



## **NHS GREATER GLASGOW AND CLYDE**

### **POST: CHIEF OPERATING OFFICER – ACUTE SERVICES**

#### **CANDIDATE INFORMATION PACK**

**Location:** Glasgow  
**Job Reference:** 73861  
**Closing Date:** Sunday, 28<sup>th</sup> November 2021

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Candidate applications for this post are being invited via the NHS Scotland Recruitment system called **Jobtrain**.

For further details on how to apply and to complete the NHS Scotland Online application form: [www.apply.jobs.scot.nhs.uk](http://www.apply.jobs.scot.nhs.uk) **Select Region > Greater Glasgow and Clyde > Job Type Executive Level > Job Reference No. 73861**

If you need any assistance accessing Jobtrain or require this pack in a different format, please E- mail: [Lynne.Stockey@ggc.scot.nhs.uk](mailto:Lynne.Stockey@ggc.scot.nhs.uk) or telephone 07766 441665 / 0141 278 2623



## Welcome from our Chief Executive

Dear Applicant

I hope this advert has drawn your interest and that you are encouraged to apply to be our next Chief Operating Officer–Acute Services in NHS Greater Glasgow and Clyde.

The agenda ahead for us is ambitious, demanding and exciting and despite the challenges of the pandemic, we continue to make significant progress with the work already underway to deliver the Board’s clinical transformation programme ‘Moving Forward Together’.

We remain immensely proud of the work everyone has contributed over the last 18 months in response to the pandemic which has seen a rapid response with innovative redesign and delivery of services.

Our Acute Services are the largest in Scotland and we continually strive to deliver safe, effective and person-centred care. A recent example of this important work is the recent opening of the major trauma centre at the Queen Elizabeth University Hospital and Royal Hospital for Children as part of the West of Scotland Major Trauma Network programme.

There is no doubt circumstances remain challenging for us with continued COVID-19 recovery and renewal planning at the same time as an intense winter planning programme is underway to maximise capacity in our health and social care systems.

Whilst there are opportunities for redesigning services, the Chief Operating Officer also has a vital role in leading the Acute team to deliver our clinical services to patients ensuring our emergency and elective services are meeting both locally and nationally agreed performance targets.

As this role has a blend of strategy and visioning balanced with the operational business, this post requires someone who can adapt to the overall demands while motivating their team to succeed with enthusiasm and drive.

I very much look forward to working with our new Chief Operating Officer as part of my Corporate Management Team. I look forward to receiving your application which will be given careful consideration.

If you would like any further information I would be happy to have an informal discussion with you. You can contact me on 0141 201 4642 or e-mail at [Jane.Grant@ggc.scot.nhs.uk](mailto:Jane.Grant@ggc.scot.nhs.uk)

With best wishes

**Jane Grant**, Chief Executive NHS Greater Glasgow and Clyde

**Chief Operating Officer – Acute Services**  
**Executive and Senior Manager Level: Grade H**  
**Salary range £120,469 to £162,445 per annum (pro rata)**  
**Full Time Permanent**  
**Location: Glasgow**

### **Relocation Package where appropriate**

NHS Greater Glasgow and Clyde has the largest Acute Services delivery model in Scotland covering a range of diverse services from local ambulatory care sites to the largest and some of the most modern health service facilities in the UK. The team also deliver a range of services for the West of Scotland on a national basis.

Our Chief Operating Officer role is a very dynamic role and requires someone with ambition, drive and a passion for the delivery of best in class patient services to our population of 1.2 million.

With a workforce of 21,457 staff and an annual revenue budget of approximately £1.5 billion, the post holder will lead and manage services through three Acute Sectors at North Glasgow, South Glasgow and Clyde (Renfrewshire, Inverclyde & Dunbartonshire) and three Directorates with cross site responsibilities covering Women and Children's Services, Regional Services, Diagnostic Imaging and a range of support functions.

As a key member of the Board's Corporate Management Team the post holder will also actively participate in supporting the delivery of the Boards strategic objectives including the redesign of services to support our population. This includes working collaboratively with the Executive/Corporate Directors, and the Chief Officers of our six Health and Social Care partnerships (HSCPs) and Non-Executive Board members, maintaining a key focus on overall performance and the need to continually improve outcomes to provide safe, high quality, cost effective services with a person centred approach to patients.

Accountable to, and working with the Chief Executive for the overall performance of the Acute Service Sectors and Directorates, the post holder will be expected to fully contribute to the development and implementation of medium and long-term strategy as well as adhering to the clinical, staff and financial governance standards.

We are therefore, seeking to recruit a candidate who will provide visible leadership to all staff and promote a culture of innovation, ambition and continuous improvement with a priority for implementing new ways of working and improving services.

Achievement of the highest levels of clinical and staff engagement and involvement in the development and delivery of person centred and compassionate care is seen as an absolute priority in this role.

The Chief Operating Officer will also have an important role to play in delivering our ambitious plans for improvement and transformation through the Board's clinical transformation programme "Moving Forward Together", leading key elements of this work.

**We are looking for an exceptional candidate.**

We are seeking someone who can demonstrate, the ability to develop an understanding of the strategic direction of a large and operationally complex multisite NHS Acute healthcare environment operating at pace and scale.

The candidate appointed will bring to the role a significant track record of managing and leading multidisciplinary teams across complex services, balancing the need for strategic direction with operational delivery.

Educated to degree level or equivalent with demonstrable senior/board level management experience within a large complex organisation, preferably within the NHS or other comparable Public /Private sector organisations.

NHS Greater Glasgow and Clyde encourages applications from all sections of the community. We promote a culture of inclusion across the organisation and are proud of the diverse workforce we have. Applications are welcome from UK, EEA and non-EEA candidates.

If you are inspired by the challenges this opportunity presents and believe you have the relevant skills, experience and qualities we are seeking then we look forward to receiving your application which will be given careful consideration.

**If you would like to find out more about this role before applying, for a confidential discussion please contact:**

Jane Grant, Chief Executive, NHS Greater Glasgow and Clyde Telephone 0141 201 4642 or E- mail at [Jane.Grant@ggc.scot.nhs.uk](mailto:Jane.Grant@ggc.scot.nhs.uk)

For a Candidate Information Pack and further application information, please visit <https://apply.jobs.scot.nhs.uk> and follow the link to NHS Greater Glasgow & Clyde, look under Executive Level – Job Reference No: 73861

**Closing date applications: Sunday 28<sup>th</sup> November 2021**

**Interviews: early January 2022**

**EU Settlement Scheme** - *EU, EEA or Swiss nationals are strongly encouraged to join the EU Settlement Scheme. From 1<sup>st</sup> July 2021, as part of the recruitment process, you will be required to produce proof of your EU Settlement status to demonstrate you're Right to Work in the United Kingdom. Further information: <https://www.gov.uk/settled-status-eu-citizens-families>.*

**Guidance to Candidates  
Recruitment Process, Timetable and How to Apply**

**The closing date for applications for this post is Sunday, 28<sup>th</sup> November 2021**

NHS Greater Glasgow and Clyde's Recruitment team will coordinate candidate communications including application confirmation and the scheduling of each stage of the recruitment and selection activity. Outlined below are key note timescales within this recruitment campaign. All candidate applications will be acknowledged and treated in the strictest of confidence.

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable experience and personal attributes which are sought in the appointment of the Chief Operating Officer – Acute Services. Assessment against this will feature throughout the recruitment and selection process for the appointment. The selection process for this post will be in line with the NHS Scotland Values Based Recruitment Process for NHS Board Executive Director level appointments.

The selection process for shortlisted candidates will include a Preliminary Assessment Stage; this will include completion of psychometric assessments and participation in a work/scenario based role play exercise. The formal panel interview will include a presentation and Value Based Competency Interview.

The results of all stages of the recruitment process will be kept confidential and restricted to only those who have direct responsibility for the decision making in the recruitment to this post.

Recruitment Stage	Planned Date
Recruitment Advertising Campaign opens	Friday 5 <sup>th</sup> November 2021
Closing date for return of applications	Sunday, 28 <sup>th</sup> November 2021
Preliminary Assessment Stage: <i>Full details and format will be covered with shortlisted candidates in advance of planned dates.</i>	December 2021/Early January 2022
Shortlisted candidates will be invited to attend a Value Based Competency Interview which will include a presentation . <i>The arrangements will be fully discussed with candidates selected for the shortlist including details of the interview panel members.</i>	Early/Mid-January 2022

## HOW TO APPLY

**Please note the Closing Date for returning applications: Sunday, 28<sup>th</sup> November 2021**

**Candidates will be unable to submit applications after the closing date.**

**If you would like to find out more about this role before applying, please contact for a confidential discussion:-**

**Jane Grant, Chief Executive, NHS Greater Glasgow and Clyde**  
**Tel No: 0141 201 4642 E-mail: [jane.grant@ggc.scot.nhs.uk](mailto:jane.grant@ggc.scot.nhs.uk)**

Please refer to Job Description and Person Specification for details of the role.

To apply for the post of **Chief Operating Officer – Acute Services, NHS Greater Glasgow and Clyde** please complete the following:-

- All applications are invited via the NHSScotland Recruitment system – Jobtrain and therefore will need to be completed and submitted online via Jobtrain. You will be able to access the Jobtrain system, and complete your application, via devices with an internet connection. The application will include a supporting statement describing how your skills, knowledge and experience meet the Person Specification.
- You can use the following link that will take you to the Recruitment advert on JobTrain: [www.apply.jobs.scot.nhs.uk](http://www.apply.jobs.scot.nhs.uk) look under Region > Greater Glasgow and Clyde then Job Type > Executive Level and then in Keyword section insert > job reference **73861** to access and complete the online application form.
- On clicking “Apply for Job” button you will be prompted to register for a new Jobtrain user account if you haven’t already done so before, and you just need to then follow the instructions.
- Your application is the key document that will determine whether you will be shortlisted. You must, therefore, be able to demonstrate within your application how you meet the essential requirements being tested at this stage. You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage.
- It is important you complete the online application form in full. This is to ensure the selection panel can easily find the information they require, and can review the responses from all candidates equally and transparently. For this reason, applications from candidates who have not completed the online application form and provided a CV will not be considered, unless there are reasonable adjustments required. Linking to websites for information (such as LinkedIn) is not acceptable. Please note you will be asked to complete a Supporting Statement which is in the form of 3 Assessment Questions.
- The interview panel will not make assumptions about your evidence so it is important that you take the time to ensure that you are comfortable with the information you are providing in your application.

- Be clear and succinct in your answers as there are word limits for each section, The Personal Information and Equalities Monitoring Information sections of the application form are never seen by the interview panel and are not used to assess your suitability for appointment.
- Please include details of 2 Referees, one of which must be your current or most recent employer. Referees will not be approached without obtaining your prior consent.
- All offers of employment will be subject to completion of pre-employment compliance checks.
- If you have any questions or require any support regarding the application process, details of any unavailability over December 2021/Or any other information in support of your application, please do not hesitate to contact **Lynne Stockey, General Manager - Recruitment Service, NHS Greater Glasgow and Clyde** on **0141 278 2623/07766441665** or email: [lynne.stockey@ggc.scot.nhs.uk](mailto:lynne.stockey@ggc.scot.nhs.uk) quoting reference number **73861**.
- Candidates are also requested to complete the Equal Opportunities Monitoring Section of the Application Form. This section of your application will not be made available to anyone responsible for shortlisting and interviewing for the post.

**All applications will be acknowledged and treated in the strictest of confidence.**

### **Special Requirements for the Recruitment and Selection process**

To ensure prospective candidates are not disadvantaged in the recruitment and selection process we are fully supportive in making reasonable adjustments in order to support disabled job applicants or applicants with other health conditions. Reasonable adjustments for example may include allowing extra time during assessment exercises or ensuring information is provided in an alternative format such as audio, Braille or large font. If you require any special arrangements to be made in regards your participation in the recruitment selection process, please indicate this by contacting separately: **Lynne Stockey, General Manager, Recruitment Service NHS Greater Glasgow and Clyde** at [lynne.stockey@ggc.scot.nhs.uk](mailto:lynne.stockey@ggc.scot.nhs.uk) or telephone **0141 278 2623/07766441665**

### **Data Protection Legislation**

The information supplied by your application will only be processed by those authorised personnel involved in relevant stages of the recruitment process. Applications submitted via the NHS Scotland Recruitment system JobTrain will be retained by NHS Greater Glasgow and Clyde and will be used for the purpose of processing your application and for statistical and audit purposes. NHS Greater Glasgow and Clyde will process the information for the stated purposes in regards your application for employment. If your application is unsuccessful your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed.

**Who do I contact for support and further Information about the recruitment and selection process?** Lynne Stockey, General Manager - Recruitment Services, NHS Greater Glasgow and Clyde on 0141 278 2623/07766441665 or email: [lynne.stockey@ggc.scot.nhs.uk](mailto:lynne.stockey@ggc.scot.nhs.uk).



## ABOUT NHS GREATER GLASGOW AND CLYDE

The National Health Service (Scotland) Act 1972, established Greater Glasgow Health Board (“the Board”) on 1 April 1974, with responsibility for providing health care services for the residents of Greater Glasgow. On 1 April 2006, the area covered by the Board was enlarged to include the Clyde area of the former Argyll and Clyde Health Board. NHS Greater Glasgow and Clyde serves a population of approximately 1.2m. We also provide a wide range of regional Services to the West of Scotland and National services.

The Board is responsible for improving the health of our local population and delivering the healthcare it requires. Our purpose is to provide strategic leadership and direction, and ensure the efficient, effective and accountable governance of the local NHS system.

### Specific roles of the Board include:

- Improving and protecting the health of the local people;
- Providing an improved health service for local people;
- Focusing on health outcomes and people’s experience of their local NHS system;
- Promoting integrated health and community planning by working closely with other local organisations;
- Providing a single focus of accountability for the performance of the local NHS system.

### The work of the Board includes:

- Strategy development - to develop a single Local Delivery Plan for the area;
- Implementation of the Local Delivery Plan;
- Resource allocation to address local priorities; and
- Performance management of the local NHS system.

The Board is the largest employer in Scotland with a total of 41,260 staff. The Board has a revenue budget of £3.6 billion and a capital budget of £76.4m.

Our structure comprises an Acute Division and a shared interest with local authority partners in six Health and Social Care Partnerships (HSCP). The latter are overseen by Integration Joint Boards. HSCPs are joint organisations formed with local authority partners. They are responsible for managing jointly-provided services.

The Acute Division and HSCPs have responsibility for delivery of the Board’s business objectives. The Board provides services through 6,000 beds across:

- 9 acute inpatient sites;
- The Beatson West of Scotland Cancer Centre;
- 61 health centres and clinics;
- 10 Mental Health Inpatient sites; and
- 6 Mental health long stay rehab sites.

## Education and Research

There are 6 teaching hospital sites with additional teaching and research facilities for Medical, Nursing and Allied Health Professionals across Acute Services, which have responsibility for ensuring effective partnerships with 4 universities and local colleges who play a vital role in the education and training of all our health care professional:

- University of Glasgow
- Glasgow Caledonian University
- University of Strathclyde
- The University of the West of Scotland

We have 35 hospitals of differing types providing a comprehensive range of Acute Hospital, Maternity, Mental Health and Community Care facilities.

We work with our six Health and Social Care Partnerships covering Glasgow City, Renfrewshire, East Renfrewshire, Inverclyde, East Dunbartonshire and West Dunbartonshire.

In addition we are supported by our Board wide Corporate service's directorates including Public Health, Estates and Facilities, e-Health, as well as corporate teams in Finance, Planning and Human Resources and Organisational Development and other specialist services.

We are committed to delivering high quality, innovative health and social care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people -patients, their relatives and carers and our staff and is focused on achieving a healthier life for all.

Our Acute care is provided across NHS Glasgow and Clyde on a range of main sites visit here to find out more: - [www.nhsqgc.org.uk/locations/hospitals](http://www.nhsqgc.org.uk/locations/hospitals)

- Beatson West of Scotland Cancer Care
- Gartnavel General Hospital
- Glasgow Royal Infirmary
- Inverclyde Royal Hospital
- Lightburn Hospital
- Queen Elizabeth University Hospital
- Royal Hospital for Children
- The Institute of Neurological Sciences
- Princess Royal Maternity Hospital
- Royal Alexandra Hospital
- Vale of Leven Hospital

3 Ambulatory Care Hospitals (ACH) are located at:

- New Stobhill ACH Hospital
- New Victoria ACH Hospital
- West Glasgow ACH Hospital

Each year we deliver around 170,000 emergency medical and 62,000 emergency surgical episodes and 165,000 day cases.

We continue to operate one of the busiest A&E/minor injuries units in the UK with 455,000 attendances. We deliver 400,000 new outpatient attendances.

NHS Greater Glasgow and Clyde is responsible for improving the health of our local population and delivering the healthcare it requires. Our purpose is to provide strategic leadership and direction, and ensure the efficient, effective and accountable governance of the local NHS system.

## Health and Social Care Partnerships

Health and Social Care Partnerships (HSCPs) are innovative partnerships, responsible for delivering all local health and social care services to Local Authorities in an integrated way. The HSCP is a full partnership between Local Authorities and NHS Greater Glasgow and Clyde.

The HSCP brings together services for children, families, adults and older people and is committed to improving the health of people living and to making a difference to health inequalities.

Health and Social Care Partnerships, (HSCPs) are the organisations formed as part of the integration of services provided by Health Boards and Councils in Scotland. Each partnership is jointly run by the NHS and local authority.

HSCPs manage community health services and create closer partnerships between health, social care and hospital-based services.

To find out more about Health and Social Care Partnerships (HSCPs) visit the appropriate website below:

### **East Renfrewshire Council**

[www.eastrenfrewshire.gov.uk/](http://www.eastrenfrewshire.gov.uk/)

### **East Dunbartonshire Council**

[www.eastdunbartongov.uk](http://www.eastdunbartongov.uk)

### **Glasgow City Council**

[www.glasgow.gov.uk/](http://www.glasgow.gov.uk/)

### **Renfrewshire Council**

[www.renfrewshire.gov.uk/](http://www.renfrewshire.gov.uk/)

### **West Dunbartonshire Council**

[www.west-dunbarton.gov.uk/](http://www.west-dunbarton.gov.uk/)

### **Inverclyde Council**

[www.inverclyde.gov.uk/](http://www.inverclyde.gov.uk/)

## Our Workforce Strategy Ambition

NHS Greater Glasgow and Clyde is an organisation which is renowned for modern high-quality patient care and progressive medicine.

It is therefore vital that we continue to attract and nurture the most talented and public service focused people, both locally and from around the world and achieve our ambition of 'Growing our Great Community'.

Our Workforce Strategy sets out how we will achieve this and develop NHSGGC under our corporate objective of '**Better Workplace**'. Our current and future employees are our

greatest strength and this Strategy describes the foundations, framework, support and opportunities which underpin our 4 workforce pillars:



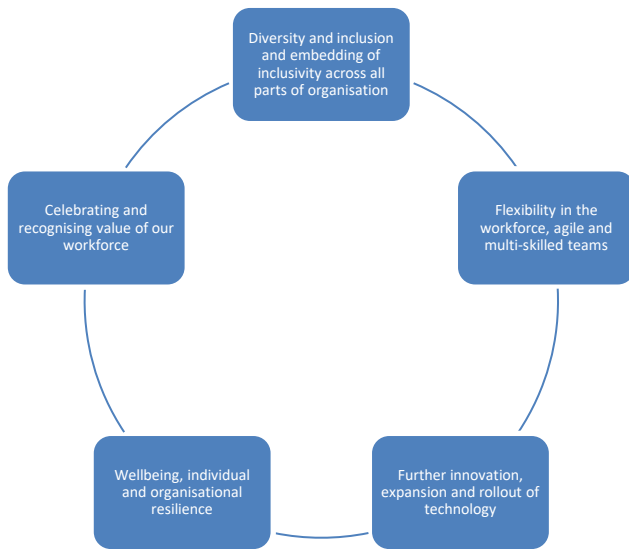
Whilst we are proud of our achievements so far, our future plans look to address the significant health and social care challenges that continue to affect our patients and our local communities. Beyond that we look to recognise the challenges as seen through the experiences of other key stakeholders, including our employees; local and national government; and other private, charitable and third sector partners.

We need to support our employees at every point in their career journey, starting at attraction and recruitment; to nurturing those at the beginning and developing throughout their careers; and to finding flexible ways to enable staff to continue working to fit in with their lives and both physical and emotional demands, through a person centred approach.

NHS Greater Glasgow and Clyde also has a significant relationship with independent contractors and third sector organisations, and it is critical that our Workforce Strategy recognises partnership working and that there is a shared aspiration towards achieving ambitions and values collectively, and that where relevant access to support and services are clearly set out and there is ongoing engagement.

Whilst COVID-19 has undoubtedly been very challenging for NHS Greater Glasgow and Clyde it has also enabled us to deliver substantial projects and make changes quickly. We have responded rapidly to government guidelines and regulations, adapted to changing public behaviours and continue to support employee mental and physical wellbeing.

Our Workforce Strategy will ensure that we capture learning and opportunities from COVID-19. Key aspects focus around:



## How To Access Additional Useful Documents

Should you wish to access additional information in advance of completing your application please find below links to key strategic documents alternatively for copies please contact :

Lynne Stockey, General Manager - Recruitment Service, NHS Greater Glasgow and Clyde on 0141 278 2623/07766441665 or email: [lynne.stockey@ggc.scot.nhs.uk](mailto:lynne.stockey@ggc.scot.nhs.uk)

<p>NHS Greater Glasgow and Clyde - Moving Forward Together <a href="http://www.movingforwardtogetherggc.org">www.movingforwardtogetherggc.org</a></p>
<p>NHS Greater Glasgow and Clyde Health Care Quality Strategy <a href="http://www.nhsggc.org.uk/190219-the-pursuit-of-healthcare-excellence-paper_low-res.pdf">www.nhsggc.org.uk/190219-the-pursuit-of-healthcare-excellence-paper_low-res.pdf</a></p>
<p>NHS Greater Glasgow and Clyde Remobilisation Plan <a href="http://www.nhs.org.uk/item-13-paper-21_45-rmp3-update.pdf">www.nhs.org.uk/item-13-paper-21_45-rmp3-update.pdf</a></p>
<p>NHS Greater Glasgow and Clyde Workforce Strategy <a href="http://www.nhsggc_board_paper_2021-04-27_item-13_paper-21-16_workforce-strategy-2021-2025.pdf">www.nhsggc_board_paper_2021-04-27_item-13_paper-21-16_workforce-strategy-2021-2025.pdf</a></p>
<p>NHS Greater Glasgow and Clyde Integrated Performance Report August 2021 <a href="http://www.nhsggc.org.uk/media/268676/item-10-paper-21_42-integrated-performance-report.pdf">www.nhsggc.org.uk/media/268676/item-10-paper-21_42-integrated-performance-report.pdf</a></p>

## Living and Working in the Greater Glasgow and Clyde area



We understand that choosing the right place to live is just as important as choosing the right job. Many people who have moved from abroad to Scotland have been attracted by the opportunity to enhance their quality of life.

We are aware you will ask yourself many questions and do a lot of research before making your final decision to move to Scotland.

Scotland's people are well known for being warm, welcome and friendly. Scotland is a home to over five million people, and it is estimated that for every person living in Scotland, another five people living across the world have Scottish ancestry. With such wide connections spreading to every corner of the globe, it is no wonder that overseas visitors are made to feel like they are returning home!

As a place to live, the Greater Glasgow and Clyde area has many attractions. The West of Scotland combines cosmopolitan charm, lush countryside and soothing seaside. Culturally diverse, architecturally stunning and historically rich, this vibrant region is home to innovation, celebration and the largest city in Scotland – Glasgow.

As Scotland's most populous region, the West of Scotland is home to approximately two million people. In addition to the city of Glasgow, East and West Dunbartonshire, Inverclyde, Ayrshire, North and South Lanarkshire, Renfrewshire and East Renfrewshire make up this captivating and eclectic part of the country.

This is a region of striking contrast. Larger areas like Glasgow are within easy reach of picturesque towns, villages and some of Scotland's most scenic beaches, captivating wildlife and tranquil countryside.

## Glasgow

Multicultural, magnificent and brimming with personality, Scotland's largest city is home to nearly 600,000 people. Discover rich history, stunning architecture and the best shopping in the UK outside London. Glasgow is one of the highest ranking cities in the UK for quality of life. (source: Mercer survey, 2012)

This aptly-named 'Dear Green Place' blends the best of urban-living with the splendour of lush gardens and parks. Impressively, the city boasts more green space per square mile than any other UK city. With some of the biggest and brightest businesses Scotland has to offer, in addition to enjoying the scenery, you can explore the many great career opportunities the city offers.

Offering the best of both worlds, Glasgow is close to breath taking countryside offering up nearby hill walking, sailing, and cycling. Some of the world's greatest golf courses are all within an hour's drive of the city. And this bustling city's arts and culture, nightlife and food are hard to surpass.

Home to over 133,000 students from around the world, this vibrant city has five world-renowned universities and seven colleges.

## Lots to see and do

No matter what your age or interest, the West has something for you. Be dazzled by Charles Rennie Mackintosh's iconic architecture in Glasgow or satisfy your appetite with mouth-watering produce at the farmers' markets in Renfrewshire and Inverclyde.

You also have your choice of impressive year-round events and festivals, attractions or some of the best leisure facilities in the country. And as a UNESCO City of Music, Glasgow offers an impressive range of musical delights.

Experience the award-winning wonder of Kelvingrove Art Gallery and Museum and the awe-inspiring Glasgow Science Centre, or enjoy international musicians, sporting events and more at the city's last addition, the 12,000 seat SSE Hydro Arena.

The West loves its sports – evident in its numerous outstanding leisure centres and facilities. Glasgow is one of the world's top 10 destinations for sports events and in 2014, Glasgow hosted the 20th Commonwealth Games. The newly built Commonwealth Arena and adjoining Sir Chris Hoy Velodrome in the East End of Glasgow hosted badminton and cycling events for the 2014 games.

In Ayrshire you can celebrate the national poet at the Burns and a' that Festival, admire the spectacular scenery at the Ayr Flower show or try your luck at the races at the Scottish Grand National.

## Housing

Whether you are renting or buying, Glasgow offers a superb selection of housing. Here you'll have your choice of apartments on the River Clyde, spacious Victorian flats in the West End and family homes in leafy suburbs conveniently located near to schools.





## Getting around

The region's excellent transport links mean you're connected to the rest of the UK - and the world.

The M8 motorway connects the West with the rest of Scotland, taking just under an hour to drive between the country's major cities Glasgow and Edinburgh, a well-used commuter's route.

The bus is an effortless way to get around because it's inexpensive and widely available across the region – even in remote locations. Glasgow has the UK's largest suburban rail network outside London.

An abundance of stations and travel times makes exploring the region by train an easy option. The rail network links both rural areas and cities with the rest of Scotland and the wider UK.

From Ardrossan, Gourock and Wemyss Bay you can also travel by ferry to many of Scotland's islands, or further afield from one of the cruise ships that dock at Greenock harbour.

Glasgow's two international airports connect the region with the rest of the UK and beyond. There are approximately 200 flights per day (pre pandemic levels) from Glasgow international airport alone, ready to fly to over 90 destinations like London, Dubai and New York.

The best of the city-living, magnificent countryside and an opportunity to work in some of Scotland's most exciting industries means this region is a hugely popular place to live and work.

Useful websites:

- [www.scotland.org/live-in-scotland/moving-to-scotland](http://www.scotland.org/live-in-scotland/moving-to-scotland)
- [www.transport-executive.co.uk/best-places-to-live-in-glasgow](http://www.transport-executive.co.uk/best-places-to-live-in-glasgow)
- [www.visitscotland.com](http://www.visitscotland.com)
- [www.mygov.scot/search-house-prices](http://www.mygov.scot/search-house-prices)