



Deputy Service Director Access & Diagnostics Recruitment Pack

Application Closing Date: Monday 2nd June 2025

NHS Lanarkshire
University Hospital
Hairmyres
Eaglesham Road
East Kilbride
G75 8RG



Welcome to
NHS
Lanarkshire

Pack Contents

To assist you with your application for one of the posts of Deputy Service Director Access & Diagnostics for NHS Lanarkshire, this pack will provide useful information about the post, about NHS Lanarkshire and about Lanarkshire more generally.

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Message from our Director of Access & Diagnostics

The Access Directorate has a new and exciting opportunity for a dynamic leader to join our team as the Deputy Service Director for Access & Diagnostics. You will provide expert leadership to the patient access and waiting times improvement agenda for NHS Lanarkshire to ensure the continued development and the implementation of the Waiting Times Improvement Plan, achievement of National Access Targets and local trajectories.

The post holder provides strategic direction and leadership in the planning, management and transformational change of planned care services across NHS Lanarkshire. This includes the delivery and recovery of planned care services including implementation of the modernisation of outpatients programme and for devising and delivering new ways to deliver care across the organisation.

The Deputy Service Director for Access and Diagnostics will provide leadership and, through the Access and service teams, support the delivery of national elective performance targets, 31 and 62-day cancer standards, Out-patients, TTG and Diagnostics within NHS Lanarkshire.

You will also participate in the duty manager rota for one of the acute hospitals in Lanarkshire.

Applications are welcomed from suitably qualified candidates with a passion for leading access and diagnostic services and improving the quality of care to patients. For informal enquiries, please contact myself at Lynn.Mack@lanarkshire.scot.nhs.uk to arrange a discussion.

If you haven't already done so, you will also want to check out NHS Lanarkshire's website at <https://www.nhslanarkshire.scot.nhs.uk/>.

Lynn Mack
Service Director for Access & Diagnostics
NHS Lanarkshire

Post Outline

Band 8C £83,837 to £89,866 per annum

NHS Lanarkshire is the third largest NHS Board in Scotland, providing health services across Lanarkshire to a population of 652,000 with a baseline recurring revenue allocation of c.£1.8bn and currently employing c15,400 staff. We work closely in partnership with two local Councils (North and South Lanarkshire) and Integration Joint Boards to deliver improved health and social care for our local communities.

You will support on improving performance and delivery of patient access to planned care, in 31 and 62 day cancer standards, out-patients, TTG and Diagnostics and provide strategic direction, guidance and advice to all acute services in the achievement of local and national Access targets to ensure delivery aligned to the productivity and efficiencies matrix set out by Scottish Government.

You will also operate as the lead expert on demand, capacity, trajectory development and implementation at a sub-speciality level across Acute services and align these to recovery and sustainability plans whilst also leading the development of short, medium and longer term strategic plans with organisation and population impact across Lanarkshire. This will include formulating and monitoring performance plans for the Acute Division to deliver performance against local trajectories and national Access to deliver targets ensuring alignment with modernising outpatients programme, theatre improvement plans and elective centre programme.

You will also assist with the development of our access service plan and the delivery of our access service for NHS Lanarkshire whilst providing expertise and support to the Service Director Access and Diagnostics, Director and Deputy Directors of Acute Services in negotiations with the Scottish Government Directors in respect of the Board's proposals for Access service improvement and monitoring.

In addition, you will also participate in an on-call rota for one of the acute sites.

To apply for this opportunity, please visit the [NHS Scotland Recruitment Portal](#).

Closing date for receipt of completed applications: Monday 2nd June 2025

Job Description

1. JOB DETAILS

Job Title: Deputy Service Director Access & Diagnostics

Immediate Senior Officer: Service Director Access & Diagnostics

Directorate: Access

Job Reference: NHSL25/019

2. JOB PURPOSE

The post holder will provide expert leadership to the patient access and waiting times improvement agenda for NHS Lanarkshire to ensure the continued development and the implementation of the Waiting Times Improvement Plan, achievement of National Access targets and standards in line with agreed trajectories.

The post holder will support and ensure effective service governance and monitoring systems to provide oversight and assurance of performance against National Access Targets and local trajectories as outlined in the Board's Operational Plan.

The post holder provides strategic direction and leadership in the planning, management and transformational change of planned care services across NHS Lanarkshire. This includes the delivery the recovery of planned care services including implementation of the modernisation of outpatients programme and for devising and delivering new ways to deliver care across the organisation.

The post holder is required to work collaboratively with senior clinical and managerial colleagues in a matrix management approach to support the delivery of core clinical services and also the delivery of all aspects of the Waiting Times Improvement Plan (WTIP) across the organisation. This involves interpreting and balancing a wide range of complex factors, including consideration of medical and non-medical workforce job planning issues, patient factors, consideration of financial efficiency and clinical governance.

The post holder will provide expert support and guidance on demand and capacity methodology and how this applies evaluating and recommending options that support short term recovery and longer-term sustainability planning.

The Deputy Directory for Access and Diagnostics will provide leadership and, through the Access and service teams, support the delivery of national elective performance targets, 31 and 62-day cancer standards, Out-patients, TTG and Diagnostics within NHS Lanarkshire. Working collaboratively with Service Director, Acute Directors, Service Managers and other key stakeholders across the organisation to develop recovery plans and long term strategy for NHS Lanarkshire and to implement plans on a cross system basis, consistent with national Patient Access targets to bring performance back on track.

The postholder will be the designated deputy to the Service Director of Access & Diagnostics in all functions of the Access Directorate and will be expected to provide cover and senior representation in local, regional and national settings on behalf of the Service Director.

The post holder participates in the duty manager rota for one of the acute hospitals in Lanarkshire.

3. DIMENSIONS

NHS Lanarkshire serves a population of approximately 652,000 within the areas of

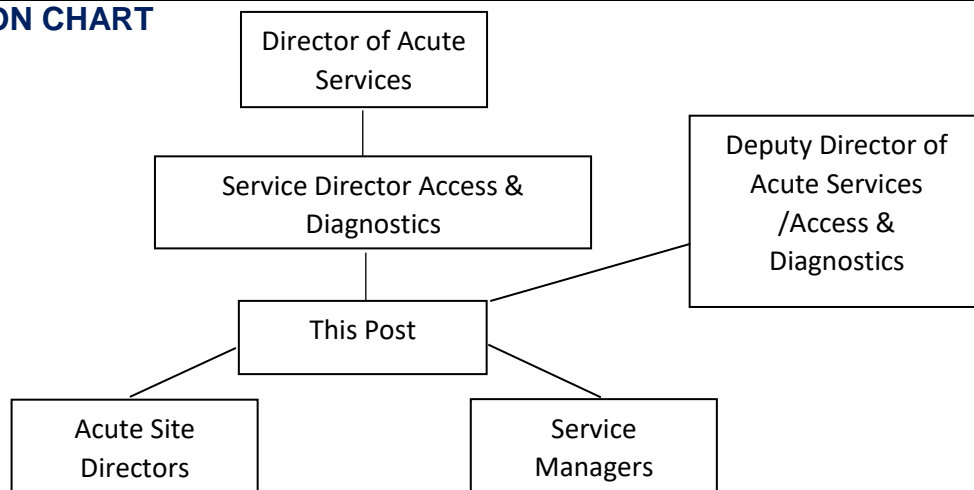
North Lanarkshire and South Lanarkshire Councils. Acute health services are provided by three district general hospitals, two of which are new replacement facilities provided through PFT and opened in 2001.

There are two Councils within the Board area, North Lanarkshire Council and South Lanarkshire Council. There are two Integrated Joint Boards (IJBs), North Lanarkshire and South Lanarkshire IJBs made up of elected members, nonexecutive Board members, third sector and independent representatives.

NHS Lanarkshire employs approximately 15,400 staff.

The Deputy Service Director of Access and Diagnostics will support the Service Director managing a range of services across the three acute hospitals i.e. radiology, laboratories and cancer services.

4. ORGANISATION CHART



5. ROLE OF THE DEPARTMENT

- The post holder will support on improving performance and delivery of patient access to planned care, in 31 and 62 day cancer standards, Out-patients, TTG and Diagnostics and provide strategic direction, guidance and advice to all acute services in the achievement of local and national Access targets to ensure delivery aligned to the productivity and efficiencies matrix set out by Scottish Government.
- Operate as lead expert on demand and capacity and trajectory development and implementation at a sub-speciality level across Acute and align these to recovery and sustainability plans. This involves interpreting analysis and presenting to Site and Service teams to inform prioritisation of resource options for agreement within the Board and Scottish Government balancing DNA rates, slot utilisation etc.

- Lead the development of short, medium and longer term strategic plans with organisation and population impact across Lanarkshire, formulating and monitoring performance plans for the Acute Division to deliver performance against local trajectories and national Access to deliver targets ensuring alignment with modernising outpatients programme, theatre improvement plans and elective centre programme.
- Ensure that local planning and delivery contributes to the Board's strategic objectives and delivers on regional and national priorities for planned care. Develop policies from interpretation of national policy objectives. This process will have system wide impact and will require continued assessment of options against uncertain changing priorities, pressures and demand.
- Assist the development of Access service plan. Delivery of access service for NHSL. Support the development of NHSL access policy, implementation and monitoring in accordance with National framework and guidance. Provide expertise and support to the Service Director Access and Diagnostics, Director and Deputy Directors of Acute Services in negotiations with the Scottish Government Directors in respect of the Board's proposals for Access service improvement and monitoring.
- Deliver a key relationship management function on behalf of the Board with Scottish Government National Access team and be the key interface and member of the National Access Collaborative/CFSD.
- Work with Hospital Site Directors and Service Managers to monitor performance against trajectories set out in the Board's Annual Operational Plan and Scottish Government Priorities, identify areas of variance and ensure recovery plans are in place to bring performance back on target.
- Report progress of NHS Lanarkshire's performance in respect of Patient Access targets to relevant executive and governance committees (e.g. developing and presenting papers for divisional and corporate management teams, the health board and the acute governance committee of the Board).
- The postholder will support the development of long-term plans to ensure sustainable, business as usual delivery of access targets which will include service, finance and workforce modelling and informing capital plans.
- Assist in the management of the Access services and resources covering staffing budget and allocated waiting times improvement plan monies.
- The post holder will be expected to lead, motivate, manage and develop staff to ensure effective contributions to the achievement of strategy and objectives within the Board's Annual Operational Plan and that Board HR policy and standards are met.
- Interpret national policy and guidance on access and waiting times to inform local planning and delivery of sustainable 'business as usual' performance. Through representation in national and regional fora, contribute to and influence the development of National waiting times policy and using insight and discretion, interpret national policy for implementation across NHS Lanarkshire.
- Oversee access performance across the Acute Division, using data to analysis performance and the interpretation of the information to develop real time validated data to inform decision making in service transformation.
- Support NHS Lanarkshire's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes
- To provide effective, dynamic strategic direction and leadership in the planning, management and provision of services to support and sustain clear lines of accountability from front line clinical services to the Acute Divisional Management Team.

- Post holder will assist in the management of planned care performance through the chairmanship of the divisional waiting times groups, interface directly with colleagues at Scottish Government Access, Cancer Support Teams and other providers (NHS Boards and external providers) on performance against trajectory and take any required actions to maintain performance.
- Postholder will assist and support the development of effective clinical management practices and ensure that the Access Division is compliant with the relevant legislation and standards set by regulatory bodies including Health Improvement Scotland, Health and Safety Executive, Audit Scotland and the Scottish Government.
- To identify developments and produce detailed business cases in accordance with overall corporate objectives.
- To establish and maintain effective, inclusive arrangements and reporting on risk management, intelligence on patient experience, proactive management of complaints, adverse events and business continuity.
- Responsible for management of the Access services and resources covering staffing budget and allocated waiting times improvement plan monies. This includes line management responsibility for staff covering several service areas such as access planning, the management of the Board's insource capacity contract (c£3million per annum) and the management of SLA relationships with the GJNH. The post holder will be expected to manage and monitor activity and budgets across these diverse service areas.

6. KEY RESULT AREAS

- Support the strategic development of Access and Diagnostic Services across NHS Lanarkshire, working as appropriate with strategic partners to ensure the efficient and effective use of resources through service integration, service redesign and organisational development. Particularly drive the delivery of the Transform and Reform plans through efficiency and productivity work.
- Ensure the delivery of services within allocated resources, achieving appropriate efficiency savings in line with the financial plan and that effective systems are in place for good financial management at all levels throughout the Division.
- Develop and embed a culture within the Access and Diagnostic services that promotes high quality, effective financial stewardship, performance and efficiency through positive ambition, and behaviours aligned to the NHS Scotland and NHS Lanarkshire values.
- Provide visible, effective, and positive leadership to staff across Access and Diagnostic Services which includes the development and articulation of a clear strategic vision and to be responsible for ensuring compliance with the Staff Governance Standard and that the Directorate is a great place to work.
- Inspire, lead, manage, motivate and develop staff to empower them in delivery of optimum standards of care and service.
- Promote professional and personal development amongst staff by ensuring effective performance management systems are in place which provide development

opportunities, enhance performance, motivation, and facilitate skill utilisation and delivery.

- Support improving performance and delivery of patient access to planned care and provide strategic direction, guidance and advice to Site Directors and their management teams towards achievement of local and national Access targets.
- Design, develop and manage long term strategic performance plans for the Board to deliver performance against local and national Access targets within the specified financial envelope.
- Work collaboratively with the Scottish Government National Access Team.
- Report progress of the Board's performance in respect of Patient Access targets to relevant governance boards and committees.
- Participate and lead, where appropriate, in the corporate planning process to ensure the development of future service provision, with specific reference to multi-site service redesign.
- Lead, motivate and develop staff to ensure they are able to contribute effectively to the achievement of strategy and contracts within the Board's Annual Operating Plan and Recovery Plans.

7. ASSIGNMENT AND REVIEW OF WORK

The post holder works within broadly defined objectives and a framework of national, regional and local policies. They will have a large degree of autonomy to develop strategy and achieve results in terms of National Access targets.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal with the Service Director Access and Diagnostics, reviewed by the Director of Acute Services. Formal appraisal is undertaken on an annual cycle, but the Service Director Access and Diagnostics will undertake more frequent, informal reviews of current developments and progress on major issues, giving discretion where necessary for the post holder to proceed with matters under delegated authority.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

The postholder will support and assist in the development of strategic plans, performance trajectories and propositions around investment for the Service Director of Access and Diagnostics for discussion and sign off and onward approval by management and Board Committee's as dictated by Board governance structures.

The post holder is directly accountable to the Service Director of Access and Diagnostics. The post holder has a high level of autonomy to achieve the delivery of results in terms of National Access Targets.

The postholder will be expected to be extremely multifaceted and high profile due to the complexities of the role around target compliance, recovery plans and modernisation of services to a wide range of stakeholders within and outside the Health Board.

The postholder will be required to communicate at the highest level around waiting list targets not being met. This will require the highest level of interpersonal skills to convey the message which could be met with hostility from the Health Board / Scottish Government / General Public.

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

The post holder will be required to prepare Acute Divisional Management Team, Corporate Management Team and Board Committee papers and formally present papers to a variety of these committees and groups.

Internally, the post holder will work closely with all levels of senior management, staff and their representatives within and across Acute sites and services.

The post holder will have frequent contact with Corporate Management Team colleagues, Strategic Planning, Finance Directorate, Analytical Services, External Providers office and Workforce Planning colleagues. External to the organisation, the post holder will have links with other Health Boards, NSD and Scottish Government Health Departments.

The post holder will require communicating and having excellent working relationships with NHS Lanarkshire and Non-Executive Directors. With senior Managers, with clinical and non-clinical staff across NHS Lanarkshire, Staff Side Representatives, Patients/Carers and staff.

Effective communication and engagement will also be required across the wider NHS, Health and Social Care in Scotland with senior staff in the third sector and with senior colleagues in the Performance Directorate of Scottish Government. Excellent communication skills are required to positively engage, influence and negotiate the implementation of change. Strong presentation skills are required as is the ability to express views convincingly using different media.

External Contacts

- Scottish Government Access Team
- Golden Jubilee
- Health Boards
- Access Collaborative colleagues in the UK
- Scottish Government Health Directorate
- NSD

9. MOST CHALLENGING PART OF THE JOB

To provide leadership and direction and secure stakeholder commitment for Patient Access in order that the Board delivers and develops fully integrated services that meet and sustain local and national targets and staff and user expectations within the allocated financial resources. A key challenge is the development of shared strategic intent across the organisation, influencing service improvement and development at all levels without having direct management responsibility for operational service delivery.

To provide credible and high visibility leadership to gain commitment within the Acute Division to deliver and develop high quality, fully integrated services that meets and sustains national/local targets: staff and user expectations and standards within the allocated financial resources. The post holder will have to lead and drive service improvement/redesign through direct engagement and also by working collaboratively with colleagues in the acute operating division, across NHS Lanarkshire and working across the West of Scotland region.

10. SYSTEMS

The following are examples of systems which will be used when undertaking the role:

- eFinancials – budget management system
- PECOS – procurement system
- Tableau Dashboards – performance data
- Range of workforce systems eg Empower, TURAS, JobTrain, SSTS
- Datix – incident and risk management system
- Microsoft Office – Word/Excel/Access/PowerPoint/Outlook and Microsoft Project
- Microsoft Office software will allow the post holder to design and update (develop) reports, track and maintain performance management systems, create effective presentations and to build databases for recording data.
- Microsoft Project will allow the post holder to design, create and maintain structured plans to ensure timely project implementation, whilst serving as an effective tracking device.
- Business Objects (MiLan) will allow the post holder to access and build on data analysis to design and create reporting mechanisms that meet with improvement and performance systems.

11. PHYSICAL, MENTAL, EMOTIONAL EFFORT

Physical:

Standard keyboard work

Mental:

Significant concentration required daily/weekly when working on DCAQ and performance data, to pull out thematic data, plan trajectories and formulate performance improvement plans in the short, medium and longer term; preparing Board and committee papers and presentations. Work will be subject interruptions from others, sometimes requiring urgent attention e.g. responses to Scottish Government on key issues.

Emotional:

Dealing with conflicting demands and the need to produce sustainability plans where there are capacity constraints whether that be availability of space or staff. The ability to deal with highly sensitive information and deal with staff in an effective but empathetic manner and protecting confidentiality whilst ensuring ongoing delivery of service. Frequently imparting unwelcome news to the Board / Scottish Government when communicating that waiting list targets are not being met.

Environmental:

Daily travel between sites and across NHS Scotland with occasional travel elsewhere in the UK to gather intelligence and learn from others

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

- Personal Computer – Laptop
- Office Equipment – e.g. Photocopier/Fax Machine/Mobile Phone/Landline Phone
- Presentation Equipment – Data Projectors/Overhead Projectors

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

Success in this high profile leadership role requires:

- The post holder will have a Masters' degree or equivalent with appropriate management/leadership qualification. The post holder will have extensive significant experience in managing complex acute health services including significant experience operating at a senior management level. The post holder will require a high level of transferable interpersonal strategic and technical skills required to drive and deliver major change.
- Significant management experience in a role requiring planning and performance management with adept DCAQ and improvement skills and methodology.
- Ability to demonstrate comprehensive, strategic and policy knowledge of NHS Health and Social Care systems, with significant experience and awareness of the Patient Access agenda.
- Demonstrable experience of successfully managing improvement, transformation and service developments which are multi-professional, pan- service and outcome focussed.
- Previous experience of preparing and presenting complex information and successfully making the case for change.
- Significant financial experience in a large complex organisation

The post holder needs to be able to demonstrate a high level of competence in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland and these include:

- Working in partnership
- Learning and development
- Caring for staff welfare and development
- Improving performance through team working
- Communicating effectively
- Improving quality
- Achieving results

Person Specification

Criteria	Essential	Desirable
<p>Qualifications & Training Level of education, professional qualifications, training and learning programmes/courses</p>	<p>Masters' degree or equivalent with appropriate management/leadership qualification</p>	
<p>Experience Length and type of experience, level at which experience gained</p>	<p>Extensive significant experience in managing complex acute health services including significant experience operating at a senior management level</p> <p>Significant management experience in a role requiring planning and performance management with adept DCAQ and improvement skills and methodology</p> <p>Demonstrable experience of successfully managing improvement, transformation and service developments which are multi-professional, pan- service and outcome focussed</p> <p>Previous experience of preparing and presenting complex information and successfully making the case for change</p> <p>Significant financial experience in a large complex organisation</p>	
<p>Knowledge Depth and extent of knowledge</p>	<p>Ability to demonstrate comprehensive, strategic and policy knowledge of NHS Health and Social Care systems, with significant experience and awareness of the Patient Access agenda</p>	

<p>Skills/Abilities Range and level of skills i.e. communication (oral, written, presentation), planning/organisation, numeracy, leadership etc</p>	<p>High level of transferable interpersonal strategic and technical skills required to drive and deliver major change</p> <p>Demonstrate a high level of competence in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland and these include:</p> <p>Working in partnership</p> <p>Learning and development</p> <p>Caring for staff welfare and development</p> <p>Improving performance through team working</p> <p>Communicating effectively</p> <p>Improving quality</p> <p>Achieving results</p>	
<p>Specific Job Requirements Environmental conditions, unsociable hours, car driver etc</p>	<p>Participate in on call rota</p>	

Conditions of Service

POST	Deputy Service Director Access & Diagnostics
BASE	University Hospital Hairmyres, Eaglesham Road, East Kilbride, G75 8RG

Grade and Remuneration

Band 8C. Ranging from £83,837 to £89,866 per annum.

Entry point of the salary scale will take account of previous experience.

Your salary will be paid into your bank account on the last Wednesday of each calendar month.

Hours of Work

The post is full-time. For pay purposes the working week will be deemed to be 37 hours. You will also be required to participate on an on-call rota.

Annual Leave and Public Holidays

The annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1st April to 31st March.

Motor Vehicle Provision

There may be provision for a leased car.

Sick Pay

Entitlement to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service.

No Smoking Policy

NHS Lanarkshire operates a strict No Smoking Policy and it is the case that staff are not permitted to smoke on the premises or during working hours. It is a condition of employment that you comply with these requirements.

Conditions of Service

Conditions of service are those laid down and amended from time to time by the arrangements for Executive and Senior Management Pay and by the UK Staff Council and as set out in the Agenda for Change NHS Terms and Conditions Service Handbook.

Superannuation

On 1st April 2015 a new NHS Pension scheme (NHS 2015) was introduced. If you are joining the NHS Pension Scheme for the first time you will be in the 2015 scheme and your normal pension age (NPA) will be equal to your state pension age (SPA). If you have re-joined the scheme after a break of five years or more, you will be a member of the NHS 2015 scheme. All new employees commencing employment will automatically become a member of the pension scheme. Further

information on the scheme, protection and/or members guides are available at www.sppa.gov.uk. Alternatively contact an advisor of The Scottish Public Pensions Agency (SPPA) tel: 01896 893000.

Disabled Applicants

NHS Lanarkshire encourages applications for posts from people with disabilities. NHS Lanarkshire has been approved by the Employment Services Department as an Equal Opportunities Employer with a positive policy towards employment of disabled people. NHS Lanarkshire guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

You will note on our application form we ask for relevant information with regard to your disability. This is simply to ensure we can assist if you are called for interview and have every opportunity to present your application in full. We may call you to discuss your needs in more detail if you are selected for interview.

Immigration Act 2016

The Immigration Act 2016 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.

Travel Expenses Incurred when attending for Interview

Reasonable travel expenses incurred when attending for interview will be reimbursed. The travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary. Please note, however, reimbursement of expenses shall **not** be made to individuals who refuse an offer of employment on grounds which, in the opinion of NHS Lanarkshire, are inadequate.

Relocation Expenses

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the Director of Human Resources.

Medical Examination

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.

Disclosure Scotland Criminal Record Check (Police Act 1997 Part V) and Protection of Vulnerable Groups Scotland Act 2001

All employees who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of

scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Selection Process

The Job Description and Person Specification is designed to inform potential applicants on the essential experience and personal attributes which are sought in the appointment of the Deputy Assessment against the competencies for the post, along with the essential experience and personal attributes will feature throughout the recruitment and selection process for the appointment.

From 1st June 2018, NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. Further information can be found through the following link: <https://leadingtochange.scot/>

In practice this means that shortlisted candidates for this role will participate in:

- Stakeholder Event with Presentation
- Competency based interview

Timescales are as follows:

- Closing date for applications is Monday 2nd June 2025
- Shortlisted candidates will be notified and invited to participate in a Stakeholder Event with presentation and competency behavioural based interview, week commencing 16th June 2025.
- Values Based Competency Interview by a panel will take place, week commencing 23rd June 2025 at Kirklands Headquarters, Fallside Road, Bothwell.

Lanarkshire - The Place

NHS Lanarkshire is the third largest health system in Scotland with around 15,400 staff and a baseline recurring budget of £1.7bn, serving a community of circa 652,000 people, through:

- Three acute hospitals – University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw
- Around 94 GP Practices
- Spans two local authority areas – North Lanarkshire Council and South Lanarkshire Council with two Integration Joint Boards, North Lanarkshire IJB and South Lanarkshire IJB.

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire University Health and Social Care Partnerships to develop a wide range of community facing health improvement, health and social care services with locality-based planning and delivery.

The Partnerships include a range of community health and social care services, community hospitals (mainly for long term conditions and continuing care for older people), as well as a wide range of services for patients with mental health problems and learning disabilities. Services also include GP Practices providing many primary and community care services throughout Lanarkshire.

<https://hscnl.org.uk/>

<https://www.slhscp.org.uk/>

Our Vision

To enable healthier, longer lives by delivering compassionate, innovative, sustainable and high-quality health and care services that empower people and reduce inequalities.

Workforce - We will work with our staff and trade union colleagues to ensure that NHS Lanarkshire is a great place to work, with a positive and inclusive culture; that our staff are treated fairly with dignity and respect; and that our teams have opportunities to grow and develop.

Access & Services - We will work with our communities to ensure that NHS Lanarkshire enables them to readily access effective, timely and responsive support and services; that our patients are treated fairly with dignity and respect; and that local people have increasing agency over their health.

Innovation & Quality - We will design and drive the transformation of our and services, prioritising safety, quality improvement and innovation so as to deliver effective and affordable care for the benefit of our communities.

Finance & Delivery - We will ensure that we deliver best value for our patients through the effective use of budgets and operating within the funding available to us; and that our governance mechanisms provide robust assurance that we are prioritising our resources effectively and responsibly to secure the most health benefit for our communities.

Our Corporate Objectives 2024/25

The Board's Corporate Objectives for 2024/25 have been approved.

Please see link below:

<https://www.nhslanarkshire.scot.nhs.uk/download/corporate-objectives/>

Link to the Annual Delivery Plan:

<https://www.nhslanarkshire.scot.nhs.uk/download/2024-may-29-board-papers/>

Our Values

Everyone Matters: 2020 workforce vision published in June 2013 sets out the vision for the workforce and the values that are shared across NHS Scotland.

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork

The Health and Social Care: national workforce strategy published in March 2022 sets out the vision for the health and social care workforce. It supports the tripartite ambition of recovery, growth and transformation of the workforce and the actions to achieve the vision and ambition.

Link to the Health and Social Care: National Workforce Strategy

<https://www.gov.scot/publications/national-workforce-strategy-health-social-care/pages/2/>

Our Context

The Board

Lanarkshire NHS Board (the Board) is a strategic body, accountable to the Scottish Government Health and Social Care Directorate and to Scottish Ministers for the functions and performance of NHS Lanarkshire. The Board consists of the Chair, Non-Executive Directors (who are publicly appointed by the Scottish Ministers), Stakeholder Non- Executive Directors including the Employee Director, Area Clinical Forum Chair, representatives of North and South Lanarkshire Councils and Executive Directors.

The NHS Board's role is to improve the health and wellbeing of the people of Lanarkshire through robust, accountable and corporate governance systems. The Board's role is to set strategic aims, hold the executives to account for the delivery of those aims, determine the level of risk the Board is willing to accept, influence the organisation's culture and engage with stakeholders on the stewardship of public money and the priorities of the Board.

Composition of the Board: Non-Executive Directors

- Chair
- 14 Non-Executive Lay Members (including 1 Whistleblowing Champion)
- Chair - Area Clinical Forum
- Chair - Area Partnership Forum
- 2 Local Authority Elected Members - 1 from North Lanarkshire Council and 1 from South Lanarkshire Council

Executive Directors:

- Chief Executive
- Director of Public Health and Health Policy
- Executive Director of Finance
- Executive Medical Director
- Executive Director of Nursing, Midwifery and Allied Health Professions

NHS Lanarkshire also has three Deputy Chief Executives with a portfolio of responsibilities in addition to their substantive roles. These are:

Deputy Chief Executive – Finance, Performance and Risk. Currently held by the Director of Finance.

Deputy Chief Executive – Strategy, Transformation and Reform. Currently held by the Director of Planning, Property and Performance.

Deputy Chief Executive – Corporate, Governance and Culture. Currently held by the Director of Human Resources.

Our Health Together: Living our best lives in Lanarkshire

Our new healthcare strategy, 'Our Health Together – Living Our Best Lives in Lanarkshire' is a route map that starts us on a journey to deliver positive change. We will work with our staff, communities and partners to explore together how we can reform to deliver sustainable, affordable services that provide person-centred high-quality care. We have already started this process, and our communities and staff were involved in a far reaching engagement process during 2023 where we sought to understand what matters to people who use our services, or staff and the wider community.

A lot has changed since we published our previous strategy, 'Achieving Excellence,' in 2017. The pandemic and cost of living crisis` impact has been greatest on our most vulnerable groups. To deliver a better patient experience, we must transform our models of care, improve performance and ensure we make best use of resources to achieve best value. This includes taking action to promote good health. We have identified 4 priority areas of focus – Urgent and Emergency Care, Planned Care (including outpatients and surgery), Mental Health and Primary Care (which includes general practice).

The exciting development to replace the University Hospital Monklands provides opportunities to explore ideas for innovation and service redesign. Adopting new approaches for health care provision across our whole system will deliver a better experience for our patients and service users.

<https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>

Monklands Replacement Project

The Monklands Replacement Project (MRP) is NHS Lanarkshire's exciting and positive vision for University Hospital Monklands and the local and wider community it serves, proposing a major investment in Lanarkshire's hospital estate by rebuilding the hospital on a new site. NHS Lanarkshire has now purchased the 161.5-acre site for the state-of-the-art facility at Wester Moffat, Airdrie.

The existing Monklands Hospital is now more than forty years old and will struggle to adapt to the rapidly changing needs of the future healthcare environment and its associated infrastructure. This project will deliver a new acute hospital in circa 2031 to meet these challenges.

The new, state-of-the-art University Hospital Monklands will support the required clinical model to meet the objectives set out in NHS Lanarkshire's healthcare strategy, Our Health Together which has the ambition to: shift care away from inpatient treatment to day case, day treatment, outpatient and community care; develop pan-Lanarkshire hospital centres of excellence; and support the healthcare needs of the wider West of Scotland.

The key investment objectives for the MRP that were set out in the Initial Agreement and remain central to the project are to:

- Improve person-centred services
- Improve the safety of patient care
- Improve clinical effectiveness and enhancing patient experience and clinical outcomes
- Improve the quality of the physical environment
- Provide flexible and adaptable facilities across the healthcare system

The new hospital will have over 470 beds within a new acute hospital extending over approximately 100,000m². The clinical requirements are based on a requirement for 100% single rooms and include a range of departments necessary for a major acute hospital such as theatres, emergency department, endoscopy, infectious diseases, critical care, outpatients, renal, radiotherapy, and imaging. At a cost in the 100's of millions of pounds, the new Monklands hospital will be the largest infrastructure project in Scotland when under construction. As part of this, NHS Lanarkshire are required to work with a number of external Parties to provide assurance, including the newly formed NHS Scotland Assure. The Outline Business Case was approved by Scottish Government in July 2023 and we are now progressing to submit the Full Business Case in 2025.

Net Zero Carbon Pathfinder Project

The Energy Efficient Scotland Route map requires public sector buildings to be zero carbon by 2050 and the Scottish Government has also called a Climate Emergency, committing to become a net zero carbon economy by 2045. The Net Zero Carbon Public Sector Buildings (NZCPSB) standard (“the Standard”) is a new voluntary standard which has been developed by Scottish Government to support the Public Sector in setting ambitious targets to achieve net zero outcomes for new buildings and major refurbishments.

The Standard supports a challenging, credible path to net zero carbon materials and energy supplies for all non-domestic buildings. By 2045, projects that adopt the Standard will achieve zero embodied carbon during construction and subsequently the whole life of projects, including operational energy. The Monklands Replacement Project has been selected as a pathfinder project for the new standard which has resulted in the requirement for an all-electric hospital. This demands innovative solutions and a substantial energy centre to accommodate all of the required technology.

Scotland’s First Digital Hospital

The construction of a new Monklands Hospital has also created the opportunity and ambition for the new Monklands University Hospital to be Scotland’s first digital hospital, directly benefitting its local community of patients, staff and visitors. Technology will be used to allow patients to access care advice and to navigate their way through the hospital easily and intuitively. The new hospital will ensure safer, better patient care and value for staff and for patients through the use of digital technology and real time information to support an efficient and effective patient journey. The hospital will have new digital systems to support patients and their clinical teams.

For further information please visit to <https://www.monklands.org/>.

Health Inequalities

The Board is committed to addressing health inequalities throughout Lanarkshire and, working with our Community Planning Partners, there will be a renewed focus on improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic.

The Board has adopted a ‘place-based approach’ to regenerate what will be the vacant Monklands Hospital site, and the work we are taking forward with Strathclyde University and Professor Sir Harry Burns will form part of our wider triple lens strategic approach to tackling health inequalities in Lanarkshire.

Schools

The majority of Glasgow's independent schools are located just outside the city centre.

<https://www.mytopschools.co.uk/private-schools-glasgow/>

St Aloysius' College <https://www.staloysius.org/>

Hutchisons Grammar School <https://www.hutchesons.org/>

Hamilton College <https://www.hamiltoncollege.co.uk/>

To find more information about living and working in Scotland please visit:

www.visitlanarkshire.com

www.visitscotland.com/destinations-maps/glasgow-clyde-valley/

www.southlanarkshire.gov.uk

www.northlanarkshire.gov.uk

<https://www.scotland.org/>

<https://www.talentscotland.com/>

<https://moverdb.com/moving-to-glasgow/>

University Strategic Partnerships

NHS Lanarkshire has entered into strategic partnerships with Glasgow Caledonian University in 2017 (and renewed in 2023). The University of the West of Scotland in 2018; and Strathclyde University in 2019. This resulted in the Board gaining university status for all three universities and both health and social care partnerships.

Useful Websites

NHS Lanarkshire - <https://www.nhslanarkshire.scot.nhs.uk/>

Scotland's Health on the Web (SHOW) - www.show.scot.nhs.uk

North Lanarkshire Council Website - www.northlanarkshire.gov.uk

South Lanarkshire Council Website - www.southlanarkshire.gov.uk

NHS Lanarkshire Finance -

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-report-and-accounts-for-year-ending-march-2024/>

Link to Monklands Replacement Project - <https://www.monklands.org/>

Link to our Healthcare Strategy - <https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>

Living in Lanarkshire

Within the UK, Lanarkshire is situated in the heart of Scotland's central belt, the area offers an ideal combination of tranquil parks and market towns, with something for everyone.

Centrally located between Glasgow (c. 20 minutes) and Edinburgh (c. 40 minutes) you can easily commute or, should you wish to relocate, you can choose either a substantial Lanarkshire town or a more relaxed rural location and still have the attractions of two major cities on your doorstep. The county offers accessible links to major cities with easy access to major motorway/rail routes and international airports allowing you to travel across Scotland, the UK and beyond. There are many attractions within Lanarkshire, including:

- New Lanark World Heritage Site,
- Antonine Wall World Heritage Site,
- The Falls of Clyde,
- Summerlee - The Museum of Scottish Industrial Life,
- The National Museum of Rural Life,
- Strathclyde Country Park,
- Scottish Wildlife Reserves on the shores of the River Clyde,
- Various museums, galleries, castles, heritage centres,
- Numerous country parks.

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www.southlanarkshire.gov.uk

www.northlanarkshire.gov.uk

<https://www.scotland.org/>

<https://www.talentscotland.com/>

<https://moverdb.com/moving-to-glasgow/>