



Director of Human Resources

Recruitment Pack

Application Closing Date:
Friday 10th February 2023

NHS Lanarkshire
Board Headquarters
Kirklands Hospital
Fallside Road
Bothwell G71 8BB



Pack Contents

To assist you with your application for the post of Director of Human Resources for NHS Lanarkshire, this pack will provide useful information about the post, about NHS Lanarkshire and about Lanarkshire more generally.

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Message from our Chief Executive

Thanks for your interest in the Director of Human Resources post here in NHS Lanarkshire.

The role of Director of Human Resources is pivotal in leading The NHS Lanarkshire vision for workforce development to support our Healthcare Strategy, 'Our Health Together'.

This is an excellent opportunity for an exceptional leader with vision, drive, passion as well as a broad range of strategic and professional skills including workforce planning and development, partnership working, employee relations, staff experience, staff wellbeing and cultural development.

We are looking for an inspiring individual and strategic thinker with the ability to earn the confidence and respect necessary to bring about real change. The new Director of Human Resources will demonstrate our values, lead a successful team as it tackles new challenges and be responsible for the continued development of NHS Lanarkshire's reputation as an employer of choice through success and progress in Staff Governance, Staff Engagement, Workforce Planning and Staff Development.

If you think you've got what it takes, I'll look forward to receiving your application.

If you wish an informal discussion with me about the role, I can be contacted through Allison McLean, PA on 01698 752870 or alternatively by email on allison.mclean@lanarkshire.scot.nhs.uk.

Applicants should submit a Curriculum Vitae to Mrs Marlene Fraser, Head of HR, Medical, Dental & Employment Services at marlene.fraser@lanarkshire.scot.nhs.uk by Friday 10th February 2023.

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



Jann Gardner

Chief Executive, NHS Lanarkshire



Director of Human Resources

Salary Range - £95,419 to £128,254 per annum

NHS Lanarkshire is one of the largest and most complex health economies in Scotland, providing health services across Lanarkshire to a population of 655,000 with a baseline recurring revenue allocation of c.£1.4bn. There are currently c12,500 staff employed. We work closely in partnership with two local Councils and Integration Boards to deliver improved health and social care for our local communities.

As Director of Human Resources, you will lead on the Board's organisational culture and values and continue to drive improved employee engagement and experience through Workforce Planning and Development. You will facilitate the delivery of safe staffing levels and workforce models to support sustainable health services and shape, champion and drive an innovative approach to leadership and management development. You will also be the lead for Occupational Health and Safety services within the organisation. Given the direction of travel in NHS Scotland, you will be expected to influence and shape national, and in particular, regional workforce strategy and policy.

We are looking for an inspiring individual and strategic thinker with the ability to earn the confidence and respect necessary to bring about real change. You will be an exceptional individual with vision and drive, passion and intellect, as well as a broad range of strategic and professional skills.

You will be able to communicate effectively with a range of audiences and have a track record of building high performing teams bringing about change, preferably in a complex healthcare system. Experienced in corporate work and as a key member of the Corporate Management Team you will be expected to contribute beyond your defined portfolio.

For a confidential discussion or to arrange to visit NHS Lanarkshire, please contact Jann Gardner, Chief Executive, Telephone 01698 752870 or email jann.gardner@lanarkshire.scot.nhs.uk

Reference: 132408

Closing Date for Applications: Friday 10th February 2023

Interviews: date TBC

Job Description

1. Job details

Job title:	Director of Human Resources
Health Board:	NHS Lanarkshire
Responsible to:	Chief Executive, NHS Lanarkshire
Location:	Kirklands Hospital, Bothwell
Last update:	November 2022

2. Job purpose

The Director of Human Resources is a member, in attendance, at meetings of the NHS Lanarkshire Board and is a member of the Corporate Management Team (CMT). The Director of Human Resources is responsible for providing professional advice to the Board and leadership of the Human Resources, Organisational Development and Occupational Health and Safety (Salus) Functions.

This is a strategic leadership role with responsibility for improving and enhancing workforce development, staff experience and culture development to support and enable transformational change.

In the role you will also positively influence and shape national and regional workforce strategy and policy, ensuring implementation of such strategies within NHS Lanarkshire.

3. Dimensions

Revenue Budget

- ◆ The baseline recurring revenue allocation for NHS Lanarkshire is c.£1.4 bn
- ◆ The revenue budget for the HR Directorate in 2022/23 is £8.4 m

Number of Staff Employed by NHS Lanarkshire

- ◆ There are currently c 12,500 staff employed by NHS Lanarkshire.

Number of Staff in the HR Directorate

- ◆ HR: 79 wte
- ◆ OD/Training: 16 wte
- ◆ Salus: 63 wte NHS Lanarkshire OH&S service.
163 wte External Business

4. Organisational chart

Attached

5. Role of Department

The Human Resources Directorate provides a range of expert and transactional Human Resources, Organisational Development and Occupational Health and Safety Services, including:

- ◆ Online and telephone advisory services
- ◆ Recruitment and Selection
- ◆ Staff Governance and Employee relations support
- ◆ Organisational leadership and team development
- ◆ Staff training and education (non-clinical)
- ◆ Mediation and coaching services
- ◆ Workforce planning and development
- ◆ Organisational change support
- ◆ Specialist Occupational Health and Safety services (Salus)

The Directorate is responsible for developing Human Resource strategies, policy, practice, and delivering Human Resource, Organisational Development and Occupational Health and Safety services which support corporate objectives, promote staff engagement, comply with legislation and support organisational culture development and the embedding of positive organisational values.

6. Key results

The post holder will mainly operate at 3 levels:

- ◆ Providing strategic Human Resources, Organisational Development and Occupational Health and Safety leadership in NHS Lanarkshire;
- ◆ Exercising a strong leadership role driving and shaping West of Scotland regional workforce strategies to support delivery of the Regional Transformational Plan and;
- ◆ Leading, shaping and influencing a “Once for Scotland” approach to Human Resources Services and Workforce Strategies in support of the National Health and Social Care Delivery Plan.
- ◆ As a Member, in attendance, at meetings of the NHS Lanarkshire Board and professional lead for the Human Resources, Organisational Development and Occupational Health and Safety services within NHS Lanarkshire ensure that such services are effectively developed and organised so that they fully support the strategic aims of the Board and the planning, implementation and performance management of health services provided by NHS Lanarkshire.
- ◆ As a Member, in attendance, at meetings of the NHS Lanarkshire Board and Corporate Management Team (CMT) participate fully in the corporate management of NHS Lanarkshire so that high level professional expertise in the areas of Corporate, Staff and Clinical governance is directly available to the NHS Board and CMT. Advise and support the Board on all professional HR matters.
- ◆ Work with other relevant Executive Directors and particularly the Employee Director, on the development of Staff Governance Frameworks, systems and processes across NHS Lanarkshire to ensure that systems of performance management, corporate accountability and effectiveness exist in health and clinical functions and in the management of staff and other resources.
- ◆ Lead the delivery of values based approaches to Human Resources, Organisational Development and Occupational Health and Safety practice, leadership development and specific workforce programmes. This will include measuring and improving employee experience to drive sustainable change and improvement in the development of organisational culture.
- ◆ Exercise strong leadership in the West of Scotland Region, collaborating with regional NHS Board HR colleagues to co-produce workforce strategies which promote and enable sustainable health and social care services across the region and which support the delivery of the Regional Transformation Plan and the national workforce planning and development agenda.

- ◆ Develop innovative workforce planning and development strategies (working closely with the Executive Nurse and Medical Directors) which enhance organisational workforce capacity and capability in support of delivery of safe and effective patient care locally and regionally.
- ◆ Lead the design and delivery of ambitious and effective annual Staff Governance plans through effective working relationships with the Employee Director and Trade Union partners. Maintain a productive and positive employee relations climate across NHS Lanarkshire through highly effective engagement, involvement and consultation through the structure of Area, Divisional and Local Partnership arrangements.
- ◆ Coach and advise senior leaders on strategic Human Resources matters and support them to proactively manage risk and impact. Exercise effective oversight of complex employee relations issues to minimise risk and promote organisational reputation.
- ◆ Lead the development and implementation of Human Resources, Organisational Development and Occupational Health and Safety strategies in partnership with the Employee Director and Trade Unions informed by staff experience, other business and workforce metrics. Provide assurance to the NHS Board, Staff Governance Committee and CMT on performance and impact.
- ◆ Manage and motivate the staff of the Human Resources Directorate to achieve their annual objectives. Ensure the continuous development of staff through positive and supportive application of the performance management system. Demonstrate and exemplify positive behaviours and attitudes, acting as a role model to others nurturing a positive and supportive work culture consistent with NHS Lanarkshire's values.
- ◆ Ensure provision of high quality and effective professional Occupational Health and Safety advice, support and services to managers and staff throughout NHS Lanarkshire.
- ◆ Lead and performance manage design and delivery of an annual Salus External Business Plan to generate optimum 'commercial' income for NHS Lanarkshire.
- ◆ Lead the development and delivery of the NHS Lanarkshire Equality and Diversity Strategy and associated annual Action Plans to promote NHS Lanarkshire as an exemplar employer and to ensure that NHS Lanarkshire is fully compliant in meeting statutory equality duties.

7. Assignment and Review Work

The post holder reports to the Chief Executive of NHS Lanarkshire and holds delegated responsibilities with much freedom to act in providing strategic leadership, management and co-ordination for Human Resources, Organisational Development and Occupational Health and Safety services. The post holder is accountable for leading and driving progress in the provision of Human Resources, Organisational Development and Occupational Health and Safety services within the parameters of established national and local priorities. These are informed on an annual basis through the Lanarkshire Annual Operational Plan, West of Scotland Delivery Plan and NHS Lanarkshire's Corporate Plan. The post holder is responsible for managing the ongoing prioritisation of work.

Management and review of performance is undertaken through regular 1:1 meetings and a cycle of annual performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Chair.

8. Communications and Working Relationships

The post holder will communicate with a wide range of Non-Executive and Executive Directors, with Senior Managers and with clinical and non-clinical staff across NHS Lanarkshire. Effective communication and engagement will also feature across the wider NHS in Scotland and with senior officials within Scottish Government, North and South Lanarkshire Councils. Excellent communication skills are required in order to positively engage, influence and negotiate the implementation of change. Strong presentation skills are required, as is the ability to express views convincingly and coherently using a variety of media.

Excluding the post holder's immediate Senior colleagues within NHS Lanarkshire, the following are key working relationships, with examples of the purposes of these contacts:

- ◆ With members of NHS Lanarkshire Board, in particular the Employee Director and members of the Remuneration and Staff Governance Committees to ensure the provision of professional advice, information and support to enable them to effectively fulfil their roles as Non-Executives.
- ◆ With members of the CMT, senior managers; senior clinical staff and senior staff side representatives within NHS Lanarkshire to ensure the development and implementation of Corporate and Service Strategies.
- ◆ With representatives of Local Government, voluntary and independent sector agencies and private sector organisations in discussions to agree human resources and workforce development strategies for joint provision.

- ◆ With Further and Higher Education Institutes and NHS Education for Scotland to promote developments and improvements in education and training delivery.
- ◆ With Executive Directors of neighbouring NHS Boards to promote NHS Lanarkshire's integration and contribution to relevant West of Scotland Regional initiatives.
- ◆ With Officers of the Scottish Government Health and Social Care Directorate to discuss national workforce strategy, to participate in national working or planning groups and to respond to parliamentary questions.
- ◆ With MPs/MSPs/Public Groups/Patient Representatives and others on matters relating to the workforce of NHS Lanarkshire.
- ◆ With media to respond to media questions about matters within NHS Lanarkshire relating to the post holder's sphere of responsibility.
- ◆ With national, regional and local representatives of staff side organisations and partnership forums.

9. Most Challenging Part of the Job

In a rapidly changing Regional and National environment, delivering the development, prioritisation and implementation of Human Resources and Workforce Development strategies. Working in partnership to design such strategies to enhance capacity and capability in staff making a perceptible and significant improvement in the quality and effectiveness of delivery of health services to the communities of Lanarkshire.

10. Knowledge, training and experience required

Qualifications

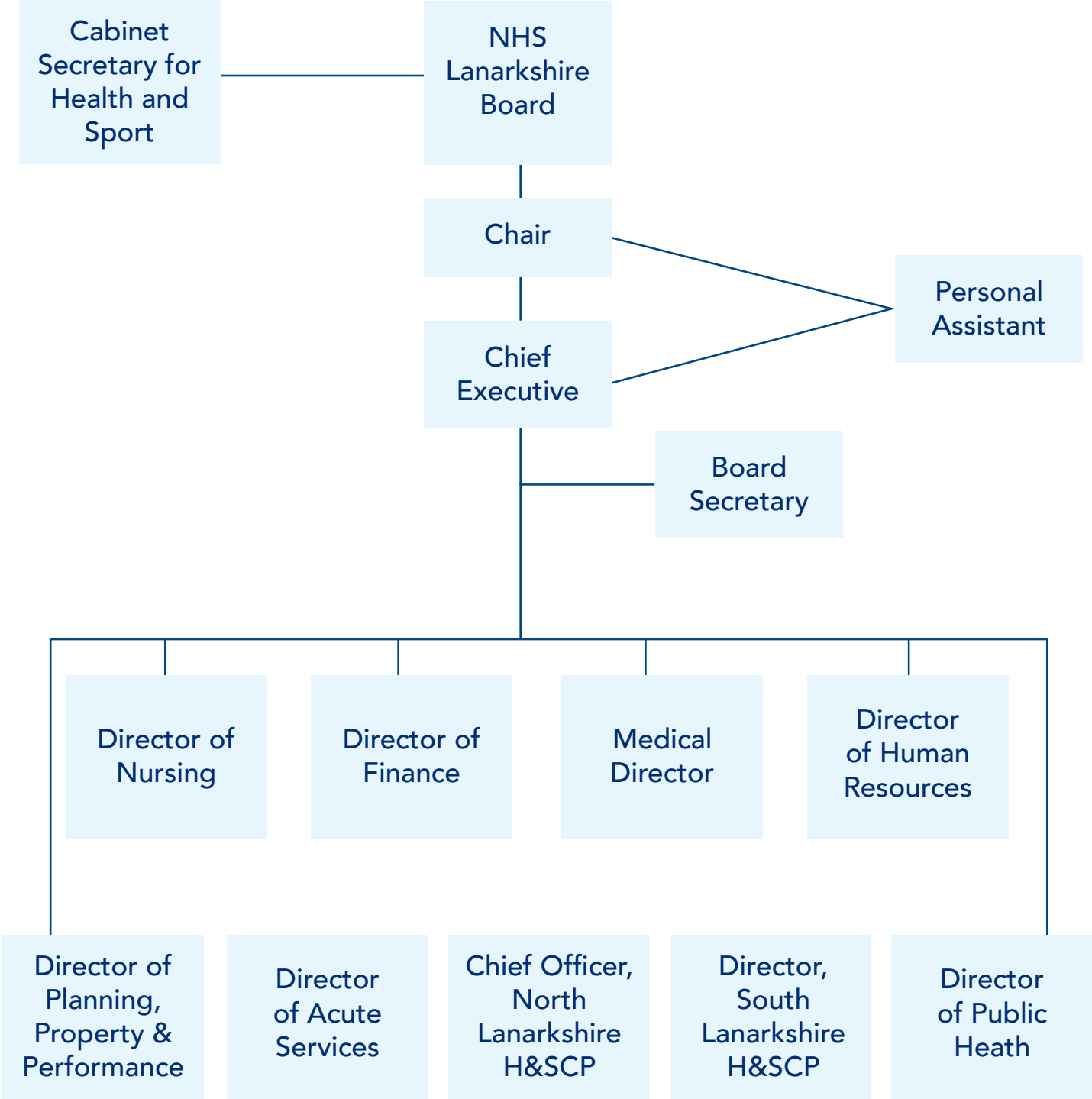
- ◆ Educated to degree level with postgraduate or equivalent qualification
- ◆ Chartered member, Chartered Institute of Personnel and Development

Experience, Competencies and Personal Skills

- ◆ Please see the Person Specification in Section 3 below.

NHS Lanarkshire

Organisational Chart



Person specification

Director of Human Resources

Criteria	Essential	Desirable
Personal Traits	<ul style="list-style-type: none"> ◆ Drive, determination and commitment to transformational change. ◆ Open, supportive and visible management style. ◆ Positive, professional approach, leading by example. ◆ Commitment to and history of collaborative collaborative working. ◆ Resilience, stamina and pace of work required in a demanding and high profile role. ◆ Personal integrity and credibility. 	
Qualifications and Personal Knowledge	<ul style="list-style-type: none"> ◆ Educated to degree level with postgraduate or equivalent qualification ◆ Chartered Membership of CIPD. ◆ Robust evidence of continuous professional development. 	

Criteria	Essential	Desirable
Experience and Knowledge	<ul style="list-style-type: none"> ◆ Demonstrable management experience in a large complex organisation. ◆ Track record of success in leading transformational change. ◆ Proven track record of successful strategic HR and OD leadership and direct management and development of senior professional staff. ◆ Experienced in effective management of performance and in ensuring that key targets are met. ◆ Track record of successful partnership working identifying innovative ways to address complex issues involving multiple stakeholders. ◆ Understanding and ability to influence and work effectively within the local, regional and national political environment relative to the NHS in Scotland. ◆ In depth and contemporary understanding of the NHS in Scotland. 	<ul style="list-style-type: none"> ◆ Previous, NHS, Public Sector experience at Director level
Skills/ Attributes	<ul style="list-style-type: none"> ◆ Excellent leadership and motivational skills. ◆ Builds and sustains effective teams, values partnership working and is committed to staff development. ◆ Highly skilled communicator with ability to engage with the public, politicians, the media, diverse groups and colleagues at local, regional and national level. ◆ Well honed persuasion, influencing mediation, facilitation and negotiating skills. ◆ Highly effective analytical skills and informed decision making. ◆ Strong business management skills and intellectual reasoning. 	<ul style="list-style-type: none"> ◆ Ability to integrate thinking across an organisation

Conditions of Service

Post

Director of Human Resources

Base

Board Headquarters, Kirklands Hospital, Fallside Road, Bothwell G71 8BB

Further information about this post

Job description

A Job Description and Person Specification are included in the pack.

Grade and remuneration

Executive Level Grade F

Ranging from £95,419 to £128,254 per annum. Entry point of the salary scale will take account of previous experience.

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

Hours of work

The post is full-time. For pay purposes the working week will be deemed to be 37.5 hours. You will be expected to work the hours required to do the job including evening and weekend work. The post holder will also be expected to participate in the Executive Director on-call rota for the Board (for which additional remuneration is made). The current rota is 1:12 and is split Mon- Thur; Fri-Sun.

Annual leave/Statutory & Public Holidays

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

Motor Vehicle Provision

There may be provision for a leased car.

Sick pay

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

No Smoking Policy

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

General conditions

Conditions of Service

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

Superannuation

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

All new employees commencing employment will automatically become a member of the pension scheme. Further information on the scheme, protection and/or members guides are available at www.sppa.gov.uk Alternatively contact an advisor of The Scottish Public Pensions Agency (SPPA) Tel: 01896 893000.

Disabled applicants

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

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

Asylum and Immigration Act 1996 and 2004 (Section 8)

The Asylum and Immigration Act 1996 and 2004 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.

Travel Expenses Incurred when attending for Interview

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

Relocation Expenses

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

Medical Examination

Any offer of employment is subject to satisfactory Occupational Health clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. Clearance may be subject to you attending for a Post-Employment appointment and it is vital that you attend this appointment if required to do so.

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

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

References

Two written references will be obtained for the successful candidate as part of the conditional offer of employment. These should include current and previous employers as requested in the job application form. This is consistent with the Recruitment and Selection Policy.

Selection Process

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 Director of Human Resources.

Assessment against this will feature throughout the recruitment and selection process for the appointment.

From 1st June 2018 NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. Further information can be found through the following link www.projectlift.scot/wp-content/uploads/2018/06/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf

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

- ◆ Psychometric Assessment
- ◆ Stakeholders Presentation
- ◆ Values Based Competency Interview

The following timescales are indicative and subject to clarification:

- ◆ Closing date for applications is Friday 10th February 2023
- ◆ Shortlisted candidates will be notified (date TBC) and invited to participate in a psychometric assessment.
- ◆ Stakeholder event (including presentation) will take place on (date TBC) at NHS Lanarkshire's Headquarters in Bothwell, Lanarkshire
- ◆ Values Based Competency Interview will take place on (date TBC), at NHS Lanarkshire's Headquarters in Bothwell, Lanarkshire

It is intended that candidates will participate in both the stakeholder event and interview on a face to face basis with appropriate physical distancing. However, this is subject to any change advised in line with Scottish Government guidance and may be held virtually.

Interview Panel Members are:

- ◆ Mr Martin Hill, Chair
- ◆ Professor Jann Gardner, Chief Executive
- ◆ Mr Ally Boyle, Non-Executive Director
- ◆ Mrs Lilian Macer, Employee Director/Chair of Staff Governance Committee
- ◆ Mr Stephen Lea Ross, Scottish Government
- ◆ Mr David Miller, Independent Adviser
- ◆ Mrs Kay Sandilands, HR support

NHS Lanarkshire – The Place

NHS Lanarkshire is the third largest health system in Scotland with around 12,500 staff and a baseline recurring budget of £1.4bn, serving a community of circa 655,000 people, through

- ◆ Three acute hospitals – University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw
- ◆ Around 102 GP Practices with 367 wte GPs
- ◆ Spans two local authority areas – North Lanarkshire Council and South Lanarkshire Council with 2 Integration Joint Boards, North Lanarkshire IJB and South Lanarkshire IJB.

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

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

<https://www.hscnorthlan.scot/>

https://www.southlanarkshire.gov.uk/slhscp/info/1/about_us

NHS Lanarkshire – Our Vision

NHS Lanarkshire will:

- ◆ Be an exemplar anchor institution in our own NHS care delivery work and in how we support and catalyse action with our local partners.
- ◆ Build upon the learning and collaboration that has been reinforced by the pandemic to ensure that we have a resilient healthcare system for the future.
- ◆ See addressing inequalities, promoting well-being and ensuring sustainability as core ways of working both in service delivery and in partnership working. We will continue to use the opportunity of remobilisation to redesign services to achieve a reduction in healthcare associated inequalities, promote well-being, ensure cost-effectiveness, and reduce unmet need rapidly across the system.

Our Interim Corporate Objectives

1	Pandemic Response & Corporate Resilience Respond to the pandemic to ensure resilience and provide a safe environment and interventions that minimise the risk of injury or harm to our patients and staff.
2	Recovery of Services Remobilise and recover services to re-establish timely and accessible health and social care to all parts of the community we serve.
3	Workforce Ensure we have a diverse, flexible and appropriately trained workforce in place that delivers high quality care that meets the needs of NHS Lanarkshire's population.
4	Development of Our Health Together Work in partnership to deliver 'Our Health Together' realising our strategic ambition to modernise and continuously improve care, engaging with our patients, partners and workforce to ensure health and social care services are sustainable, focused on prevention and early intervention and continue to meet their needs.
5	Equalities & Inequalities Establish NHSL as an Anchor organisation, working with partners to tackle socio-economic disadvantage and reduce inequalities and ill health that are associated with being disadvantaged.
6	Maximising Staff Wellbeing Promote health and wellbeing, implementing programmes that impact positively on the lives of our workforce, reflect the value we place on them, enhance engagement, and build resilience.
7	Addressing the Challenges of Sustainability and Climate Change Work towards delivery of net zero health and social care services, responding to climate change while delivering efficient, low carbon patient focused care.
8	Financial Sustainability Provide effective financial planning that supports financial sustainability, balances budgets and provides value.

**The Board's Interim Corporate Objectives for 2022/23 were approved by the NHS Board in March 2022 and reflect that many uncertainties remain with respect to the ongoing and future impact of the global Covid-19 pandemic. NHS Lanarkshire is committed to maximising a successful and sustained recovery of services as quickly as possible. However, the impact of Covid-19 and non-Covid demands on the service in recent months has contributed to a significant deterioration in our planning assumptions. As such, the scope of our Corporate Objectives is limited in terms of our ability to accurately assess how the whole system can address the ongoing challenges of responding to the pandemic and how quickly the remobilisation process can take effect.*

Our Values

The NHS Lanarkshire values of Fairness, Respect, Working Together and Quality underpin our purpose, providing local focus and context for the improvement of our services and guiding our individual and team behaviours. NHS Lanarkshire's values represent the care our patients can expect, and how this care should be delivered by our staff.

Fairness Ensuring clear and considerate decision making at all levels	As a team, we are responsible for being consistent and open in making decisions. As an individual I am responsible for participating in decisions and seeking clarity whenever I am unsure.
Respect Valuing every individual and their contribution	As a team, we are responsible for being courteous and professional in fulfilling our individual and collective roles. As an individual, I am responsible for recognising that we are all different and appreciating the contribution that I and others make.
Quality Setting and maintaining standards in everything we do	As a team, we are responsible for upholding our high standards in every activity, for every person, everywhere. As an individual, I am responsible for ensuring I understand and deliver our standards every time.
Working Together Thinking, growing, delivering as a team	As a team, we are responsible for creating and sustaining an environment that allows team working and collaboration to flourish. As an individual, I am responsible for communicating effectively and working well with others at all times.

Our Context

The Board

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

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

Composition of the Board

Non-Executive Directors

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

Executive Directors

- ◆ Chief Executive
- ◆ Director of Finance
- ◆ Medical Director
- ◆ Director for Nursing, Midwives and Allied Health Professionals
- ◆ Director of Public Health and Health Policy

Our Ambition

The NHS Lanarkshire Board has recently agreed that our overall healthcare strategy will be guided by:

- ◆ The Healthcare Strategy- Our Health Together; Living our best lives in Lanarkshire
- ◆ Focusing on service recovery through the triple lens of addressing inequalities, maximising wellbeing and addressing the challenges of sustainability and climate change,
- ◆ Capitalising on the new and innovative ways of working, particularly in the use of digital technology, brought about in our response to COVID-19;
- ◆ Delivering the Outline Business Case for the replacement of University Hospital Monklands;
- ◆ Being a leading partner in contributing to improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic;
- ◆ Enhancing the Board's reputation through exploiting the opportunities that arise through our strategic partnerships with three University partners as a leading teaching Board; and
- ◆ Continuing to provide high quality sustainable services and financial prudence in line with our Local Delivery Plan, agreed with Scottish Government.

Our Health Together: Living our best lives in Lanarkshire

The Healthcare Strategy "Our Health Together; Living our best lives in Lanarkshire" is developing from our previous strategy "Achieving Excellence" and reflects the significant achievements made already, and takes account of the post COVID-19 world we are adapting to.

Progress is driven by a series of action plans which are coordinated by a Strategic Delivery Team and reported to the NHS Board and Planning, Performance & Resources Committee on a regular basis.

Our Health Together will address:

- ◆ **Finishing what we've started** – shifting the balance of care and maintaining acute services within the current bed base: one hospital, three sites. This was a key element of Achieving Excellence: success has been achieved, but more needs to be done.
- ◆ **Recovery and resilience following COVID-19** – recovery/remobilisation plan over 18 months or so and resilience planning. Meet agreed (new) clinical priorities (national and local).
- ◆ **Making A Wider Impact** – through a whole system Lanarkshire approach to tackling both existing and COVID-19 driven health and socioeconomic inequalities, the strategy will consider inequalities, wellbeing and the challenges of sustainability and climate change. A Partnership approach with other public bodies, and third and independent sectors.

Workstreams have been established to develop the strategic ambitions for the following service areas:

- ◆ **Primary Care Redesign** – Continuation of Primary Care Improvement, adoption of post-COVID-19 service model with emphasis on reduction in physical attendance.
- ◆ **Redesigning Urgent Care** – Post-COVID-19 primary and secondary urgent care service model short, medium and long term redesign. Taking national directions of travel but creating local solutions, particularly in the short term.
- ◆ **Mental Health (incl CAMHS & Dementia)**- Delivering on the agreed Mental Health & Wellbeing Strategy and delivering a new service model for CAHMS based on the outcomes from a deep-dive exercise.
- ◆ **Frailty, Older People & Care Homes**
- ◆ **Planned Acute Care** – General Surgery, Robotic Assisted Surgery, Trauma & Orthopaedics and National Treatment & Diagnostic Centre workstreams, with a focus on post-COVID-19 recovery (backlog) and developing a service model capable of meeting future demand within the COVID-19 environment.
- ◆ **Monklands Replacement Project** – Learning the lessons from COVID-19 across services and engineering and preparing a business case for the new hospital.
- ◆ **Long Term Conditions (LTC)**– Building on the work of the LTC hub.
- ◆ **Public Health System Development**
- ◆ **Realistic Medicine**
- ◆ **Rehabilitation**
- ◆ **Staff Health & Wellbeing**
- ◆ **Unscheduled Care**

COVID-19

COVID-19 has undoubtedly proved to be the biggest challenge to public health and the organisation of health services in a generation. Our focus has been in supporting staff and patients during these first two years of the pandemic, and we are now moving into the remobilisation and living with Covid19 phase.

The Board has in place a Service Remobilisation Oversight Group which is chaired by the Executive Director of Nursing and Executive Medical Director. This is a whole-system oversight group established to support the operating divisions in the “standing-up” of services and the preparation of the Annual Delivery Plan (ADP).

In the recovery phase, we are working closely with our planning partners across the whole of Lanarkshire, and engagement with our planning partners is key to delivering our ambitions.

The Chief Executive, working closely with the NHS Board, will drive this agenda, working with all stakeholders across the wider Lanarkshire community and at regional and national level.

In NHS Lanarkshire we have a demonstrable track record of excellent partnership working, through meaningful and mature staff and stakeholder engagement.

Monklands Replacement Project

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

The existing Monklands Hospital is now more than forty years old and will struggle to adapt to the rapidly changing needs of the future healthcare environment and its associated infrastructure. This project will deliver a new acute hospital in circa 2028 to meet these challenges

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

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

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

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

Net Zero Carbon Pathfinder Project

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

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

Scotland's First Digital Hospital

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

For further information, please visit to www.monklands.scot.nhs.uk

Health Inequalities

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

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

University Strategic Partnerships

NHS Lanarkshire has entered into strategic partnerships with

- ◆ Glasgow Caledonian University in 2017
- ◆ the University of the West of Scotland in 2018; and
- ◆ most recently with Strathclyde University in 2019.

This resulted in the Board gaining University status from Glasgow Caledonian University and the University of the West of Scotland. Discussions are at an advanced stage for Strathclyde University to also award the NHS Board with University Status in late 2020.

Useful Websites

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

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

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

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

NHS Lanarkshire Finance –

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-report-and-accounts-for-year-ending-march-2019/>

Link to the Interim Corporate Objectives 2022/23 (cover paper and template)

<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622978910&filename=2022-March-30-Board-13a.-Interim-Corporate-Objectives-Cover-Paper-30-March-2022-ver-18.03.22.pdf&wpdmdl=37902&refresh=628754be1902d1653036222>

<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622977160&filename=2022-March-30-Board-13b.-Interim-Corporate-Objectives-2022-23-Annex-1-Ver-22.03.2-2.pdf&wpdmdl=37902&refresh=628754be190b41653036222>

Link to Strategy Map for Delivery of the Annual Operational Plan:

<https://www.NHSLanarkshire> Strategy Map for AOP 20-21

Link to Monklands Replacement Project

<https://www.nhslanarkshire.scot.nhs.uk/get-involved/consult-engage/monklands-engagement/>

Living in Lanarkshire

Living in the area

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

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

There are many attractions within Lanarkshire, including:

- ◆ New Lanark World Heritage Site,
- ◆ Antonine Wall World Heritage Site,
- ◆ The Falls of Clyde,
- ◆ Summerlee - The Museum of Scottish Industrial Life,
- ◆ The National Museum of Rural Life,
- ◆ Strathclyde Country Park - 2018 European Athletics (Triathlon & Rowing)
- ◆ Scottish Wildlife Reserves on the shores of the River Clyde,
- ◆ Various museums, galleries, castles, heritage centres,
- ◆ Numerous country parks.



Where Schools are Located

The majority of Glasgow's independent schools are located just outside the city centre. <https://www.mytopschools.co.uk/private-schools-glasgow/>

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

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

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

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

- ◆ www.visitlanarkshire.com
- ◆ www.visitscotland.com/destinations-maps/glasgow-clyde-valley/
- ◆ www.southlanarkshire.gov.uk
- ◆ www.northlanarkshire.gov.uk
- ◆ <https://www.scotland.org/>
- ◆ <https://www.talentscotland.com/>
- ◆ <https://moverdb.com/moving-to-glasgow/>

