SERVICE MANAGER
Older People and Primary Care Services
Glasgow City Health and Social Care Partnership

Job Reference: 48414G
Closing Date: 20 August 2017

www.nhsggc.org.uk
Dear Candidate,

Thank you for your interest in this post and for taking the time to read this information pack. We hope this exciting and rewarding role catches your imagination and that you are encouraged to apply.

This is an integrated position as part of the Glasgow City Health and Social Care Partnership.

Candidates should note that the recruitment process will include for shortlisted candidates a pre-interview assessment stage prior to formal interview.

The successful applicant will be appointed to the post under the terms and conditions of either Glasgow City Council or NHS Greater Glasgow and Clyde depending on current employer.

The following is included in this information pack to help you with your application:

- Advert
- Job description
- Person Specification
- Summary of terms and conditions of appointment (Glasgow City Council)
- Statement terms and conditions of appointment (NHS Greater Glasgow and Clyde)
- Guidance for completing your application form
- How to return your application form

If you have a disability or long-term health problem, the Board and the Council are committed to offering reasonable adjustments throughout the recruitment process and employment. If you require further information or support, please contact NHS Greater Glasgow and Clyde Recruitment Services.

We very much look forward to receiving your application.

Recruitment Services
Advert

GLASGOW CITY HEALTH AND SOCIAL CARE PARTNERSHIP
NHS Greater Glasgow and Clyde
Glasgow City Council

NHS Greater Glasgow and Clyde summary of conditions:

Service Manager – Older People and Primary Care Services
Band 8B: £47,562 to £58,799 per annum
37.5 hours per week
Permanent
Location: Glasgow City Localities

Glasgow City Council summary of conditions:

Service Manager – Older People and Primary Care Services
Grade 9: £49,811 to £57,740 per annum
35.0 hours per week
Permanent
Location: Glasgow City Localities

Opportunities are available for Integrated Service Manager posts to provide strategic leadership and operational management for health and social care services provided by the Health and Social Care Partnership (HSCP) to people aged over 65 with both physical and mental health conditions, to adults under 65 with a physical disability or long term condition and to people with palliative and end of life care needs.

The Service Manager will be accountable for the performance, resources and activity within their area of responsibility. In addition, the Service Manager will be responsible for providing managerial input to the HSCP/Locality strategic structure and to actively contribute to the overall planning and management of Older People & Primary Care (OPPC) services in Glasgow HSCP.

As designated by the executive management team, the post holder will be expected to lead/contribute to a range of specific services both within the HSCP and also wider across NHS Greater Glasgow and Clyde.

This is a key leadership post with general management responsibility for a range of health and social work services. The post holder will operate within the OPPC “Neighbourhood” structure and will have responsibility for line management of Team Leads within a defined geography within the Locality. The role includes responsibility for recruitment, appraisal, continuing professional development, performance, delegated budget, clinical and corporate governance, staff accommodation and IM&T.
You must have a Health or Social Care diploma / degree-level qualification, supplemented by additional training, management qualifications, or equivalent management and leadership experience. Ideally, you will have a recognised management qualification and experience of joint working with partner agencies.

Experience of managing at a senior level in a multidisciplinary and multiagency environment with responsibility for care, staff and financial governance is also required.

This is an integrated position as part of the Glasgow Health and Social Care Partnership. Applications are invited from current employees of Glasgow City Council including ALEO’s and NHS Greater Glasgow and Clyde.

The successful applicant will be appointed to the post under the terms and conditions of either Glasgow City Council or NHS Greater Glasgow and Clyde depending on current employer.

For further information about this post, please contact:

- Paul Adams (Head of Primary Care and Community Services) on 0141 314 6238 or email paul.adams2@ggc.scot.nhs.uk
- Jackie Kerr (Head of Operations) on 0141 314 6281 or email jacqueline.Kerr@glasgow.gov.uk

Closing date for all applications is: 20 August 2017.

Interviews are scheduled for 28 August 2017.
# Job Description

## JOB IDENTIFICATION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Service Manager (Integrated Neighbourhood Teams)</th>
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<tbody>
<tr>
<td>Responsible to:</td>
<td>Head of Older People &amp; Primary Care Services (OPPC)</td>
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<tr>
<td>Department:</td>
<td>Glasgow Health &amp; Social Care Partnership</td>
</tr>
<tr>
<td>Operating Division:</td>
<td>Partnerships</td>
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<td>Last Update:</td>
<td>April 2017</td>
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## 1. JOB PURPOSE

To provide strategic leadership and operational management for health and social care services provided by the Partnership to people aged over 65 with both physical and mental health conditions, to adults under 65 with a physical disability or long term condition and to people with palliative and end of life care needs. The service manager is accountable for the performance, resources and activity within their area of responsibility. In addition, the service manager is responsible for providing managerial input to the HSCP/Locality strategic structure and to actively contribute to the overall planning and management of Older People & Primary Care services in Glasgow HSCP. As designated by the executive management team, the post holder is also expected to lead/contribute to a range of specific services both within the HSCP and also wider across NHS GG&C.

This is a key leadership post with general management responsibility for a range of health and social work professions. The post holder will operate within the OPPC “Neighbourhood” structure and will have responsibility for line management of Team Leads within a defined geography within the Locality. The role includes responsibility for recruitment, appraisal, continuing professional development, performance, delegated budget, clinical and corporate governance, staff accommodation and IM&T.

The post holder will be required to work across a range of organisational and professional boundaries, including e.g. the Acute Division, HSCP, Housing and Voluntary Sector, to ensure that service delivery is targeted towards vulnerable older people, older people with mental illness, people with a physical disability and people with long-term conditions.

The post holder will have a role in policy development and continued service development within a complex and dynamic environment of health and social care. The position fulfills a key role in assisting the Partnership to deliver a continued shift in the balance of care from acute and institutional care to community services and care at home and as such, the post holder will participate in planning future service provision in line with the strategic vision for older people services via the relevant Planning, Performance and Implementation Groups and within the context of the emerging HSCP Governance arrangements.

The service manager role, as well as having a Neighbourhood focus, will also include responsibility for leading on elements of OPPC services the span the Locality, the City or
the wider Health Board area. For example this could be where a Locality has a service hosting arrangement or lead role for a particular service.

2. ROLE OF DEPARTMENT
The role of Older People & Primary Care Services is to:

- Manage Council and NHS Health and Social Care services
- Improve the health of the population and close the inequalities gap;
- Keep people safe from harm
- Deliver integrated health and social care services;
- Achieve better specialist care through joint working with Acute services;
- Achieve strong local accountability through involvement of the community, service users, community organisations and elected members;
- Contribute to wider planning processes;
- Work with 3rd sector and independent partners to deliver positive outcomes for service users;
- Deliver agreed Single Outcome Agreement priorities and the national Strategic Priorities for Health & Social Care Integration
- Contribute to ongoing work around the primary care framework.

3. ORGANISATIONAL POSITION

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Locality Head of Operations

Head of OPPC

Service Manager

Locality Neighbourhood Team Leads

Health and Social work staff

Relevant Professional Lead
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4. SCOPE AND RANGE
Throughout the management structure this post will direct and lead health and social care services that include:

- Older People Mental Health services Rehabilitation & Reablement Services
- OPPD Social Work
- Duty Systems
- District Nursing (inc. specialist nursing services)
- Treatment room nursing
• Services hosted by the HSCP/Locality
• Business support

**Human Resources**

Responsible for the management and supervision of Health & Social Care staff within the above functions. The post has leadership and line management responsibility for staff from both partner organisations and is responsible for ensuring the application of all relevant policies and procedures that relate to staff.

**Budgetary Responsibility**

Responsibility and accountability for the management of all delegated budgets for OPPC. Jointly responsible, with the Head of OPPC Services and senior Finance staff, for budget-setting, allocation, financial initiatives (including capital spend, savings plans etc.) and budget monitoring for all relevant services within the Standing Financial arrangements of both partner organisations.

### 5. MAIN DUTIES AND RESPONSIBILITIES

The post holder will be an effective and visible leader who will champion change, innovation and positive outcomes for service users. They will:

- Provide leadership and general management for all staff working in OPPC neighbourhood teams
- Directly supervise identified team leads (both Social Work and Health employees) across relevant teams – ensuring effective links are established and maintained between service and professional leadership structures
- Have direct responsibility for implementing NHS and GCC conditions of service, policies and procedures
- Have responsibility for the performance and standards of relevant teams.
- Ensure staff adhere to the codes of conduct set out by professional organisations and regulatory bodies
- Ensure professional registration and revalidation is in place as set out by the relevant regulatory bodies.
- Lead, coordinate, deliver and manage the redesign of services.
- Ensure that all staff have personal development plans, annual reviews and ongoing supervision.
- Ensure that issues around under performance of staff within designated service areas are addressed within the respective organisation’s policy framework.
- Effectively manage sickness absence in line with the attendance at work policies of both partner organisations
- Be responsible for recruitment to relevant services
- Be responsible for effectively managing discipline and grievance
- Ensure effective and competent financial governance arrangements are in place and that budgets are managed within agreed limits according to the Financial Procedures of both partner organisations. This may include Resource Allocation Groups, Personalisation and Self Directed Support packages; service Commissioning & Procurement (with relevant colleagues), monitoring Service Level Agreements etc.
- Ensure that effective care and clinical governance arrangements are in place and adhered to across all relevant teams. This will include incident reporting, risk management, health and safety and complaint handling.
- Ensure effective participation of patients, service users and carers in the planning
and delivery of services with reference to equality-sensitive approaches
- Regularly undertake survey and audits in relation to service efficiency and patient/service user care; taking corrective action when necessary.
- Develop, document, monitor and review service plans, reporting to HSCP management as required.
- Lead on initiatives or represent the HSCP in care group work that might be pan Glasgow, cover the wider NHSGGC area or have a national focus.
- Deliver on agreed organisational objectives, including those derived from local or national strategies.
- Work with Locality Assistant Service Managers to address Adult Support & Protection issues.
- Develop and manage effective relationships with independent contractors and with 3rd sector partners.
- Establish effective working relationships with primary care contractors and deliver shared decision making around service development/delivery.
- Ensure the delivery of the HSCP’s key operational priorities for the OPPC care group.
- Manage statutory responsibilities relating to client safety, individual and public protection.
- Ensure that all services meet the standards required by external regulation and inspection bodies.
- As appropriate to employment contract, participate in duty systems or on- call rotas.
- As a member of the sector management team, provide information, advice, and direction to senior colleagues.
- Participate in decision making that influences strategy development.
- Lead and motivate staff and stakeholders, gaining commitment to progress timely and effective delivery of service change
- Drive forward the service improvement agenda, this includes specific aims in relation to agreed targets/standards & guidelines

### 6. SYSTEMS, EQUIPMENT & MACHINERY

- **Utilise relevant IT packages for example Office software, Carefirst, EMIS and the internet/ intranet to produce reports to all partners**
- **The service manager is directly responsible for health and safety management systems e.g. DATIX, HANDS, HAZ/SAN notices and will be a H&S management control book holder.**
- **Assist in the development of interagency shared IT systems pertinent to data sharing.**
- **IT, telephone, fax, Dictaphone for purposes of general communication**
- **Utilise systems to influence and improve the development of Older People services**
- **Ensure that delegated administration tasks are completed by admin staff.**
- **Design, implement and frequently review systems that inform integrated service delivery**
- **To be converse with multiple systems within the organisation including: clinical risk management human resources systems and processes workforce monitoring procurement mechanisms financial systems and policy equality and diversity**

### 7. DECISIONS AND JUDGEMENTS

- The service manage is accountable for personal decisions and ultimately those
of all reports in the neighbourhoods. The service manager will require to interpret overall health and social care organisational policies to support their decision making.

- Consider service change options with a range of staff in a variety of services, including services that are not under the direct management responsibility of the post and then make recommendations that provide a rationale for a preferred option. This will require close working with service manager colleagues within other neighbourhoods across the HSCP to ensure consistency of service approach and delivery.
- Make decisions or judgments regarding care and service provision that involve a range of highly complex facts from a range of sources, requiring analysis and interpretation of options for presentation to heads of service.
- Use judgment based on available facts to assist in the resolution of formal and informal complaints within both organisations regarding staff and service issues that concern OPPC services.
- Make judgments on who to best to support you with service issues, e.g. unions, professional advisors or Managers.
- Decide on the most effective deployment of resources including workforce planning and grade/skill mix in conjunction with other HSCP Managers.
- Consider risk factors in delivering safe and effective care and determine the most effective control measures to reduce risk relative to local circumstance.
- Determine how best to convert strategic plans into operational delivery, using the available Neighbourhood resources.
- Review the content of written correspondence, e.g. complaints responses or reports and determine any adjustments needed prior to forwarding to relevant source.

8. COMMUNICATIONS AND RELATIONSHIPS

- Using interpersonal skills including negotiation, influencing, facilitating and conflict resolution, develop positive working relationships with a wide variety of personnel and agencies
- Communicate highly complex information on service evaluation, redesign, policy or clinical interpretations to a range of stakeholders
- Demonstrate effective formal presentation and report writing skills.
- Effectively influence the HSCP and Acute Services interface
- Demonstrate ability and confidence to promote effective leadership and team motivation and to assert self when dealing with difficult and contentious issue
- Manage conflict appropriately listening to, reassuring and guiding staff on the agreed course of action to remedy conflict
- Be aware of organisational cultures, the nature and use of different approaches and to be adaptable and sensitive in a range of communication skills to facilitate these differences
- Keep up to date with the activities of colleagues and partners involved within and out with HSCP and the issues which impact on OPPC services
- Ensure effective interpretation of strategic information and organise this information in a way that all levels of staff understand the local priorities in the context of the wider agenda

9. PHYSICAL, MENTAL, EMOTIONAL & ENVIRONMENTAL DEMANDS OF THE JOB

- Keyboard skills and computing skills in order to input data and management reports
- Sometimes working in an open plan office with interruptions and variable noise
levels
- Job requires a flexible approach to meet changing and variable agendas, often within a tight deadline. The operational nature of this post means that work pattern will be unpredictable with a frequent requirement for concentration to achieve required outcomes
- Working with many stakeholders, within and out with the profession which requires openness, honesty and sensitivity. Some exposure to hostility and resistance requires skilled interpersonal aptitude
- This role will require the post holder to impart unwelcome information to staff members, patient’s relatives and carers. This will include application of formal HR processes, including performance management, disciplinary and grievance procedures, complaints handling and adverse or critical incidents.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB
- This is a highly demanding job which requires the post holder to work across a range of interfaces with a wide range of managers and staff working in a complex and rapidly changing environment
- Developing and managing a fully integrated service but retaining clear individual agency accountability for statutory functions, resources and employment issues.
- Ensuring a clear and effective strategy for involving staff, service users and their carers in the change process
- The post holder will require to strike a balance between identifying opportunities and delivering solutions that are affordable within the financial framework and offer value for money
- Getting agreement from all stakeholders to the direction for OPPC services, keeping in mind the organisational cultures and structures that are in place
- Contribute effectively to reducing length of stay in hospital, reduce delayed discharges and prevent avoidable admissions.
- Maintaining positive relationships with stakeholders, ensuring that partners and service users benefit from services that focus on addressing assessed need, promote rehabilitation and seek to engage people within agreed service response times in order to prevent or anticipate condition decline.
- Ensuring effective conflict handling and resolution
- Continual and continuous problem solving and decision making re service planning, delivery and evaluation
- Participate in the promotion of all OPPC services within a multi-disciplinary and interagency environment with many other competing priorities
- Much will be expected of the post holder with regard to use of initiative, influence and drive to pursue service improvements that may not be immediately acceptable to other stakeholders

11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB
**Essential**
- Health or Social Care diploma/degree level qualification, supplemented by additional training, management qualifications, or equivalent management and leadership experience.
- Experience of human and financial resource management
- Experience of service redesign, development and evaluation.
- Evidence of continuing professional development
- Competent in the use of IT.
- Excellent communication skills (both verbal and written)
• Ability to work on own initiative
• Awareness and understanding of the national and local policy context and the priorities in relation to OPPC services
• Have the ability and credibility to communicate a vision for adult OPPC services by the use of ideas and concepts which build ownership and commitment.

Desirable
• Posses a recognised management qualification
• Experience of joint working with partner agencies
Summary of terms and conditions of appointment  
(Glasgow City Council)

This post is a full time appointment. Confirmation of appointment will be subject to satisfactory completion of Pre Employment Checks which include: satisfactory references, occupational health check, evidence of qualifications and where relevant registration with recognised chartered professional body, eligibility to work in the UK and criminal records checks - Disclosure Scotland/membership of Disclosure Scotland’s PVG Scheme (where appropriate to the post).

The post is a Joint post as part of the Health and Social Care Partnership between Glasgow City Council and NHS Greater Glasgow and Clyde. Terms and Conditions of employment will be applied depending on which organisation the successful candidate will be employed by.

1. **Salary**
The grade and salary range for this post is as follows:  
**Grade 9: £49,811 to £57,740 per annum** (pay award pending). Placing on the scale will be on entry point unless candidate is already on the grade and if so salary will be matched.

2. **Hours of Duty**
35 hours per week. Working days are Monday to Friday. There is no contractual right to additional pay or time off in lieu for additional hours. This will not affect individual rights under the Working Time Directive.

3. **Pension Arrangements**
The pension scheme is provided by Strathclyde Pension Fund. Current members would continue their service in the Fund.

4. **Location**
The post is based in the Glasgow City Health and Social Care Partnership localities. You may require to travel outwith the office. Home to work expenses will be met by the postholder but all other travel expenses incurred as a result of your employment will be reimbursed by your employer.

5. **Annual Leave / Public Holidays**
Annual leave entitlement is **196 hours per year** (pro-rata if working less than 35 hours). Public Holidays (12.5 days)

6. **Other Terms and Conditions of Service**
Full terms and conditions are set out on the Glasgow City Council Connect site.
Summary of terms and conditions of appointment (NHS Greater Glasgow and Clyde)

The terms and conditions of service are those approved and amended from time to time by the National Agenda for Change Terms and Conditions Agreement.

Job title
Service Manager – Older People and Primary Care Services

Job reference number
48414G

Closing date
20 August 2017

Vacancy enquiries to
If you wish to discuss the role, please contact: Susanne Millar (Chief Officer, Strategy, Planning and CSWO) on 0141 287 8847 or email: susanne.millar@glasgow.gov.uk

Agenda for Change band:
Band 8B

Salary
£47,562 to £58,799 per annum per annum (pro rata where applicable). Please note candidates new to the NHS should expect to start at the entry point of the payscale shown.

Hours
37.50 hours per week

Base
Glasgow City Health and Social Care Partnership localities

Contract type
Permanent

Annual leave
The basic annual leave entitlement in a full year commencing 1st April to 31st March is 27 Days on appointment, rising to 29 days after five years and 33 days after 10 years. Leave entitlement is pro rata where applicable.

Superannuation
All employees are automatically enrolled it the Scottish Public Pensions Agency.

Healthcare Support Workers
All NHS Scotland postholders that are not governed by a regulatory or professional body are considered to be healthcare support workers. On appointment, you will be expected to comply with the NHS Scotland Mandatory Induction Standards and Code of Conduct for Healthcare Support Workers.

Healthcare Support Workers are expected at all times to practice competencies that demonstrate insight, understanding and mutual respect of patients, their families, carers and work colleagues. Whether in a clinical or non-clinical role the post holder is expected at all times to be an exemplar of person centred care, embracing their Code of Conduct to a high standard as part of an integrated health professional team.

Smokefree policy
NHS Greater Glasgow and Clyde operates a smokefree policy on all premises and grounds.
The Application Process

Please ensure you read the Job Description and Person Specification along with the guidance notes on completing your application form. The hiring manager will shortlist an application for interview based on its content, therefore it is in your best interests to ensure you submit a fully and appropriately completed application.

You will receive confirmation that your application submission has been received when you submit your online application form. When we begin to process your application, you will receive an email from NHS Greater Glasgow and Clyde confirming receipt. If you have not received a confirmation email within 3 days working days from the closing date, please email nhsggcrecruitment@nhs.net.

Unfortunately, due to the volume of applications NHS Greater Glasgow and Clyde receive, we are unable to write to applicants who are not successfully shortlisted for interview. Accordingly, if you have not received an invitation for interview within six weeks of the closing date please assume on this occasion you have been unsuccessful. We hope this will not deter you from applying again.

We will use several methods of communication to advise you of each stage of the recruitment process this includes: email, letter, SMS text, or telephone. It is essential that you regularly check your email and your phone to see if we have been in contact with you to update you on the progress of your application. Please ensure your email account does not treat NHS Greater Glasgow and Clyde email as spam or junk by adjusting the necessary settings.

Please ensure you retain a copy of the job description and person specification for the post you are applying for – you will need this to help you prepare if you are selected for interview.

Please retain details of the job reference number – you will need this if contacting NHS Greater Glasgow and Clyde Recruitment Services.

Should you require further information or assistance in relation to your application please visit www.nhsggc.org.uk/recruitment or email your enquiry to nhsggcrecruitment@nhs.net. Please ensure you have the job reference number to hand.

For details on what happens once you have submitted your application, please visit the NHS Greater Glasgow and Clyde – recruitment guidance for applicants.
Guidance for completing your application form

Completion of the application form is the first stage in the recruitment process, and if you are successful, will form the basis of your employment record. Complete and accurate information is essential. Please note: If you knowingly withhold or provide false or misleading information, this may result in your application being rejected, or if appointed, may result in dismissal from your post.

Your application form plays a vital role in the recruitment and selection process. The information you provide us with in your application form will be used to decide whether you are shortlisted to attend an interview. Only those applicants who can clearly demonstrate in their application form how they meet the minimum essential requirements for the post as specified in the job description and person specification will be considered for interview selection.

Applicants should read the candidate information pack and job description for the post prior to completing the online application form.

When completing the online application form applicants should read the instructions in each section and note the following:

- the application form has an automatic time out mechanisms, therefore you should click on the “save” button as you go through the application form or copy and paste from another document, to avoid losing content.
- please do not use any special characters (i.e. £, #, &, %) when completing your application. You are permitted to use the ‘@’ symbol.

It is recommended that you complete all relevant sections of the application form. It does not matter how long ago your last employment was, if you have an employment history please list it.

If you have not previously been employed, please use the “Present or Most Recent Post” section to detail what you have been doing (i.e. full time student / parent / carer). Please note that you can list unpaid work including work placements and volunteer work in your employment history.

NHS Greater Glasgow and Clyde do not accept Curriculum Vitaes (CV), unless a CV has been specifically requested as part of the recruitment process.

By completing and submitting an application for this post you give your consent for NHS Greater Glasgow and Clyde to commence pre-employment checks, including reference checks, once your formal conditional offer of employment is made to you. Click Here for more information. For details on NHS Greater Glasgow and Clyde’s pre-employment check procedures, please visit the NHS Greater Glasgow and Clyde – recruitment guidance for applicants.

Part A (Personal information), Part B (Declarations), Part C (Application Details)

The job description provides information about the main duties and responsibilities of the post being advertised. It also describes the purpose of the post. Please ensure that your application form clearly demonstrates how your skills / knowledge / experience can be utilised in the role.

The job description and person specification also specify the requirements or criteria (knowledge, skills, experience, abilities and qualifications) that are essential or desirable to
perform the duties outlined. Please ensure in your application that you demonstrate how you meet the minimum essential criteria and where applicable, the desirable criteria for the role.

Certain posts in NHS Scotland are exempt from the 1974 Rehabilitation of Offenders Act (Exclusions & Exceptions) (Scotland) Order 2003. Click Here for more information. If the advertisement for this position has declared that we require a Disclosure Scotland PVG Scheme Membership / Disclosure Scotland Check, you must declare any previous convictions, classed as either “spent” or “unspent”, including criminal convictions received outside the United Kingdom.

The Asylum and Immigration Act 1996 states that it is a criminal offence to employ a person who is not entitled to work in the United Kingdom (UK). Consequently, before NHS Greater Glasgow and Clyde offers employment, the prospective employee must provide evidence, that he/she is entitled to work in the UK. All applicants regardless of nationality will be asked to provide evidence of eligibility to live and work in the UK.

As a Disability Confident Employer, NHS Greater Glasgow and Clyde operates a Guarantee Interview Scheme for disabled applicants. Candidates who have declared a disability and who meet the minimum essential criteria outlined within the job description / person specification will be guaranteed an interview.

You must provide full and complete employment references including a work email address (personal email address for employment references may not be acceptable) covering a minimum period of the last three years. Employment referees should be listed in chronological order – that is the most recent first. If you have had more than two employers in the last three years we will require additional references. Character referees should only be used in the event that you cannot provide two employer references covering the last three years.

Any gaps in employment history must be detailed within your supporting statement and will be explored carefully with you at the interview stage.

If you have an employment history of less than three years, you should provide full details of an academic referee or other person who is not a friend, is not related to you or involved in any financial arrangement with you to provide a personal reference.

If you have had no previous employment or have been self-employed you should provide details of two personal referees as outlined above and where applicable evidence to confirm your status (i.e. letter from Jobcentre Plus, academic record or evidence from HM Revenue & Customs) if you are shortlisted for interview.

Your application form provides you with an opportunity to provide a supporting statement. This section is one of the most important in the application form as the information that is provided here will be evaluated and used to decide if you are invited to attend interview. This section gives you the opportunity to describe and demonstrate the particular qualifications, skills, abilities, knowledge, relevant experience and other qualities that make you a good candidate for the post.

Part D (Equal Opportunities)
This part of the form is optional and the information you provide in this section exercises no part of the selection process. It is treated in confidence and only the Recruitment Service or Human Resources staff can access this information for the purpose of recording and compliance monitoring, to ensure our workforce is balanced and represents the best
candidates from all parts of society regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity status, race, religion or belief, sex, sexual orientation and/or socio-economic status.

**Data Protection Act 1998**
The information you provide on your application will be treated in confidence. Only those NHS Greater Glasgow and Clyde staff involved in the selection process and processing your application will see your application form. If you are the successful applicant your application form will be retained and used to create your employee record file. Your application form will be held for 12 months, from the date of your application, within the NHS Greater Glasgow and Clyde recruitment system, after which period it will be deleted from the system.
Working for NHS Greater Glasgow and Clyde

About us
NHS Greater Glasgow and Clyde is the largest health board and provider of healthcare in Scotland and one of the largest health care providers in the UK.

NHS Greater Glasgow and Clyde’s purpose is to:

“Deliver effective and high quality health services, to act to improve the health of our population and to do everything we can to address the wider social determinants of health which cause health inequalities.”

The Board works in close partnership with other NHS organisations, local authorities and other agencies including the third sector to ensure that social work, education, housing, employment and environmental services unite effectively and efficiently with the NHS in tackling inequalities and underlying health problems in local communities.

The future shape of health and social care provision is changing following the move to establish new statutory Partnerships between NHS and Local Authorities, responsible for the planning and delivery of Health and Social care for local populations. This requires the development of very different relationships between primary care, mental health services, community and acute services.

NHS GGC serves a population of 1.2 million (over 1/5 of the population of Scotland) with services provided by 39,000 staff.

The geographical area covered includes: Glasgow City, West Dunbartonshire, Inverclyde, Renfrewshire, East Renfrewshire, East Dunbartonshire and North Glasgow (Stepps-Moodiesburn corridor).

Our services
NHS Greater Glasgow and Clyde provides a full range of Secondary and Tertiary Clinical services, Primary Care, Mental Health and Community services included in which are a number of world-class specialist services.

Find out more about NHS Greater Glasgow and Clyde at www.nhsggc.org.uk.

If you want to know more about the NHS Scotland, visit www.show.scot.nhs.uk.

If you are successful in your application to join us, you will be working within one of our Acute, Primary and Community Care Services. These services are in turn supported by a range of Corporate Service functions including Administration, eHealth, Finance, Human Resources, Public Health, Corporate Planning, Facilities and Estates.

Employee benefits
We offer all our staff excellent benefits including:

- NHS Superannuation pension scheme,
- Child Care Vouchers,
- Bursaries to support education and training,
- Interest free loans to purchase Zonecards for trains, buses, underground and some ferries
- Cycle to work interest-free loans to purchase bicycles and equipment
For more information on the benefits available to NHS Greater Glasgow and Clyde staff, visit www.healthservicediscounts.com.

Further information
For further information on any aspect of the recruitment process or for further details on working within NHS Greater Glasgow and Clyde contact:

NHS Greater Glasgow and Clyde
Recruitment Services
West Glasgow Ambulatory Care Hospital
Dalnair Street
Glasgow
G3 8SJ

Tel: +44 (0)141 278 2700
Email: nhsggcrecruitment@nhs.net