



NHS 24 Member Appointment

Information for Applicants

Closing Date: 5.00pm on Monday 26 June 2023

For an application pack and to apply online,
please visit our Public Appointments website at:

www.gov.scot/collections/public-appointments



Key Dates

24 May 2023	Appointment publicised
26 June 2023	Closing date for completed applications
10 August 2023	Shortlisting meeting
16 August 2023	Shortlist outcome relayed to applicants
<hr/>	
6 September 2023	Interviews
2 October 2023	Minister will decide whom to appoint
4 October 2023	Applicants will be informed of Minister's decision
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1 November 2023	Start date

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Dear Applicant

Many thanks for taking an interest in the vacancy we have for one non-executive member on the Board of NHS 24.

We are keen to attract people with a wide range of skills and backgrounds. You do not need to be a specialist in any particular field to apply or have experience of senior management or service on other Boards. You may have gained the requirements being sought by being active in your community, in a voluntary capacity or through your personal experience. Specific details on the requirements for the role are included in the person specification.

The NHS is one of the most valued and trusted institutions in the country and being able to help shape its future and provide assurance that it is working effectively, efficiently and in the best interest of our patients is a hugely rewarding job.

NHS 24 is Scotland's digital healthcare provider, offering a range of services through digital platforms and the national 111 telephone service, which gives access to urgent care and mental health support 24/7. NHS 24 is looking for one new member to join its Board. Following the challenges of the last few years, NHS 24 now plays a crucial and central role in how the public access health and care services. In addition to our much-valued 111 service, which supports millions of people with access to urgent care day and night, we are also rapidly developing an enhanced online presence with interactive digital services. These ambitious developments will be outlined in our forthcoming organisational strategy, which is due to be published during 2023, so this is an exciting time to become part of our Board and to help shape the future of our organisational and NHS Scotland services.

Enclosed with this letter you will find a number of pieces of information, which I hope you will find interesting and clear. However, if these do not answer all the questions you might have and would like to find out more, please see the contact information below:

We are offering the opportunity to discuss the role with either myself or one of the current Board members. To arrange this, please contact Geraldine Mathew, Board Secretary, on 07816 068 276 or by emailing Geraldine.mathew@nhs24.scot.nhs.uk

We do hope you will feel able to apply and look forward to receiving your application.

With best wishes,

Dr Martin Cheyne
Chair, NHS 24

About

NHS 24

Key facts and figures

- NHS 24 serves a population of circa **5.5m**
- NHS 24 employs approximately **1831** staff (**1527** of which are frontline staff) working in a number of call centres across Scotland.
- NHS 24 has an Annual Revenue budget of **£105m**
- NHS 24 has an Annual Capital Budget of **£0.5m**
- NHS 24 has regional contact centres in Cardonald, Clydebank, Hillington, Aberdeen, Dundee and South Queensferry, and local centres across the country.

Who we are

NHS 24 is Scotland's national provider of digital and tele-healthcare services. Through our national 111 telephone service, we provide access to clinical assessment and triage, health advice and information to the population of Scotland 24/7. NHS 24 is also Scotland's provider of a national health information service via the NHSInform.scot platform.

The provision of safe, effective, and person-centred care to the people of Scotland is the absolute priority for NHS 24. Our services are delivered across a range of channels including telephone, online, web chat, text, email, and social media, on a 'Once for Scotland' basis to complement the face-to-face delivery of NHS Scotland's health and care services. Key services include the telephone triage service 111, our national health and care information service NHS Inform, our Mental Health Hub, and the Scottish Emergency Dental Service, both accessed through 111, and the mental health support service, Breathing Space. We have also launched a national NHS24online app, which provides access to advice and information aligned to our 111 service. During the pandemic, NHS 24 rapidly transformed from being primarily an out of hours service, to becoming a 24/7 provider of urgent care services to the population.

Our Strategic Objectives

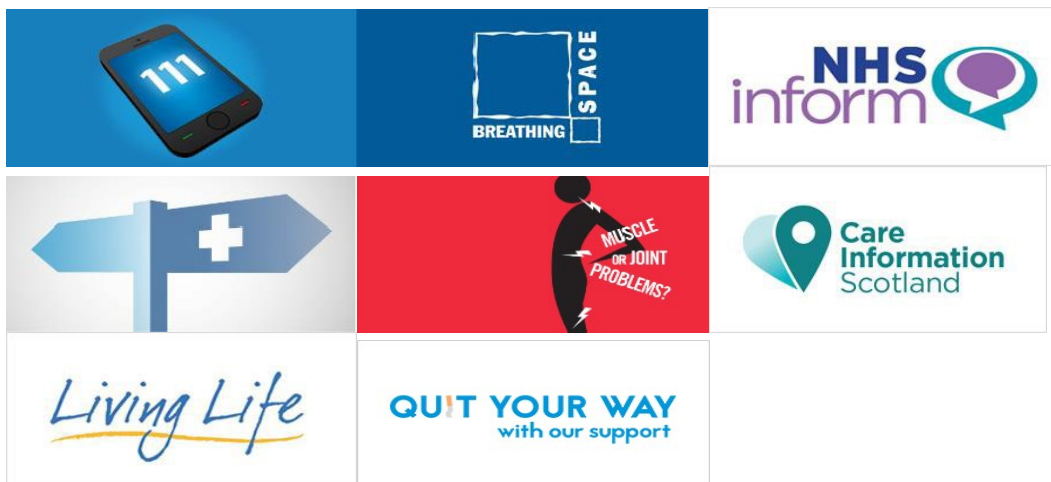
Our new strategy is aligned with the Scottish Government's National Recovery Plan NHS Recovery Plan 2021-2026 (www.gov.scot) and we will deliver against four core objectives including:

- Supporting the integrated urgent and unscheduled care programme
- Developing and empowering our workforce
- Delivering enhanced digital and ICT capability
- Continuing to strengthen NHS 24's organisational effectiveness



Operational Objectives

1. Service Delivery - Developing and Improving Access and Patient Experience (111, MSK, Cancer Treatment Helpline)
2. Developing Mental Health Services (Mental Health Hub Development, Breathing Space and Living Life)
3. Digital Services
4. Supporting Primary Care Sustainability
5. Supporting delivery of Waiting Times Improvement
6. NHS 24 Engagement with Health and Social Care



Further Information

- NHS 24 including Our Strategy for 2017-2022, please visit: www.nhs24.com
- Our health information website is at www.nhsinfom.scot
- More specific publications and information on our Board can be found at <http://www.nhs24.com/aboutus/nhs24board/>

The care behind your care

NHS Scotland

NHS Scotland is a complex organisation made up of 22 individual NHS organisations, each with its own board of governance, accountable to Scottish Ministers.

NHS Boards are responsible for expenditure of around £17 billion per year of which £10 billion is delegated to 31 Integration Joint Boards (IJBs) and employ over 170,000 members of staff. They have governance responsibilities ranging from protecting, improving and maintaining the health of the population to the planning and delivery of safe, effective, sustainable, efficient and good quality NHS services in their areas. Each Board requires a diverse mix of individuals with varying skills and experiences to help in their operation.

One of the main functions of these different bodies is to put government policies into practice in the best way possible. There are 14 territorial NHS Boards, which are responsible for the protection and the improvement of their population's health and for the delivery of frontline healthcare services. There are also 8 national bodies, which provide a range of support, specialist and national level services.

Governance

Good governance drives the quality of our healthcare services and sits at the heart of the non-executive's role. [The Blueprint for Good Governance in NHS Scotland \(www.gov.scot\)](#) approach to governance defines the functions of a corporate governance system as:

- Setting the direction, clarifying priorities and defining expectations.
- Holding the Executive Leadership Team to account and seeking assurance that the organisation is being effectively managed.
- Managing risks to the quality, delivery and sustainability of services.
- Engaging with stakeholders.
- Influencing the Board's and the organisation's culture.



The latest version of the corporate governance blueprint describes a four-tiered model where each component should be viewed as interdependent and subject to continuous improvement.

Current context

The [NHS Recovery Plan: annual progress update](#) provides an update on progress against the actions being taken to address the backlog in care and meet ongoing healthcare needs for people across Scotland, as set out in the [NHS Recovery Plan 2021 - 2026](#).

[Re-mobilise, Recover, Re-design: the framework for NHS Scotland - gov.scot \(www.gov.scot\)](#) sets out how Health Boards will safely and incrementally prioritise the resumption of some paused services, while maintaining COVID-19 capacity and resilience.

The First Minister has also set out his vision for Scotland and the outcomes he and his government aim to achieve by 2026: [Equality, opportunity, community: New leadership - A fresh start - gov.scot \(www.gov.scot\)](#)

You may also find it helpful to consider the [Independent Review of Adult Care in Scotland](#); the [National Care Service for Scotland](#) consultation document which set out the vision and proposals to improve the way we deliver social care in Scotland; and the [National Care Service: consultation analysis](#).

Other Useful Background information

Our vision is for people to live longer, healthier lives at home or in a homely setting. The [Integration of health and social care](#) was established to change the way key services are delivered, with greater emphasis on supporting people in their own homes; bringing together NHS and local council care services under one partnership arrangement for each area. Working together, NHS and local council care services are jointly responsible for the health and care needs of patients, to ensure that those who use services get the right care and support whatever their needs, at any point in their care journey. That partnership working is especially important when we face new or emerging challenges such as the Covid-19 pandemic. It means we must work together, seamlessly across boundaries, while retaining our values and our focus on those who depend on health and care services.

Also provided is a link to the [National Performance Framework](#) which provides information on how Scotland can work together to achieve the national outcomes.

For more information about NHS Scotland, please visit www.scot.nhs.uk.



About the Role

The Role Description

It is important that the NHS 24 Board has members with a variety of different skills and experience which will enable the Board to work effectively. It is unlikely that anyone joining the Board will have all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. What we are looking for is someone who can put their skills, knowledge and experience to use for the benefit of the Board, and who has the capacity and commitment to grow and develop into the role. That capacity and commitment is important as we adapt to face emergent and ongoing challenges, such as the Covid-19 pandemic.

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.

You will work with the Chair and other members of the NHS 24 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;
- actively support and promote a healthy culture for the organisation and reflect this in your own behaviour; and
- uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with the Board's Code of Conduct (which can be accessed via this link: [MEMBERS' MODEL CODE \(nhs24.scot\)](#)) derived from the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles) (see page 18).

Frequently Asked Questions

Do I need to be an expert in health and/or social care?

No. We are looking for people with a wide range of skills and backgrounds with good common sense who are sensitive to the diverse needs of people in their communities.

I've not been on a Board before – does this matter?

No. What we are looking for are people who can contribute effectively to the Board, but the skills, knowledge and experience you bring may have been developed in quite different contexts.

Will I be provided with training and support?

Yes. We will give you the time and opportunity to learn the new skills you may require. You will be working as part of a team and will be able to get expert advice on difficult or complex issues. You will be provided with induction tailored to suit your own particular needs, which would take account of any reasonable adjustments you may require.

What would I be paid?

The remuneration for the role is £9,030 per annum, which is non-pensionable. You would also receive allowances at rates set centrally for relevant travel and subsistence costs. All reasonable receipted dependant-carer expenses, including childcare, and for support required to help you carry out your duties effectively will also be reimbursed where applicable.

What would my time commitment be?

By the nature of a non-executive member role, the time commitment will vary week to week, but you must be able to make a firm commitment to spend on average eight hours over the course of a week on Board business. This time will be a mix of daytime Board meetings, committee 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 8 hours per week on a regular basis, then, at the discretion of the Board Chair, you may receive additional remuneration.

How long would my appointment be for?

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 you satisfy the requirements of the new person specification at that time, 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 the NHS 24 Board will be taken into account in relation to this eight year limit.

Where would I be based?

NHS 24 is a national Board, but the majority of meetings will normally be hosted in Glasgow and Edinburgh. In recent times, meetings have been held virtually. Although going forward the expectation is that Board and Governance Committee meetings will be held by blending virtual and physical meetings, a physical presence will be required to be able to carry out the full range of Board activities.

Is there anything that could disqualify me from being appointed?

There are standard disqualifications which apply to public appointments as follows:

- By virtue of the [Scottish Parliament \(Disqualification\) Order 2020](#) a member of the Scottish Parliament may not also hold a public appointment for public bodies listed in the schedule to that order.
- If applying for a Scottish public appointment, former ministers and senior crown servants (director general level and above) should seek advice from the [Advisory Committee on Business Appointments \(ACOBA\)](#).

Appointments to NHS bodies are also governed by regulations which include details of the circumstances in which an individual may be disqualified from being appointed. 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 **Annex A**.

The Person Specification

The NHS in Scotland is constantly changing and as a member of this Board you will be at the forefront of driving innovation and new ways of working.

Following the challenges of the last few years, NHS 24 now plays a crucial and central role in how the public access health and care services and we are in the process of developing an enhanced online presence with interactive digital services. This is an exciting time to become part of our Board and we are looking for people who can bring their skills, knowledge and experience to support the Board in shaping the future of our organisational and NHS Scotland services.

It is important that the NHS 24 Board has members with a variety of different skills and experience which will enable the Board to work effectively. It is unlikely that anyone joining the Board will have all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. We are looking for someone with a breadth and depth of general skills and experience who is comfortable working with complexity and can demonstrate professional curiosity and a learning mindset. The successful applicant will be someone who can complement the existing strengths on the Board; who can put their skills, knowledge, and experience to use to enhance the effectiveness of the Board's scrutiny and decision-making functions; and who has the capacity and commitment to grow and develop quickly in the role.

Previous experience of the NHS is not essential. However, you should be enthusiastic about using your expertise to help provide safe, effective and person-centred care to the people of Scotland.

NHS Scotland's values are at the heart of everything that we do. These values, as outlined in the NHS Scotland Workforce Strategy [Everyone Matters: 2020 Workforce Vision](#) guide the work of the Board in all that it does. As a member of this Board, you will not only need to have the right skills, knowledge and experience for the role, but also be able to demonstrate behaviour aligned to these values, which are:

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

It is expected that the evidence you provide against the requirements sought at each of the assessment stages, as set out on the following pages, will also explicitly draw out how your behaviours and approach have been guided by these values; and this will be tested throughout the process.

The description of the criteria that follows through pages 10 and 11 provides more detail on what we are looking for and indicates how, and at which stage in the process, each part of the criteria will be tested. You may have gained evidence through either your professional or personal experience.

GENERAL CRITERIA: You must be able to demonstrate evidence against all of the general essential criteria set out below:

General Essential Criteria	What does this mean?	How will this be tested?
<p>Ability to demonstrate NHS Scotland's shared values. These are:</p> <ul style="list-style-type: none"> • care and compassion; • dignity and respect; • openness, honesty and responsibility; and, • quality and teamwork. 	<p>Embedding these values in everything we do. In practice this means:</p> <ul style="list-style-type: none"> • Demonstrating our values in the way we work and treat each other. • Using our values to guide the decisions we take. • Identifying and dealing with behaviours that don't live up to our expectations. • Being responsible for the way we work and not just the work we do. 	<p>You will be expected to provide explicit evidence throughout the process on how your behaviours align to these values.</p> <p>This will be tested in the application form. It is also expected that the evidence you provide during the interview will draw out how your behaviours and approach have been guided by these values.</p>
<p>Ability to communicate effectively</p>	<ul style="list-style-type: none"> • Being focused and succinct in your communication • Having active listening skills – showing you are taking into account what is being said. • Able to effectively express views and opinions 	<p>This will be tested in the application form, through a practical exercise and as part of the general discussion during the interview.</p>
<p>Ability to contribute towards maintaining strategic direction</p>	<ul style="list-style-type: none"> • Able to be adaptable, flexible and resilient during periods of substantial change and service redesign. • Able to see the important big-picture issues, and identify the associated challenges and risks relevant to the Board and its stakeholders. • Awareness of changes in the environment and context in which NHS 24 operates. 	<p>We want you to tell us in your personal statement at the application stage how you meet this criterion. (400 word limit)</p> <p>We will also have a follow up discussion with you during the interview.</p>

GENERAL CRITERIA (cont)

General Essential Criteria	What does this mean?	How will this be tested?
Ability to analyse and review complex issues	<ul style="list-style-type: none"> • Being able to use and compare information from different sources to gain a wider understanding and inform decision-making • Being able to identify key points of detail which are critical to decision making • Being able to balance a number of different considerations, including recognising when information is limited and when more information might be needed • Identifying some of the implications associated with what you are considering, such as priorities, risks, opportunities etc 	<p>We will ask you to complete a practical exercise as part of the final assessment stage, details of which will be provided one week in advance of the interview; and have a follow up discussion with you during the interview.</p>
Ability to provide scrutiny & challenge	<ul style="list-style-type: none"> • Being constructive, confident and objective in questioning proposals and debating issues within a diverse team or committee or group setting • Challenging the status quo and encouraging new thinking • Helping others to consider their own position in a constructive and non-confrontational way, and able to show where others' perspectives have assisted them to formulate views • Willingness to accept a collective decision even if it goes against a personal view • Appreciates the different roles of executive and non-executive board members 	<p>We will ask you to complete a practical exercise as part of the final assessment stage, details of which will be provided one week in advance of the interview; and have a follow up discussion with you during the interview.</p>

The application form will also ask you to complete a tailored Life/Career History showing how the roles/positions you have held, and/or activities you have undertaken, are relevant to this role.

Applying for the role

How to apply

In order for your application to be considered you **must** complete a two stage process. First of all, please click on the **Apply for this job online** link at the top right hand side of the advert in our online portal, where you should complete contact details, monitoring information and declaration of interest. The second stage is to download and complete the Application Form, a link to which can be found in the advert. Your completed application form should be emailed to PA_Applications_Mailbox@gov.scot by the closing date of **5.00pm on Monday 26 June 2023**.

PLEASE NOTE that your application **must** be in either a **.doc or .pdf format**.

If you experience any difficulties, please contact the Public Appointments Team by calling 0300 244 1898; or by emailing Public.appointments@gov.scot.

We can't consider late applications.

Guidance on completing your application

- **Your Application**

Your application is the key document that will determine whether you will be called for the final assessment stage. You must, therefore, be able to demonstrate within your application how you meet the priority and essential requirements being tested at this stage. CVs will not be accepted on their own as an alternative to completing the application for the role.

- **Disability-related Reasonable adjustments**

If you require any disability-related reasonable adjustments to support you through the application and selection process, you should contact the Public Appointments Team by calling 0300 244 1898 or by emailing Public.appointments@gov.scot.

- **Anonymity**

Applications for this round will be anonymised. This means that personal details will not be shared with the selection panel during the first short-listing stage to help maintain fairness in the process. The Personal Information and Monitoring Information sections of the application form are never seen by the selection panel.

Application form

There are different sections to your application. Your **Contact Details; Conflict of Interest and Other Ministerial Public Appointments held; and Equalities Monitoring Form** will be completed online.

The **Self-Assessment – Suitability** section of the application will be completed in the word version of the form you will download.

Self-Assessment - Suitability

This section seeks information about you and the skills, knowledge, experience and attributes you have that are relevant to the role. Full details of these are in the Person Specification. This also indicates how and at which stage in the process each of the criteria will be tested. This is a very important part of your application. If you do not deal with the requirements that are to be tested at this stage, the selection panel will find it difficult to assess your application and may be unable to invite you to interview. **The selection panel will not make assumptions – for example from a job title – as to the skills, knowledge, experience and attributes you have gained.** The Panel will review the evidence provided and invite to the second and final assessment stage those applicants who most closely meet the criteria being tested at this first stage of assessment. By the end of the selection process you must have demonstrated that you have met all of the essential criteria to the satisfaction of the selection panel in order to be considered for appointment to one of these posts.

Section 1: Personal Statement (up to 400 words). You are asked to set out how you meet the essential criterion: Ability to contribute towards maintaining strategic direction.

Section 2: NHS Scotland Values & Motivation for applying (up to 400 words). We are looking for you to set out how your behaviours align to the NHS Scotland values; as well as your motivation for applying for the role, what you bring and how you would add value to the Board.

Section 3: Life/Career History (up to 400 words). The Panel are keen to understand how the roles/positions you have held and/or activities you have undertaken are relevant to the role.

You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage. When being asked to demonstrate knowledge, understanding or experience, you should describe how you gained this, the breadth and depth of this knowledge, understanding or experience and any situations where you have used this.

Please use specific evidence to support your answers that is relevant to the requirements being tested. Draw on evidence from your working and/or personal life, or through your participation with a private, public, voluntary, charity or community organisation. Please note that there are word limits at each of the sections.

Suggested preparation

- Take time to think about each of the criteria.
- Think about the situations you have recently been involved in.
- Think how your actions and experiences led to results that demonstrate the criteria.
- Prepare your answers.

Your evidence

- Please be clear and succinct. You may be asked to expand on your answers at interview.
- Draw on evidence which best demonstrates your skills, knowledge or abilities in that area. In providing your evidence, it would be helpful if you could explain your personal contribution, what you did and how you did it – use “I” not “we.” Give the outcome – what happened? How effective was the result? How influential were your role, actions and interventions? What impact did you have?
- Where knowledge, understanding or experience is required, describe how you gained and/or used this. You may also set out the breadth/depth of your knowledge/experience and any situations where you demonstrated it. The Career/Life History section provides you with the opportunity to outline roles you have held and/or activities undertaken which are relevant to the role you are applying for.

Conflict of Interest and Other Ministerial Public Appointments Held

You are asked to complete the section as part of your online application. This section provides details of any other involvement in public life or potential conflicts of interest, which will be explored further with you at interview or checked as part of the final assessment.

Equalities Monitoring Form

You are asked to complete the section as part of your online application. The Scottish Government is committed to appointment on merit, and to equality and diversity in public appointments. The Equalities Monitoring information is not provided to the selection panel.

The information gathered from equalities monitoring is very important and helps to ensure that everyone is treated fairly, without discrimination because of age, disability, race, religion or belief, sexual orientation or any other factor. All equalities monitoring questions are optional. You are not obliged to answer any of these questions but the more information you supply, the more effective our policy development will be.

All equalities monitoring information supplied will be non-attributable, completely anonymous and will be treated in the strictest confidence, in line with the principles of GDPR Articles 6(1) (c) and (e), which are the lawful bases for processing, and GDPR Article 9 (2) (b) so we can comply with a legal obligation which is the condition for processing. It will not be placed on a personal file.

The Selection Panel

The selection panel will be:

- Panel Chair: Innes Fyfe, Interim Deputy Director, Primary Care Strategy
- Panel Member: Martin Cheyne, Chair, NHS 24 Board
- Panel Member: Tom Steele, Chair, Scottish Ambulance Service Board

To make sure that the process is transparent and to guard against impropriety or the appearance of impropriety, the selection panel will declare if they know anyone who has applied for this appointment.

The Assessment Process

First assessment stage

Assessment will happen in two stages. Firstly the selection panel will assess your application against the criteria you must have for the role that are being tested at this stage. The applicants who most closely meet these requirements will be invited to attend the second and final assessment stage. You will be advised by email or telephone whether or not your application will progress to this stage.

Second and final assessment stage

If invited for the second and final assessment stage and you would like us to make a disability-related reasonable adjustment, you should advise the Public Appointments Team by calling 0300 244 1898; or by emailing Public.appointments@gov.scot.

As part of the interview, you will be asked to undertake a practical exercise. This will involve the consideration of a Board paper which will be sent to you a week in advance of your interview, and on which you will be asked to present your thoughts. More information on the exercise will be provided to those invited to the final assessment stage. You will also be asked questions in order to allow you the opportunity to demonstrate that you meet the requirements of the role.

Interviews will be held on 6 September in our Lumina site, based at 40 Ainslie Road, Hillington, Glasgow.

The selection panel will be as flexible as possible to ensure that no candidates are disadvantaged by the arrangements put in place. If candidates have any concerns or requirements with regards to interviews, please let the Public Appointments Team know by calling 0300 244 1898; or by emailing Public.appointments@gov.scot.

Further information on making an application and hints and tips on how to apply is available from this hyperlink (in the section "Making a good application"):
<https://www.ethicalstandards.org.uk/how-apply>

Recommendation for appointment

For candidates being recommended for appointment, the selection panel will provide the relevant Minister with a summary of the evidence gathered during the process. The Minister can choose to meet those candidates prior to making a decision. All candidates interviewed will be advised in writing of the outcome of the interview and feedback will be offered.

Telling you about progress

Applicants who are not shortlisted will be advised of the outcome of their applications in writing. See “Key dates in this competition”.

Feedback will be offered to all applicants who are interviewed. Feedback will be based on;

- the assessment of your merit in relation to the skills, knowledge, experience and values required by the person specification; and
- the outcome of the fit and proper person test where appropriate (see the section entitled “Ethical Standards”).

Subject to the number of applicants, feedback may also be available on request to those who did not reach interview.

Expenses for attending interviews

If you are invited for interview, you can claim for reasonable expenses incurred in attending. This includes dependant-carer expenses. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount. When an overnight stay is necessary, you must contact the Public Appointments Team by calling 0300 244 1898; or by emailing Public.appointments@gov.scot in advance, for confirmation of current subsistence rates. A copy of our travel and subsistence rates and claim form can be provided to you on request. Receipts must be provided in support of all claims.

Nationality

If you're a non-British national you can apply for, and be appointed to, the Boards of Public Bodies. However, you must be legally entitled to work in the UK.

Potential effect on benefits

Taking up a public appointment either paid or unpaid may have an effect on your entitlement to benefits or any benefits that you are in receipt of. This will depend on your individual circumstances, the type of benefit you receive and the appointment. You should seek advice from the office that deals with your benefit. Further information can be found at [Public appointments and welfare benefits: information - gov.scot \(www.gov.scot\)](http://www.gov.scot)

Lobbying

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016. For more information see www.lobbying.scot.

Valuing Diversity

The Scottish Government is committed to appointment on merit, diversity and equality for public appointments.

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 disabled people, LGBT+ people, people from ethnic minority communities and people aged under 50. Please do complete our monitoring form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

If you have a disability within the meaning of section 6 of the Equality Act 2010 and require an adjustment at any stage of the public appointments process, please get in touch with the Public Appointments Team on 0300 244 1898; or by emailing Public.appointments@gov.scot.

For more information about public appointments and other vacancies please visit the dedicated public appointments website at www.gov.scot/collections/public-appointments.

Pre-appointment checks

Candidates chosen by the Minister for appointment will be required to complete a pre-appointment check which will include checks of residency, identity documents and a [Disclosure Check](#). There is a small cost for these checks but this will be reimbursed by the board.

You can only apply online for a Disclosure certificate if your current address is in the UK and if you have been living at this address for at least twelve months. If you do not satisfy these criteria, you will have to apply using a paper application form.

Further information on Disclosure certificates and how to apply for a Basic Disclosure can be found through the above link or by contacting the details below:

Customer Liaison, PO Box 250, Glasgow, G51 1YU
Helpline: 03000 2000 40
E-mail: info@disclosurescotland.gsi.gov.uk

Ethical Standards

The Principles of Public Life in Scotland

Duty

You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the public body of which you are a member and in accordance with the core tasks of that body.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Selflessness

You have a duty to take decisions solely in terms of public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Integrity

You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Leadership

You have a duty to promote and support these principles by leadership and example, to maintain and strengthen the public's trust and confidence in the integrity of the public body and its members in conducting public business

Objectivity

You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Respect

You must respect fellow members of your public body and employees of the body and the role they play, treating them with courtesy at all times. Similarly you must respect members of the public when performing duties as a member of your public body

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the public body uses its resources prudently and in accordance with the law.

The Principles of Public Life in Scotland and Members' Code of Conduct

Before you can be appointed, you will need to pass a Fit and Proper Person test. This is described below.

Part of this test involves agreeing to be bound by the Members' Code of Conduct for the organisation and to applying the Principles of Public Life in Scotland if appointed. You can find a link to the NHS 24 Board Code of Conduct on page 6.

The Fit and Proper Person Test

Scottish Ministers and the public need to feel confident that people who are appointed to the Boards of public bodies are fit and proper persons to take up these positions.

In the context of public appointments a Fit and Proper Person is an individual who is suitable for appointment because they meet the requirements of the role, and their past or present activities (and/or behaviours) mean that they are suitable to be appointed.

The fit and proper person test is an on-going process with checks built into different stages of the appointment round. These allow the panel to collect the necessary information and evidence. For this appointment, the checks in place for the fit and proper person tests are:

Verification of relevant information provided by the applicant:

- We will test the evidence you provide in your application in relation to the skills, knowledge and experience required for the position, and further probe your evidence at interview if you are invited.
- If applicants provide information in support of meeting any of the criteria which details roles or qualifications held which is material to the selection panel's decision making, this information may be checked as part of the final assessment.
- If you are invited to interview the selection panel may consider publicly available information about you or posted by you from social media activity/posts and other online sources. Any findings that the selection panel agree are pertinent to this role and that may call into question your suitability for appointment and/or the credibility of the appointments process or the public body concerned will be discussed with you at interview. The consideration of such matters will take place openly and involve transparent investigation to establish the facts. You will be given an opportunity to respond before any final decision as to your suitability for appointment is made. In accordance with GDPR article 6 (1) (e) this information will only be used for the purpose of this application. For successful candidates this information will be retained and destroyed 5 years after the appointment term ends. For unsuccessful candidates this information will be destroyed after 5 years.

Ensuring that the applicant's conduct to date has been compatible with the public appointment in question:

- We will confirm that you understand the work of the body, the nature of the appointment and that you're not aware of having committed any offence, or performed any act, that's incompatible with the position that you're applying for. We will do this using the declaration statement on the application form.

Determining that the applicant's appointment is not barred by reference to the constitution of the body concerned by way of, for example, criminal offences or other relevant matters:

- Information on disqualifications is provided in this pack and you are asked to review this prior to submitting your application. We will use your declaration statement on the application form to confirm that you are not disqualified from taking up the role.

By submitting your completed application you're declaring that the information provided is, to the best of your knowledge and belief, true and complete.

Confirmation that the applicant has no inappropriate or unmanageable conflicts of interest incompatible with their appointment:

- You're asked in your application to complete questions about potential conflicts of interest.
- If you're invited for interview, further assessment will be through questioning that you understand what is meant by a conflict of interest. We'll ask you to confirm that, to the best of your knowledge, you don't have any conflicts of interest that are incompatible/ unmanageable. We'll ask for additional information if you've declared a potential conflict of interest in your initial application.

Declaration of political activity:

- We will ask you at the application stage to declare if you have had any political activity in the past five years. Political activity isn't a bar to appointment. The panel considers political activity to ensure that applicants don't have unmanageable conflicts of interest.
- Political activity isn't the same as political affiliation such as which political party you vote for. Political activity means that you have done any of the following:
 - Obtained office as a local Councillor, MSP, MP, MEP etc.
 - Stood as a candidate for one of the above offices
 - Spoken on behalf of a party or candidate
 - Acted as a political agent
 - Held office such as chair, treasurer or secretary of a local branch of a party
 - Canvassed on behalf of a party or helped at elections
 - Undertook any other political activity which you consider relevant
 - Made a recordable donation to a political party which means:
 - Where no previous relevant donation has been recorded, one of more than £7,500, or an aggregate amount of more than £7,500;
 - Where there has been a previous recording of a donation, donations that individually or in aggregate are more than £1,500;

- Where donations of more than £1,500 have been made to a subsidiary accounting unit (such as a constituency association, local branch, or youth organisation).

The information will only be considered by the panel at interview stage. If the panel thinks that your political activity is such that you may not be suitable for appointment, you'll be given an opportunity to respond before any final decision is made.

Ensuring that the applicant agrees to apply the Principles of Public Life in Scotland and be bound by the members' code of conduct:

- As highlighted above, you are expected to be bound by the Members' Code of Conduct and to applying the Principles of Public Life in Scotland if appointed. If you're invited to interview, you'll be asked to confirm your understanding of, and agreement to, applying these principles.

Establishing that the individual is able to meet the time commitment required:

- The time commitment involved for the role is given on page 7. If you're invited to interview, you'll be asked whether you can meet this commitment.

Conflicts of Interest

Potential conflicts of interest may relate to your suitability for appointment or to the appropriateness of you being assessed by one or more of the selection panel members. Where an applicant and selection panel member have a close relationship the selection panel chair has to refer the matter to the Commissioner. The Commissioner can decide that the selection panel member should not be involved in the assessment of the applicant concerned and may ask the selection panel member to take no further part in the competition.

Details of the selection panel membership for this appointment round are provided at page 15. Please let us know in your application if and how you know any of these selection panel members. More guidance on conflicts of interest relating to suitability for appointment can be found on the Commissioner's website at <https://www.ethicalstandards.org.uk/publication/conflict-interest-leaflet>

If you want to know before applying whether you may have a conflict that would bar you from being an NHS Board Member then you should contact the Public Appointments Team by calling 0300 244 1898; or by emailing Public.appointments@gov.scot to discuss your concerns.

Appointment

What happens if you are appointed?

Should you be appointed, some of the information that you have provided will be made public in an announcement about your appointment. This will include:

- your name
- a short description of the body to which you have been appointed
- a brief summary of the skills, knowledge and experience you bring to the role
- how long you have been appointed for
- any remuneration associated with the appointment
- details of all other public appointments you hold and any related remuneration you receive for them
- details of any political activity declared by you
- a statement that the appointment is regulated by the Ethical Standards Commissioner

Support and Development

If you are successful at interview and accept the appointment then you will be contacted by the Chair of the Board for a one-to-one meeting to discuss what's expected of you and your individual role within the Board.

The Scottish Government's generic guide on the duties of Board members of public bodies "*On Board*" will be made available to you. You can also download it from www.scotland.gov.uk/Topics/Government/public-bodies/On-Board. This guide is intended to help you in fulfilling your duties throughout the period of your appointment.

You will also be invited to an induction session with the Chair; this should take place within one month of appointment and will be expected to include (but not be restricted to) the following:

- The role of a Board member in delivering Ministerial Strategy in line with the National Performance Framework
- Roles and Relationships with the Ministers and SG officials
- Organisational structure
- Role of the Board and arrangements for Board meetings
- Budget and Financial information
- Details of the Scottish Government Sponsor Team and Minister
- Arrangements for remuneration and expenses
- Arrangements for providing any support you need to carry out your duties effectively

Ideally this session will also include other new Board members and a few existing Board members to allow them to share their knowledge and experience with you.

There will also be an ongoing appraisal process. This will give you an opportunity to discuss your performance with the Chair and highlight any developmental or training needs which may have been identified.

The Board Development (TURAS Portal, hosted by NHS Education for Scotland [Board Development | Turas | Learn \(nhs.scot\)](#)) has a range of dedicated materials to support your induction, including access to mentoring and professional coaching.

What to do if you have a complaint

This appointment is regulated by the Ethical Standards Commissioner (the Commissioner). If you have concerns with the way in which this appointment round was conducted, please contact the Public Appointments Team on 0300 244 1898 or email at Public.Appointments.Complaints@gov.scot. Alternatively, details of our complaints procedure, can be found on the Appointed for Scotland website at www.gov.scot/publications/public-appointments-making-a-complaint. The Commissioner's leaflet is included at the end of this information pack and provides more information on their regulatory role in relation to public appointments and about taking unresolved complaints further.

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.
- 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.

Ethical Standards Commissioner

Who We Are

This leaflet is about the work of the Ethical Standards Commissioner, as it relates to public appointments, and the Commissioner's office. The Commissioner regulates appointments to the boards of many of Scotland's public bodies. The Commissioner is wholly independent of the Scottish Parliament and the Scottish Government.

What We Do

Every one of us living in Scotland benefits from the essential services provided by our public bodies. Their boards play a vital role in guiding and shaping these services. Our job is to oversee appointments to these boards to help ensure that the people who serve on them are appointed on merit, using methods that are fair and open. That oversight is usually provided by one of the Commissioner's Public Appointments Advisers. Whilst we regulate the process used to make appointments, it is run by civil servants on behalf of the Scottish Ministers. Our website has a list of the bodies that we regulate and also has useful information on applying for a public appointment.

This leaflet is sent to everyone who applies for a regulated public appointment in Scotland so that they know that the process is regulated and what to do if things go wrong.

Making a complaint about a public appointment

Anyone who believes that an appointment has not been made appropriately or who has concerns about the appointment process itself can make a complaint.

If you have a complaint about a public appointment you first have to complain to the Scottish Government and give its officials a chance to respond. If you are unhappy with the Scottish Government's response to your complaint you can then ask the Commissioner to investigate the matter for you.

If you are in any doubt about whether we can deal with your complaint, or if you want advice before raising a formal complaint, please contact us using the details provided below. You can read in more detail about the way in which we deal with complaints by downloading our complaints leaflet from our website. We can send you the leaflet in another format if you would prefer.

Our website also tells you what to do if you want to make a complaint.

Links to the BSL version of this leaflet are available on the Commissioner's website and on YouTube:

<https://www.ethicalstandards.org.uk/publication/public-appointments-information-leaflet>

<https://www.youtube.com/watch?v=kzgQfwS49b4>.

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contact
SCOTLAND
BSL





Scottish Government
Riaghaltas na h-Alba
gov.scot

Please contact us to find out more about these and other public appointments.

Web: www.gov.scot/collections/public-appointments

Email: Public.appointments@gov.scot

Phone: 0300 244 1898

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