff, promoting excellent relationships within and between specialities, ensuring staff are able to contribute effectively to the achievement of site and service objectives and provide high quality patient focused services within budgetary constraints.
15. Lead the Risk Management process within the site, in particular to identify risks and develop strategies to address these.
16. Responsible for ensuring that the clinical governance and health and safety strategies develop in tandem to ensure the highest possible quality of patient care and in a manner consistent with the demands on the organisation as a whole. In practice this will entail ensuring that risk registers and priorities for action are consistent with the needs of patient care and with health and safety law.
17. Lead the Quality Improvement Programme for Mental Health and deliver improvements to quality and outcomes of patient services and provide efficiencies for service reinvestment.

6. Assignment and Review of Work

The post holder is expected to lead, manage and control their site and its resources and will work with a high degree of autonomy.

Annual objectives will be agreed with and reviewed by the Director. Performance against these will be reviewed on a six-monthly basis.

7. Most Challenging/Difficult Parts of the Job

Lead change in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions.

Balance demand management and capacity planning given the challenges presented by national initiatives and policy change.

Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

8. Communications and Relationships

The post involves a high level of written and verbal communication utilising a variety of media.

The post holder will be required to prepare Health and Social Care Partnership, Management Team and Board Committee papers and formally present papers to a variety of committees and groups.

Internally, the post holder will work closely with all levels of senior management, staff and their representatives.

The post holder will have frequent contact with Health and Social Care Team, CMT colleagues, Strategic Planning, HR and the Finance Directorate

The post holder will also need to liaise and work with Galliford Try Private Contractors to ensure a support service is delivered to the Royal Edinburgh Building to the standard required.

External to the organisation, the post holder will have links with other Health Boards, National Services Division, Scottish Government Health Departments and Local Government.

Internal Contacts

There will be regular contact with:

- Lothian NHS Board, Executive Directors and Corporate Management Team members
- Senior Teams in Planning, Modernisation, Finance, eHealth, HR, Finance, Pharmacy and other Corporate Teams
- Senior Clinical and non-Clinical staff
- HSCP Chief Officers and Locality Managers
- Director of Facilities
- Trade Union / Professional Organisation Representatives to promote constructive Employee Relations and Partnership working.
- Complaints, Risk Management and Scottish Patient Safety Team
- Other managers in a coaching and/or mentoring capacity

External Contacts

There will be regular contact with:

- Health Boards / collaborative colleagues in the UK
- Scottish Government Health Directorate
- NSD
- NHS Suppliers
- Local Government
- Universities and in particular the University of Edinburgh

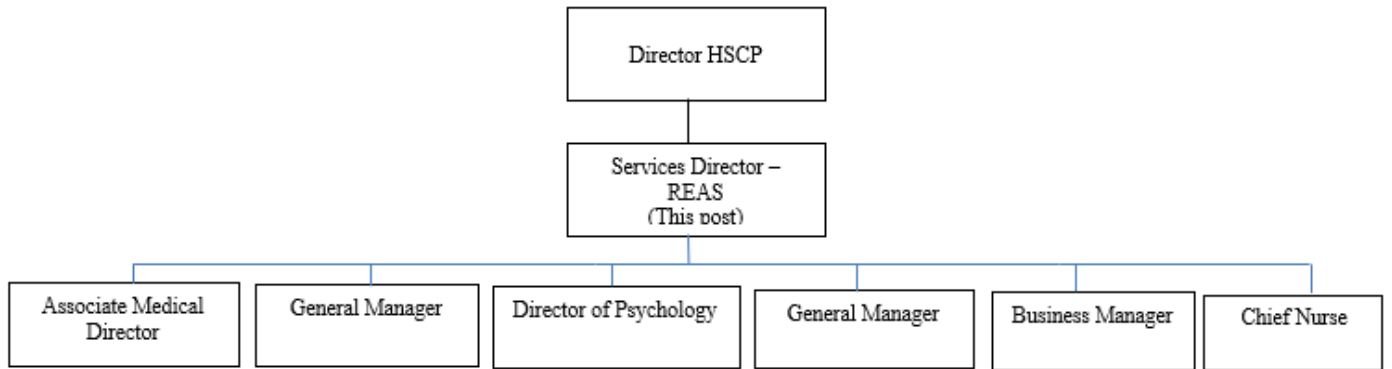
- MP/MSPs
- Central Legal Office
- Members of the Public
- Voluntary and Patients' Organisations

9. Knowledge training and experience required to do the Job

Success in this high-profile leadership role demands:

- Master's Degree with appropriate management / leadership qualification or equivalent
- Significant operational management experience in a senior leadership role within the NHS or similar complex organisation.
- A proven track record of achievement in managing complex clinical service change and operational management in a large complex healthcare organisation with extensive experience of leading large-scale projects and modernisation schemes.
- Experience of successfully leading the development and implementation of cross sector strategic plans and working collaboratively with partners

Organisational Chart



Person Specification

Person Specification for Service Director, Royal Edinburgh and Associated Services

Education/Qualifications	Essential	Desirable
Educated to Master's Level with appropriate management / leadership qualification or equivalent	X	
Evidence of Leadership Training & Development	X	
Personal qualities		
Able to influence senior members including Directors, Chief Officers and CEOs	X	
Able to both lead teams and contribute effectively within teams led by junior colleagues.	X	
Commitment to work within a political system irrespective of personal political affiliations.	X	
Personal & professional values align with NHS Lothian values	X	
Experience		
Proven track record of achievement in managing complex and operational management in a large complex healthcare organisation or similar complex organisation.	X	
Proven experience in managing multi-million-pound budgets, ensuring financial sustainability, driving efficiencies and productivity and identification and delivery of cost saving initiatives.	X	
Proven experience leading and managing large diverse teams	X	
Significant experience of leading large-scale projects and modernisation schemes.		X
Delivery of successful change management programmes across organisational boundaries.	X	
Significant general management experience in a senior leadership role within the NHS.		X
Previous experience as a Hospital Director or similar role.		X
Proven track record of successfully leading the planning, development and implementation of large-scale cross sector strategic plans		X
Experience of using complex information to explain issues to a range of audiences	X	
Skills		
Strategic thinker with proven leadership skills and operational nous	X	
Ability to lead and manage competing priorities in unplanned and unforeseen circumstances.	X	
Highly developed analytical skills and ability to utilise both qualitative and quantitative information.	X	
Ability to design, develop, interpret, and implement strategies and policies		X
Highly developed leadership skills, including leading large and diverse teams across multiple sites.	X	

Excellent oral, written communication and presentation skills	X	
Effective interpersonal and influencing skills.	X	
Communicates enthusiasm for the service and demonstrates visible leadership abilities.	X	
Ability to negotiate to ensure delivery of desired outcome.	X	
Able to effectively manage conflict.	X	
Understanding of NHS Lothian values and how they are applied in a leadership role	X	
Knowledge		
In depth understanding of the health and care system and the relationships with both local national governments.		X
Knowledge of methods of developing clinical quality assurance, quality improvement, evaluation and evidence-based decision making.		X
Strong and demonstrable understanding of interfaces between health, social care, and key partners.		X
Equality and diversity		
An understanding of and commitment to equality of opportunity and good working relationships.	X	

NHS Lothian The Place

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 specialties provided to people across Scotland. NHS Lothian has an annual budget of c£2.5bn and employs approximately 28,000 staff.

Our System Vision

- Citizens lead longer, healthier lives with better outcomes from the care & treatment we provide.
- We connect health and social care services seamlessly, wrapping around the citizen in their home.
- We improve performance across our system, with better experiences for citizens and those who work for and with us.

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 Responsible.



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 28,000 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.

During the late summer of 2020, we began working with the Royal Society of the Arts, using their Future Change Framework to see what we had learned from the first wave of the covid pandemic. We were also open to the idea that, as well as the vast range of problems and difficulties that the pandemic had brought, we had also learned a lot about ways we could positively change how our system works and the services we provide.

Based on this work the Board adopted a series of principles and assumptions and agreed fixed points to give us a skeleton to work within. This culminated in the development of the Lothian Strategic Development Framework (LSDF) where the outcomes we aim to achieve are delivered by 5-year plans for scheduled care and children's services, where NHS Lothian is the planner and commissioner and for unscheduled care, primary care and mental health, illness and wellbeing, our Integration Joint Boards are the planners and commissioners. These plans are sensitive to and supported by five parameters: workforce, reserve, capital, technology, and sustainability.

Over the last 3 years, we have established a series of programme boards which bring together the leadership teams from our IJBs and from NHS Lothian to map out our actions to improve services. These programme boards – for scheduled care, unscheduled care and mental health, illness, and wellbeing – have worked over the last couple of years to build plans for the next five years to deliver on our aims and objectives. In addition, we have worked with partners to develop plans for primary care and children and young people's services.

We have worked to ensure that we take account of citizens' views in our work so far, but it is really important to remember that what is presented in the LSDF here is meant to start a much broader conversation with citizens and partners. Not everything we have summarised in the framework will be 'right,' and some things are not completely clear to us yet. We need the help of our citizens and partners to work with us to get the best answers we can.

Given the significant changes to the public sector finances in the last year we are now in the process of reviewing our commitments and ambitions within the LSDF which means that the route map and timescales for delivering on some of our key ambitions and commitments are changing.

The changing demography of our growing population is an important contextual piece. In 2012 there were just under 844,000 people in Lothian, of whom about 15% were aged 65 or above. In 2022, Lothian has grown to a population of 903,000, of whom 17% are aged 65 or above. While this increase in the proportion aged 65 or above appears modest (at an increase of 2% of the total population) it represents

nearly 27,000 more older people – 21% more than a decade prior.

This increase could be considered positive, as Scotland and Lothian attract new migration into the area. However, people over the age of 65 are likely to have more health conditions and therefore be more frequent users of health services. This fact may raise pressure on our services, as the population of older age groups is projected to continue increasing.

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 be more productive and rewarding careers, but there is no denying the scale of the challenge the aging demography presents us with – for example, 37% of our registered mental health nursing workforce are over the age of 50, and we expect 75% of them to retire by the time they reach the age of 60.

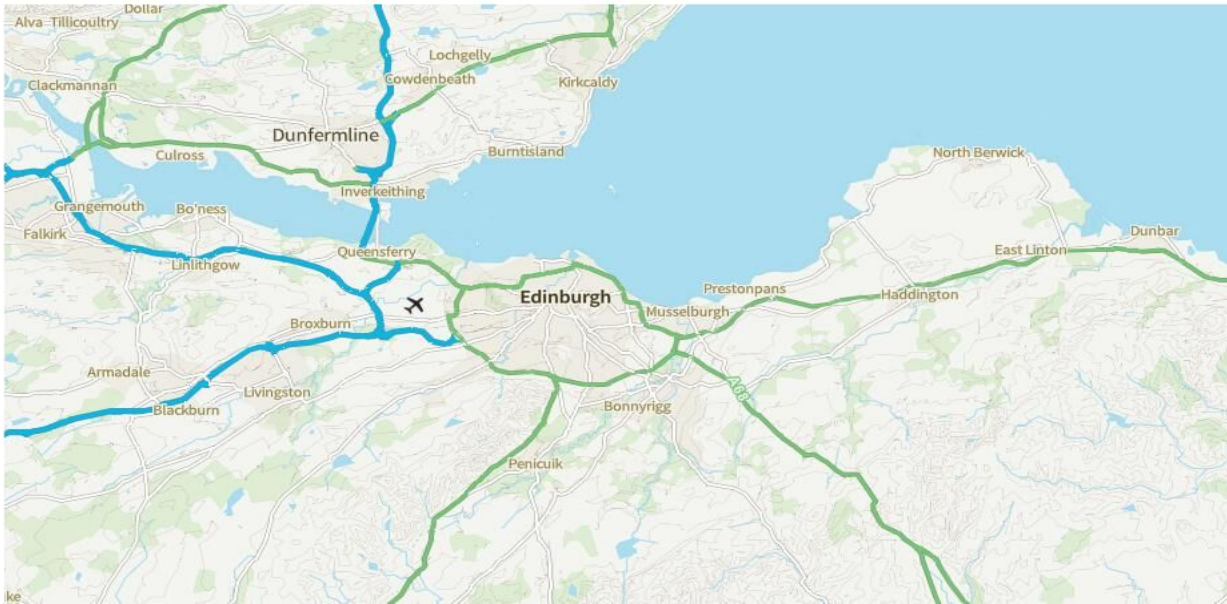
Meanwhile, only 12% of our workforce in this area is under the age of 30, meaning we need to bolster our workforce and redesign our services to continue to provide improved services.

Workforce transformation, improved use of technology and innovation, in all its forms, will help us reduce these workforce gaps, but the challenge remains around the adequacy of training pipelines.

Our ongoing work to build and strengthen our person-centered culture is crucial to enabling us to attract and retain staff. As is, our strong commitment to place staff wellbeing at the heart of our people strategies and practices, along with our Anchors ambitions and our continuous improvement approach to advancing workforce equalities.

Finally, there is no avoiding the significant challenge presented to our system by financial pressures, and the need for a financial recovery approach which balances the three pillars of governance: clinical, staff and financial.

Living and Working in Edinburgh and the Lothians



Edinburgh & The Lothians is a compact area made up of Edinburgh, East Lothian, Midlothian and West Lothian, each offering a unique blend of urban and rural lifestyles. It's an easily accessible part of the country, offering rolling countryside, renowned attractions, expansive coastal views and hidden gems to discover.

- **Edinburgh** is a cultural hub to enjoy vibrant festivals, museums, and theatres, including the world-renowned Edinburgh Festival Fringe. Edinburgh's rich history and iconic architecture is accompanied by diverse dining and shopping experiences. Learn more at [Visit Edinburgh](#)
- **East Lothian** is known for its beautiful coastline, golf courses, and quaint towns like North Berwick. Visit [Visit East Lothian](#) for more insights into the area.
- **West Lothian** combines modern living with historical attractions such as Linlithgow Palace. Learn more at [Visit West Lothian](#).
- **Midlothian** offers proximity to Edinburgh and is home to attractions like Rosslyn Chapel. For more information, see [Midlothian Tourism](#).

Getting around the Lothians is straightforward thanks to reliable and convenient transport links for easy commuting.

- **Trains:** Regular services connect towns like Livingston, Linlithgow, and Musselburgh to Edinburgh. Check timetables at [ScotRail](#).
- **Buses:** Companies like Lothian Buses and East Coast Buses provide comprehensive coverage.
- **Road Access:** The M8 and A1 highways make car travel convenient for reaching other parts of Scotland.

Relocating to the Lothians opens up a world of opportunities, from beautiful landscapes to thriving communities. If you're moving with children, the Lothians offer excellent education options. The area boasts a mix of well-regarded public schools and independent institutions. Visit [ParentZone Scotland](#) for school ratings and resources.

Appointment Arrangements

Applications

You must submit a CV with a supporting statement outlining the qualifications, experience and leadership competencies you will bring to the role and why you are interested in this opportunity. Please include the names and contact details of two referees, one of whom should be your current employer.

Employment References

Please include name, address, email, and telephone number of two referees, one of whom should be your current employer. Candidates should state their relationship with each referee. Employment references will be taken up for the successful candidate only.

Evidence of Qualifications

Candidates will be required to bring evidence of their qualifications to interview.

Medical Assessment

The preferred candidate, following interview, will be required to undergo pre-employment health screening.

Criminal conviction check

A criminal convictions check will be required.

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 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.

Interview and Assessment Arrangements

Short listed candidates will be required to undertake on-line psychometric assessment and to participate in a stakeholder assessment process before interviews.

At interview there will be testing of candidate competence and candidates will be invited to present on a specific topic.

Closing date for returned CV, supporting statement and referees: 5pm Friday 28th March 2025

These should be submitted to: danielle.stanners@nhs.scot

Summary of NHS Lothian Terms and Conditions

Salary

Executive Manager Grade E

The Pay Arrangements for Executive and Senior Managers are subject to Direction by Scottish Government Ministers, and as set out in CEL (2011) 7.

This post is set at Grade E within the Executive and Senior Managers Pay Arrangements. The pay range applied from 1 April 2024 is £96,982 - £124,871 per annum.

Pension Fund

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

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 non-medical staff the working week will be up to full-time 37½ hours per week. For pay purposes the working week will be deemed to be 37½ hours.

Holiday Entitlement

For non-medical staff 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 £8,000 towards relocation expenses.

Period of Notice

Appointment is subject to termination by either side giving 6 months written notice.