

Information pack for the appointment of Members to the Board of NHS Lanarkshire



The Cabinet Secretary for Health and Care is seeking to appoint up to three new Members to the Board of NHS Lanarkshire.

We value very highly the benefits of having different experience and points of view on our Boards and we are keen that people from all walks of life apply for public appointments. Scottish Ministers particularly welcome applications from women, disabled people, LGBT+ people, people from ethnic minority communities and people aged under 50.

The appointments process for this Chair and Member round follows the [Code of Practice for Public Appointments](#) and are regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	5.00 pm Monday, 21 September 2026.
Sift of applications	Tuesday, 29 September 2026.
Date applicants will hear about the outcome of their application	by Monday, 5 October 2026.
Interviews	Wednesday, 21 and Friday, 23 October 2026 in Kirklands Hospital, Fallside Road, Bothwell, G71 8BB. It is unlikely that we will be able to offer alternative interview dates.
Ministerial decision	w/b Monday, 9 November 2026.

Start date	December 2026.
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31 August 2026

Dear applicant

APPOINTMENT OF MEMBERS TO THE BOARD OF NHS LANARKSHIRE

We are all living and working in challenging times, particularly as we transform how we deliver health and care, striking a difficult balance, managing increasing demand for all our services in a significantly challenging financial context. We remain committed to continue to work towards making sustainable improvements in capacity and delivery across the system, whilst providing access to the right care, in the right place, at the right time. 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 to improve the health of the population we serve.

As Chair, I am keen to build on the existing strong and focused team of Non-Executives on the NHS Lanarkshire Board. We are seeking to fill three roles and know that diversity of thought, perspective, experience and social background 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 Lanarkshire, which I hope you will find interesting and clear.

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 Lanarkshire in general, you are welcome to contact the Board Secretary, Jennifer Haynes, by emailing jennifer.haynes@lanarkshire.scot.nhs.uk.

Best wishes.

A handwritten signature in purple ink, consisting of a large loop followed by a series of connected wavy lines.

Katharina Kasper
Chair

NHS Lanarkshire

Information about the Member roles

Remuneration	£312.00 per day (a maximum of £16,224 per annum) which is (non-pensionable). Reasonable expenses, including receipted dependent-carer expenses, including childcare, and for support required to help you carry out your duties effectively.
Time commitment	Around eight hours per week (a maximum of 52 days per year), which is a mix of daytime Board, Committee and IJB meetings, as well as attending events and reading papers. 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.
Length of appointment term	The appointments are for four years from December 2026.
Location of meetings	The main Board meetings, which take place bi-monthly, will normally be held at Kirklands Hospital, Fallside Road, Bothwell, G71 8BB. As with other meetings, virtual and hybrid arrangements are available, but in person would be encouraged.

Disqualifications	A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the Schedule to the Scottish Parliament (Disqualification) Order 2025. Former Ministers and senior civil servants (Director General level and above) should ensure they comply with any applicable business appointment rules and if needed, seek advice from The Public Appointment's Team at Public.appointments@gov.scot before applying for this role. The Health Board (Membership and Procedure) Regulations 2001 disqualify an individual from being a member of a Health Board if they are already a member of another Health Board. Therefore, please note that if you apply for this role while serving as a member of another Health Board, and are subsequently recommended for appointment, any appointment would be conditional upon your resignation from your current Health Board position. Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as a Member of the Board of NHS Lanarkshire. The Charities (Regulation and Administration) (Scotland) Act 2023 came into force on 31 August 2025, and the updated automatic disqualification criteria for charity trustees will apply. This means that if you have been disqualified from
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	being a charity trustee, you are disqualified from applying for these NHS Board appointments.
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NHS Lanarkshire

The Health Board's role is to improve the health and wellbeing of the people of Lanarkshire and to deliver high quality, person-centred care. In doing so, NHS Lanarkshire provides a comprehensive range of primary, community-based and acute and psychiatric hospital services for the population.

NHS Lanarkshire has two Health and Social Care Partnerships – covering North and South Lanarkshire. It also works in close strategic partnership with the University of Strathclyde, the University of the West of Scotland and Caledonian University.

Please read more about the health care strategy here:

www.nhslanarkshire.scot.nhs.uk/download/our-health-together/.

Please also take the time to watch this short [video clip from the Board Chair](#) which will give you more information about the roles available and NHS Lanarkshire.

For more information about NHS Lanarkshire and NHS Scotland visit

www.nhslanarkshire.scot.nhs.uk and www.show.scot.nhs.uk.

NHS LANARKSHIRE



Lanarkshire at a glance



 668,200 Lanarkshire population	 6,121 Live births	 15,000 Lanarkshire staff
 1,143,460 All Outpatient Appointments	 £2b Spend on healthcare	 3 Acute Hospitals
 205,611 A&F Attendances	 12 Community Hospitals	
 94 General Practice (GPs)	 2.4 million GP appointments	 75% ↓ Reduction in greenhouse gases from our buildings
 144 Pharmacies	 128 Dental practices	 94 Opticians

The Board Member role

The role of the Board Member has 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. You do not need to have NHS experience; indeed, we encourage applications from a wide range of backgrounds, so we have a diversity and range of perspectives.

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 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 Code of Conduct derived from the nine principles of public life set out by the Committee on Standards in Public Life.

www.gov.scot/publications/model-code-conduct-members-devolved-public-bodies2/pages/1/.

Further information

If you have any questions about the roles, please You are welcome to contact the Board Secretary, Jennifer Haynes, by emailing jennifer.haynes@lanarkshire.scot.nhs.uk.

For more information about NHS Lanarkshire and NHS Scotland visit www.nhslanarkshire.scot.nhs.uk and www.show.scot.nhs.uk.

The Selection Panel

Chair	Alan Morrison, Deputy Director, Health Infrastructure and Sustainability, Scottish Government
Panel member	Katharina Kasper, Chair of the NHS Lanarkshire Board

Please note that applicants will be asked to declare if they know any members of the selection panel. The selection 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

The Cabinet Secretary is looking for Members who can put their skills, knowledge, understanding and experience to good use on the NHS Lanarkshire Board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains 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 candidates recommended to the Cabinet Secretary for appointment will be the combination of candidates who together most closely meet the priority and essential criteria overall, and are, therefore, most suitable to meet the needs of the Board as a whole.

PRIORITY CRITERIA

The priority criteria are weighted over the essential criteria, and the candidates who provide the strongest evidence against the priority criteria will be considered most able to fulfil the roles. In the event that candidates provide evidence of equal merit against the priority criteria, the selection panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidates most able to fulfil the roles.

You may provide evidence for more than one priority criterion if you wish.

Priority Criteria	Example indicators	How this will be assessed
1. Experience of strategic oversight of major capital investment programmes or property/infrastructure development	experience of major capital investment programmes, property or infrastructure development, or estates strategy, including an understanding of relevant governance, procurement and/or conveyancing considerations;	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.

	the ability to support effective oversight and assurance at Board level.	
2. Experience of leading or governing digital, data or technology-enabled transformation in a complex organisation	- leading or governing digital, data or technology-enabled transformation in a complex organisation; - an understanding of how digital innovation can improve service delivery, productivity and patient outcomes; - experience of systems architecture is advantageous.	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.
3. Experience of collaboration with local authorities, Integration Joint Boards or third sector partners to deliver integrated health and social care	working across organisational boundaries to deliver integrated health and social care, including experience of collaboration with local authorities, Integration Joint Boards or third sector partners to achieve system-wide change and improved outcomes.	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.
4. Understanding and shaping primary and community-based care	- understanding of the role of general practice and community services in prevention, improving access and supporting whole-system sustainability; - working knowledge of the challenges for clinical	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.

	staff in the NHS in Scotland; • an understanding of how innovation and research can be developed and nurtured, and the potential for achieving changes in clinical practice; • experience in delivering postgraduate education.	
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ESSENTIAL CRITERIA

Essential Criteria	Example indicators	How this will be assessed
5. Knowledge of/experience of the delivery of health and social care services in the area served by NHS Lanarkshire (this could include experience gained as a carer/patient etc)	• knowledge of health and social care and the NHS in Scotland and the role of NHS Lanarkshire; • understanding about the challenges facing the delivery of health and social care across the population of Lanarkshire.	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.
6. Decision making skills	• ability to analyse and review complex issues, weighing up conflicting opinions and make timely, evidence-based, well informed and risk assessed decisions.	This will be assessed at the application stage and at the interview stage. In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 400 words.

7. Communication skills	• capacity to question, challenge constructively and influence decision making; • confidence and self awareness when communicating; • being focused and succinct in your communication, with active listening skills; • able to effectively express views and opinions in a group setting.	This will be assessed throughout the appointment process (application and interview stage).
8. Appreciation of, and the ability to demonstrate, your commitment to meeting NHS Scotland's values.	• able to draw on your own life experience to demonstrate how you meet the NHS Scotland values.	This will be assessed at the interview stage.

TAILORED CAREER HISTORY

Finally, you should provide a tailored career history setting out your experience. This should be no more than **600 words** and show how roles/positions you have held, and activities you have undertaken, are relevant to the role or roles you are interested in.

The Application Process

How to apply

1. Download and save this Applicant Information Pack to refer to.
2. Read the 'person specification' and 'how to apply' section in this pack and write out the evidence for each criteria being tested, noting the word limits.
3. Write out a tailored career history again noting the word limit.
4. Navigate back to the job advert and click 'apply'.
5. Complete the personal information and conflict of interest questions.
6. When prompted, set out your evidence in the relevant boxes for the priority criteria, where you feel you can provide the strongest evidence, and the two essential criteria. Please note that each response must not exceed **400 words**.
7. Please then set out your tailored career history in the relevant box. This should be tailored to meet the skills and expertise required for the role or roles you wish to be considered for. It should not exceed **600 words**.
8. Submit you online application by **5.00 pm Monday, 21 September 2026**.
9. **PLEASE NOTE** you do not have the option to edit your application once you click 'submit'. You must have all your information and attachment to hand before submitting your application.

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. When completing the online application, you will need to enter information in all the boxes before proceeding, therefore, you will need to enter '**N/A**' in optional boxes that you are not providing evidence for.

Please note that any content exceeding the stated word limits will not be considered by the selection panel.

Late applications will not be accepted by the selection panel.

The online system has been extensively tested for compatibility with a range of assistive technologies. However, should you experience any difficulties accessing or using the system, please contact the Public Appointments Team at: Public.appointments@gov.scot

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

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 meets 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. If you are invited to interview, the core questions will be shared with you in advance. The selection panel may have follow-up or supplementary questions on the day. There will also be a further exercise. You will receive on the day of your interview, a Board Paper which you will be asked to analyse before preparing a short response on the main issues to the selection panel. Full details will be provided 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 in Scotland](#).
4. The selection panel will review the evidence provided and agree on which candidate or candidates have most closely met the criteria for selection and should be recommended to the Cabinet Secretary.
5. The Cabinet Secretary will make a decision about whom to appoint based on evidence from the selection panel.
6. The Cabinet Secretary may request to meet with the candidate or candidates before making a final decision.
7. Appointees will be asked to complete pre-appointment checks which will include a Disclosure Check (there is no charge for this). Appointment is conditional on satisfactory completion of these. This will also include Protection of Vulnerable Groups (PVG) Scheme Membership which is a requirement for this role. Appointees cannot start until this is received.

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](#)
- There is confirmation that the time commitment required for the role can be met.

Media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates, including posts on social media platforms. 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.

Gender Representation on Public Boards (Scotland) Act 2018

The Gender Representation on Public Boards (Scotland) Act 2018 sets a gender representation objective that 50% of non-executive members of public boards should be women.

Where two or more candidates are assessed as equally qualified for appointment, and at least one candidate is a woman and one is not, section 4(3) of the Act requires the appointing Minister to appoint the woman where this would help the board achieve, or make progress towards achieving, the gender representation objective*.

Once you apply, the Scottish Government will write to you to collect the required information regarding your sex.

*To note, under section 4(4) of the Act, the appointing Minister may instead appoint a candidate who is not a woman where another characteristic or circumstance appropriately justifies doing so.

Common Questions and Answers

Who can I contact to speak about this role?	You are welcome to contact the Board Secretary, Jennifer Haynes, by emailing jennifer.haynes@lanarkshire.scot.nhs.uk . For more information about NHS Lanarkshire and NHS Scotland visit www.nhslanarkshire.scot.nhs.uk and www.show.scot.nhs.uk .
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: Public.appointments@gov.scot . Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot) .
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team. Email: Public.appointments@gov.scot .
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses. A claim form will be issued with your invitation to interview, along with instructions.
What does 'appointed on merit' mean?	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.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here: Public appointments Information leaflet Ethical Standards Commissioner

Can I apply if I am not a British citizen?	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.
Would remuneration for a public appointment impact on my benefits?	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: Public appointments and welfare benefits: information - gov.scot (www.gov.scot) .
Do the selection panel see information from the diversity monitoring form?	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. Information about a reasonable adjustment may be shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	Yes. You must provide your contact details, including an email address, when submitting your application. This information is required so that we can contact you regarding your application and, if you are successful, to support the appointment process. As part of the Baseline Personnel Security Standard (BPSS) requirements, the Scottish Government may need to verify the identity and credentials of candidates who are recommended for appointment. Contact details are also needed by the public body to arrange induction. Applications submitted without the required contact information will be rejected.
How will my personal information be handled?	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 .

Can I get feedback on my application or interview?	Yes. You can request feedback. Candidates have 20 working days from the date of notification of the outcome of their application to make the request in writing.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer, they will make contact directly should you be appointed. New appointees are also invited to attend an induction day hosted by the Public Bodies Support Unit of the Scottish Government.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. However, please check the disqualification section in this pack (pages 6 and 7) for further details related specifically to Health Board appointments. You should also check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) 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 five years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot) (this includes the Principles of Public Life).
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) . Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner .

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Deaf, deafblind and BSL users can contact the team via [contactSCOTLAND-BSL](#)



Scottish Government
Riaghaltas na h-Alba