

# Information pack for NHS Greater Glasgow and Clyde NHS Board



The Cabinet Secretary for Health and Social Care is seeking two new board members for NHS Greater Glasgow and Clyde. The Cabinet Secretary values highly the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for NHS board vacancies follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

## Key dates for this appointment round

<b>Closing date for registration of interest</b>	12.00 on Wednesday 4 June 2025
<b>Date applicants will be notified about the outcome of shortlisting</b>	Friday 13 June 2025
<b>Interviews</b>	26 and 27 June 2025 Interviews will be held in person in Glasgow.  <b>It is unlikely that we will be able to offer an alternative interview date.</b>
<b>Ministerial decision</b>	Thursday 17 July 2025
<b>Start date</b>	18 August 2025

Dear applicant

We are all living and working in challenging times, particularly as we transform how we deliver health and care, striking a difficult balance in managing increasing demand for all our services in a significantly challenging financial context. We remain committed to continuing to work towards making sustainable improvements in capacity and delivery across the system, launching a bold, system-wide improvement programme to transform unscheduled and planned care whilst providing access to the right care, in the right place, at the right time. This initiative responds to system pressures across acute and wider services, which potentially impact care quality and staff wellbeing. This acknowledges the renewed approach to population-based planning across NHS Scotland as set out in DL (2024) 31 and the First Minister's statement on Improving Public Services and NHS Renewal January of this year.

The role of the Non-Executive Board member in supporting this endeavour is critical. Working in partnership with our stakeholders the role presents many opportunities to engage and work with a wide range of people.

As Chair, I am keen to build on the existing strong and focused team of Non-Executives on the NHS Greater Glasgow and Clyde Board. We are seeking two roles and know that diversity within our Board membership and staff builds a vibrant, creative culture which is better able to respond to our challenges, and the needs of the wide range of people we serve. I want to complement the current skills on the Board, and we welcome applications from people who can bring their skills and diverse perspectives to our work, and who meet the requirements of the roles as set out in the person specification.

Within this Information Pack, we describe in some detail the range and nature of the services included in the work of the NHS across Greater Glasgow and Clyde, which I hope you will find interesting and clear. We have also prepared a brief video clip with further information which can be viewed here: - <https://youtu.be/j1Un4CtnhKc>

If after reading the Information Pack, you find you have any questions about the role of the Board, Non-Executive Board members or about NHS Greater Glasgow and Clyde in general, you are welcome to contact the Director of Corporate Services, Elaine Vanhegan, by calling 0141 201 4607; or emailing [elaine.vanhegan@nhs.scot](mailto:elaine.vanhegan@nhs.scot).

**Dr Lesley Thomson KC**

**Chair**

**Greater Glasgow and Clyde NHS Board**

# Information about the role

<b>Remuneration</b>	£14,352 per annum for a maximum of 52 days per year (non-pensionable) and reasonable expenses, including receipted dependent-carer expenses, including childcare, and for support required to help you carry out your duties effectively.
<b>Time commitment</b>	The time commitment will vary week to week, but you must be able to make a firm commitment to spend on average eight hours per week (52 days of the year) on Board business. This time will be a mix of daytime Board meetings, committee and Integration Joint Board meetings, reading documents and attending stakeholder events. You will need to have flexibility in order to attend at a greater frequency subject to the Board's ongoing business needs. There may be the opportunity for you to commit more time to the role, but the Chair would discuss this with you. Should you be required to contribute more than the average eight hours per week on a regular basis, then, at the discretion of the Board Chair, you may receive additional remuneration.
<b>Length of appointment term</b>	The term of appointment will be for up to four years. When a term comes to an end, the skills the Board requires will be reassessed. If your skills meet the needs of the Board, and there is evidence of your effective performance, Scottish Ministers may consider reappointing you for a further term. A non-executive member's total period of appointment will not exceed eight years. Any previous time you may have served as a member of Greater Glasgow

	<p>and Clyde NHS Board will be taken into account in relation to this eight year limit.</p>
<p><b>Location of meetings</b></p>	<p>The Board is based at J B Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow.</p> <p>The main Board meetings, which take place bi-monthly, will normally be held at a location in the Greater Glasgow and Clyde area, but as with other meetings, virtual and hybrid arrangements are available. The method of participation is participants' choice. Increasingly we aim to hold some Board meetings on other sites engaging with staff and services.</p>
<p><b>Disqualifications</b></p>	<p>Appointments to NHS bodies are governed by regulations which include details of the circumstances in which an individual may be disqualified from being appointed.</p> <p>The circumstances vary from body to body and it is not possible to include an exhaustive list here covering every appointment. Further information is provided in <b>Annex A</b>.</p> <p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of <a href="#">the Scottish Parliament (Disqualification) Order 2020</a>.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p>

# NHS Greater Glasgow and Clyde

The Health Board's role is to improve the health and wellbeing of the people of Greater Glasgow and Clyde and to deliver high quality, person-centred care. In doing so, NHS Greater Glasgow and Clyde provides a comprehensive range of primary, community-based and acute and psychiatric hospital services for the population. The key facts and figures below give an idea of its scale.

NHS Greater Glasgow and Clyde has six Health & Social Care Partnerships – covering Glasgow, Renfrewshire, East Renfrewshire, Inverclyde, East Dunbartonshire and West Dunbartonshire. It also works in close partnership with the University of Glasgow Medical School.

## Key facts and figures:

- Population of around 1.14 million (21.4% of Scottish population)
- Staff of around 41,000
- Budget of around £4.2 billion (revenue) and £40 million (capital)
- 25 hospitals of different types – including the Queen Elizabeth University Hospital, one of the largest acute hospitals in the UK; the Royal Hospital for Children; plus a range of other acute, maternity, mental health and community care facilities
- 757 Registered GPs working in 229 GP practices
- 263 Dental Service locations
- 184 Optician practices
- Over 50 Health Centres and Clinics
- 292 Pharmacies

For more information about NHS Greater Glasgow and Clyde and NHS Scotland visit

[www.nhsggc.org.uk](http://www.nhsggc.org.uk) and [www.show.scot.nhs.uk](http://www.show.scot.nhs.uk)

## Online Information Session

The Board is holding an online information session on MS Teams at 18.30-19.30 on 26 May 2025.

To receive the link for this session please email Elaine Vanhegan:

[elaine.vanhegan@nhs.scot](mailto:elaine.vanhegan@nhs.scot).

# The role of the Board Member

Board members have a variety of different skills and experience which enable the Board to work effectively. We are looking for people who are willing to put themselves forward for appointment and who can put their skills, knowledge and experience to use for the benefit of the Board. As a non-executive member, you will be expected to make a full contribution to the work of the Board, including participation in its governance committees.

All board members support the Chair of the Board to:

- maintain public confidence in the organisation as a public body and ensure the Board acts in the best interests of patients and the public;
- ensure the Board develops vision, strategies and clear objectives to deliver organisational purpose in the context of Scottish Government policies and priorities;
- account individually and collectively for the effectiveness of the Board as it governs the organisation;
- provide purposeful scrutiny and assurance on the decisions the Board makes ensuring the appropriate systems are in place to hold the executives to account rigorously and effectively;
- chair or participate as a member of key committees as part of the accountability processes within the Board;
- be a member of at least one of the Integration Joint Boards;
- actively support and promote a healthy culture for the organisation and reflect this in your own behaviour;
- serve as a trustee of the Board's endowment funds (its associated charity); and
- uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with the Board's Code of Conduct [Model Code of Conduct for Members of Devolved Public Bodies \(nhsggc.scot\)](https://www.nhsggc.scot/Model-Code-of-Conduct-for-Members-of-Devolved-Public-Bodies) derived from the nine principles of public life set out by the Committee on Standards in Public Life.

# The selection panel

Chair	Fiona Hogg, Chief People Officer, NHS Scotland, Scottish Government
Panel member	Dr Lesley Thomson KC, Chair, Greater Glasgow and Clyde NHS Board
Panel member	Tom Steele, Chair, Scottish Ambulance Service Board

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

## Person specification

We are looking for two new general board members who can put their experience to good use on the Greater Glasgow and Clyde NHS Board. For one of the roles, it would be beneficial for applicants to have experience in estates management or procurement, but this is not essential. The table below sets out the skills that we are seeking and explain how the criteria will be tested. **You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.**

The most important criteria are the essential criteria. The desirable criterion would be beneficial to the Board for one of the roles but is not essential. Applicants who meet the essential criteria but not the desirable criterion are still strongly encouraged to apply.

Essential criteria	What we are looking for	How this will be assessed
1. Ability to challenge and influence effectively	<ul style="list-style-type: none"><li>• Capacity to question, challenge constructively and influence decision making.</li><li>• Confidence and self-awareness to chair, or participate as a member of, key committees that support good governance.</li></ul>	<p>You will be asked to provide evidence of how you meet this criterion at application stage and a response is <b>essential</b>.</p> <p><b>In your online application:</b> Please demonstrate how you meet this criterion. Your</p>

	<ul style="list-style-type: none"> <li>Ability to communicate and engage with a wide range of organisations and individuals, building relationships, influencing and working collaboratively.</li> </ul>	<p>response should be no more than 400 words.</p> <p>If you are shortlisted the selection panel will discuss this with you during your interview.</p>
2. Analysis and decision making skills	<ul style="list-style-type: none"> <li>Able to analyse and review complex issues, weighing up conflicting opinions and making timely, evidence-based, well-informed and risk-assessed decisions.</li> </ul>	<p>We will ask you to complete a practical exercise as part of the final assessment stage and details will be provided if you are shortlisted for interview.</p>
3. Communication skills	<ul style="list-style-type: none"> <li>Capability to recognise, listen to and respect different perspectives.</li> <li>Ability to articulate views in a confident and clear manner.</li> </ul>	<p>This will be assessed throughout your selection process.</p>
<p>4. Appreciation of the NHS Scotland Values which are:</p> <ul style="list-style-type: none"> <li>care and compassion</li> <li>dignity and respect</li> <li>openness, honesty and responsibility</li> <li>quality and teamwork.</li> </ul>	<ul style="list-style-type: none"> <li>Able to draw on your own life experience to demonstrate how you meet the NHS Scotland values.</li> </ul>	<p>This will be assessed throughout the selection process.</p> <p>If you are shortlisted the panel will discuss with you during your interview.</p>

Desirable criterion	What we are looking for	How will this be assessed?
1. For one role only, we are looking for someone with experience in management or oversight of complex estates and facilities management services or systems or	<ul style="list-style-type: none"> <li>Experience of management or oversight of complex estates and facilities management services.</li> </ul> <p><b>Or</b></p>	<p>You will be given the opportunity to provide examples of how you meet any of these indicators at application</p>

<p>commissioning, decommissioning or review of large scale construction projects or property portfolios</p>	<ul style="list-style-type: none"> <li>• Knowledge of property planning, facilities, and estate management principles and best practices.</li> </ul> <p><b>Or</b></p> <ul style="list-style-type: none"> <li>• Relevant experience of dealing with estates development and capital planning.</li> </ul> <p><b>Or</b></p> <ul style="list-style-type: none"> <li>• Experience of commissioning, decommissioning or review of large scale construction projects. or property portfolios.</li> </ul>	<p>stage and a response is <b>optional</b>.</p> <p><b>In your online application:</b></p> <p>Please demonstrate how you meet this criterion (if applicable). Your response can be up to 600 words.</p> <p>If you are shortlisted the panel will discuss this with you during your interview if applicable.</p>
---	---	--

**In your online application you will be invited to provide a tailored career/life history.** This should include information from your professional, personal and voluntary experience relevant to the role(s). You may wish to include:

- Dates
- Brief information about the organisation
- Information about your role and experience

Please note that the panel are not looking for a full CV, but a tailored career/life history that is relevant to the roles. **Your response should be no more than 400 words and information provided in excess of this limit will not be considered.**

# How to apply

Start the application process by clicking this link: [Public appointments - Scottish Government Jobs](#)

Find the advert for the board you want to apply for and follow the instructions. Refer to the person specification above. We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

**Please note** that you will not be able to update your answers or supporting documents once the online application is submitted. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

## The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. There will also be a practical exercise which you will be given further information about if you are shortlisted for interview.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about the [Principles of Public Life](#).
4. The selection panel will review the evidence provided and agree on which candidates are most meritorious and best meet the needs of the Board. The most meritorious candidates will be recommended to the appointing Minister.
5. The appointing Minister will make a decision about who to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
6. Protection of Vulnerable Groups (PVG) Scheme Membership is required for this role. Proposed appointees will be asked to complete pre-appointment checks which will include a Level 2 Disclosure Check with PVG (there is no charge for this). Appointment is conditional on satisfactory completion of these and confirmation of PVG Scheme Membership.

## **Guaranteed interviews**

This appointment round will provide guaranteed interviews for disabled people who meet the criteria being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

## **Fit and proper person checks**

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#).
- There is confirmation that the time commitment required for the role can be met.

## **Media/Social media checks for candidates invited to interview**

The selection panel may consider publicly available information about candidates and/or information which is posted by candidates on social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/privacy-notice-public-appointments/guide/pages/1-introduction.aspx)

## **Gender Representation on Public Boards (Scotland) Act 2018**

Scottish Government recognises the implications of the Supreme Court judgement dated 16 April 2025 for public appointments subject to the Gender Representation on Public Boards (Scotland) Act 2018. The Supreme Court ruled that a person with a full gender recognition certificate (GRC) which recognises their gender as female, is not a “woman” for the purposes of the Equality Act 2010 and consequently the Gender Representation on Public

Boards (Scotland) Act 2018. Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 has been prepared and will be published soon. The updated guidance will apply to this appointment process once available. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

## Common questions and answers

<b>Who can I contact about the board?</b>	Please contact Elaine Vanhegan, Director of Corporate Services by calling 0141 201 4607; or emailing <a href="mailto:elaine.vanhegan@nhs.scot">elaine.vanhegan@nhs.scot</a> .
<b>Who can I speak to about a disability related reasonable adjustment?</b>	Please contact the Public Appointments Team Email: <a href="mailto:public.appointments@gov.scot">public.appointments@gov.scot</a> Telephone: 0300 244 1898 Deaf, deafblind and BSL users can contact the team via <a href="#">contactSCOTLAND-BSL</a>
<b>I am having a problem with the application process who can I speak with?</b>	Please contact the Public Appointments Team (see contact details above).
<b>Do you have any advice about how to complete an application form?</b>	Yes. More information is provided here: <a href="http://www.gov.scot/public-appointments-guide">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a>
<b>Do you have any advice for candidates attending interviews?</b>	Yes. More information is provided here: <a href="http://www.gov.scot/public-appointments-guide">Introduction - Public appointments: guide - gov.scot (www.gov.scot)</a>
<b>I can't attend the interview in person, can I attend remotely?</b>	Yes, if there is a need for you to attend remotely please contact the Public Appointments Team (see contact details above).
<b>What does 'appointed on merit' mean?</b>	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
<b>What role does the Ethical Standards Commissioner (ESC) have in the appointments process?</b>	The ESC <a href="#">regulate and monitor the public appointments process</a> . The Commissioner plays a role in ensuring appointments are made on merit and use fair

	<p>methods. More information about the Commissioner's role is provided here:</p> <p><a href="#">Public appointments Information leaflet   Ethical Standards Commissioner</a></p>
<b>Can I apply if I am not a British citizen?</b>	<p>Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.</p>
<b>Would remuneration for a public appointment impact on my benefits?</b>	<p>Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances and you should seek advice from your benefits provider. More information is provided here: <a href="#">Public appointments and welfare benefits: information - gov.scot (www.gov.scot)</a></p>
<b>Do the selection panel see information from the diversity monitoring form?</b>	<p>No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting.</p> <p>Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).</p>
<b>Do I need to provide an email address and contact details at application stage?</b>	<p>In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.</p>
<b>How will my personal information be handled?</b>	<p>All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice here: <a href="#">Privacy notice - Public appointments: guide - gov.scot (www.gov.scot)</a></p>
<b>Can I get feedback on my application or interview?</b>	<p>Yes. You can request feedback.</p>

<p><b>Is any training provided if I am offered and take up an appointment?</b></p>	<p>Yes. Each board has their own induction process and training offer. New appointees are also invited to attend an induction day hosted by the Scottish Government.</p>
<p><b>Can I apply for a Chair role on a board if I have already been a member of that board?</b></p>	<p>Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role and so current and previous members can apply.</p>
<p><b>Is it possible to hold more than one public appointment?</b></p>	<p>Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.</p>
<p><b>Are public appointments announced?</b></p>	<p>Yes. Every appointment is announced here: <a href="http://www.gov.scot/news-releases">Public appointments: news releases - gov.scot (www.gov.scot)</a> The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.</p>
<p><b>What standards are expected of board members?</b></p>	<p>The conduct expected of board members of Scottish public boards is set out here: <a href="http://www.gov.scot/public-appointments">Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot)</a>(this includes the <a href="http://www.gov.scot/public-appointments">Principles of Public Life</a>)</p>
<p><b>How can I complain about the public appointments process?</b></p>	<p>Further information about the complaints process for public appointments can be found here: <a href="http://www.gov.scot/public-appointments">How to apply - Public appointments: guide - gov.scot (www.gov.scot)</a> Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. <a href="http://www.gov.scot/public-appointments">Investigation process public appointments   Ethical Standards Commissioner</a></p>

### For further information

Please contact the Public Appointments Team, Scottish Government

**Email:** [public.appointments@gov.scot](mailto:public.appointments@gov.scot)

**Phone number:** 0300 244 1898

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](http://www.gov.scot/contact-scotland-bsl)

# Annex A Disqualifications

The following paragraphs give an indication of the main circumstances where an individual would normally be disqualified from appointment to any National NHS Board or territorial NHS Board:

You will particularly wish to note that the Health Boards (Membership and Procedure) (Scotland) Amendment Regulations 2016 which came into force on 8th February 2016 highlight that a person who is an employee of a health service body is no longer disqualified from applying to be a non-executive member of the Board.

- Although the regulations state that board members of one NHS board may not be appointed to another health body, Ministers can choose to direct that this disqualification will not apply. Please note however, that non-executive members of Healthcare Improvement Scotland are **not** permitted to be a non-executive member of another NHS board. If you would like further information, please contact the Public Appointments Team by calling 0300 244 1898; or by emailing [Public.appointments@gov.scot](mailto:Public.appointments@gov.scot).
- Anyone who, within a period of five years before the proposed date of appointment, has committed an offence in the British Islands for which they are sentenced to imprisonment (whether suspended or not) for three months or longer.
- Anyone who has been dismissed from employment in a health service body, except by redundancy.
- Anyone who has been removed from office in a health service body before the term of office expires.
- Anyone who has been adjudged bankrupt and not been discharged; has had their estate sequestrated and has not been discharged; has entered in to a trust deed with their creditors and not been discharged; is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986; or who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts.
- Anyone who is or has been subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002.
- Anyone who is or has been removed or prevented from being a trustee of, or otherwise acting for or on behalf of, a charity (or body controlled by a charity) by:
  - a charity regulator; or
  - a court or tribunal in the British Islands

- Anyone who has been removed, for reasons of impairment or loss of fitness to practise, from a statutory register maintained by a regulatory body; or from a list under:
  - Parts I or II of the National Health Service (Scotland) Act 1978
  - The National Health Service Act 2016
  - The National Health Service (Wales) Act 2016
  - The Health and Personal Social Services (Northern Ireland) Order 1972
- Anyone who is or has been subject to a sanction under section 19(1) (b) to (e) (action on finding of contravention) of the Ethical Standards in Public Life etc (Scotland) Act 2000.
- Any Board member who is considering standing for election to the Scottish or UK Parliaments (or in any other election) should consider the relevant election rules regarding that person's membership of the Board. Election rules on standing for the Scottish and UK Parliaments are made by the UK Government and any guidance on them should be consulted. If a member is in any doubt about election rules they should seek independent legal advice.

There are circumstances in which the disqualification of an individual who falls under the above may cease.