MANAGED CLINICAL NETWORK & IMPROVEMENT MANAGER
West of Scotland Cancer Network
Glasgow Royal Infirmary

Job Reference: 0000055274G
Closing Date: 15 March 2019

www.nhsggc.org.uk
Dear applicant,

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.

As the largest Health Board in Scotland, NHS Greater Glasgow and Clyde plays a vital role in the education and training of doctors, nurses and other health professionals, working closely with local universities and colleges. It also provides the full range of community hospital services. The Board has an annual turnover of £3.337 billion per year. It serves a population of 1.14 million people and employs 39,286 staff.

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

- Job description
- Person specification
- A summary of the terms and conditions for the post
- Agenda for Change pay bands and points
- The application process
- Guidance for completing your application form
- Working for NHS Greater Glasgow and Clyde

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

We very much look forward to receiving your application.

Recruitment Services
1. JOB IDENTIFICATION

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<th>Job Title:</th>
<th>Managed Clinical Network (MCN) &amp; Improvement Manager</th>
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<td>West of Scotland Cancer Network</td>
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<td>Responsible to:</td>
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<td>West of Scotland Cancer Network, hosted by NHS Greater Glasgow and Clyde on</td>
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<td>behalf of West of Scotland NHS Boards/ West of Scotland Health and Social Care</td>
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2. JOB PURPOSE

The formation of Managed Clinical Networks across Scotland was a key element of the national strategy, to improve care for cancer patients. Their overarching aim is to achieve equitable provision of high quality care.

This post is responsible for leading and driving forward the work of the MCNs and the delivery of delegated work streams that form part of the regional and/or national cancer work programme including, for example, service planning, redesign and improvement, development and implementation of regional/national guidelines, establishing and maintaining a comprehensive programme of clinical audit, and project managing specific work programmes. This will comprise initiating work streams, developing and agreeing work plans, including identifying responsible leads and timelines for delivery, leading project groups, undertaking preparatory work and progressing regional actions.

A key component of this post will be the ability to work within a multidisciplinary team with a wide variety of colleagues, both clinical and non-clinical, to ensure delivery of tangible improvements in care delivery.

3. ROLE OF THE DEPARTMENT

The West of Scotland Cancer Network serves a population of 2,516,142 people (49% of the Scottish population) where 1 in 3 people will get cancer and 1 in 4 will die from cancer. Within this local population, other significant healthcare issues such as co morbidities (e.g. coronary heart disease) and lifestyle factors (e.g. smoking and diet), compound this healthcare challenge.

The Network works closely with a diverse range of people and organisations, statutory and voluntary, to deliver effective and efficient services, tackling inequalities, driving up standards of care and improving outcomes. This includes:

- patients, carers, and their families;
- all staff involved in cancer care;
- NHS Boards & Local Authorities;
- national bodies including Scottish Government Health Department and the Scottish Parliament, plus key organisations such as Health Improvement Scotland, NHS Education Scotland, National Services Scotland, Royal Colleges, professional groups and many others; and
- third sector partner organisations e.g. Macmillan Cancer Support, and Breast Cancer Care.
The West of Scotland Cancer Network is a large and highly complex matrix organisation spanning 4 West of Scotland NHS Boards: NHS Ayrshire & Arran, NHS Forth Valley, NHS Greater Glasgow and Clyde, and NHS Lanarkshire, with some people travelling from other parts of Scotland, notably the Western Isles and Dumfries & Galloway, to receive specialist treatment and care. The Network encompasses services delivered across a range of settings including the Beatson West of Scotland Cancer Centre (the second largest Cancer Centre in the UK) 14 main acute hospitals, health and social care partnerships, and multiple local authorities.

The Regional Cancer Advisory Group (RCAG) is a strategic grouping supporting the work of 4 NHS Boards who act in consort to plan and deliver cancer services across the region. The RCAG provides high-level strategic guidance to constituent NHS Boards and the West of Scotland Health and Social Care Delivery Plan Programme Board; leads the planning of regional cancer services, ensuring a coherent and equitable approach that takes account of local, regional and national priorities; progresses work on regional priority issues; agrees and reviews annual work programmes with regional MCNs and specialty networks/services; reviews clinical audit data for different specialties, assuring the quality of cancer care provision across the region, reporting directly to Board Chief Executives; and ensures adequate two-way communication and accountability between MCNs, RCAG, NHS Boards and the West of Scotland Health and Social Care Delivery Plan Programme Board (WoSHSCDP Programme Board).

Membership includes: Regional Manager (Cancer), Designated Chair (NHS Board Chief Executive); Regional Lead Cancer Clinician (Medical/Clinical Director); senior operational General Managers and Cancer Clinical Leads from each of the 4 West of Scotland NHS Board areas and the Beatson West of Scotland Cancer Centre; Director of Regional Planning; MCN Lead Clinicians; and service user representatives.

The delivery of clinical care throughout the West of Scotland is driven by ten region-wide MCNs (detailed below). Each MCN is responsible to the RCAG for their activities and has been developed in line with the guidance noted below.

- Breast
- Colorectal
- Lung
- Urology
- Head & Neck
- Haematology
- Skin
- Primary Care
- Upper Gastrointestinal
- Gynaecological Oncology

Regional MCNs are underpinned by a number of formalised regional specialty networks/regional groups that span MCNs, for example: Pharmacy, Nursing, and Cancer Research Network.

Work identified by the RCAG is also progressed via sub-groups (involving approx. 5-10 senior clinicians and managers) and short life working groups, for example: Prescribing Advisory Group, Systemic Anti-Cancer Therapy Executive Steering Group and Chemotherapy Electronic Prescribing and Administration System Executive Group.
4. ORGANISATIONAL POSITION

The West of Scotland Cancer Network brings together cancer professionals and organisations from primary, secondary and tertiary care to work in a co-ordinated manner, transcending geographical, organisational and professional boundaries. The Network exists to ensure equitable provision of high quality, clinically effective cancer services throughout the region across Prevention, Screening, Diagnosis, Treatment, Information Provision, Palliation and Bereavement such that cancer incidence, morbidity and mortality is decreased, whilst patient empowerment, knowledge and quality of life is increased. This involves creating and influencing national and regional strategies and ensuring they are implemented locally.

The Regional Cancer Network is responsible for driving and enabling the improvement of cancer-related services through development of regional and national cancer MCNs, ensuring that national and local standards are met, that clinical practice is developed consistently and that cancer services are delivered by means of agreed protocols backed up by sustainable tertiary services.

In addition:

- The West of Scotland Cancer Network, through delegated responsibility from the WoSHSCDP Programme Board, ensures that:
  - A systematic approach to the development and planning of cancer services is taken for those aspects of the service that are more appropriately provided at a regional level.
  - Cancer services, which require a population in excess of the average Board population (c400,000) to ensure clinical sustainability, are planned and delivered appropriately.
  - Robust business cases are developed to underpin investment in regional cancer services, ensuring value for money and benefits realisation.
  - The highest possible standard of cancer care, which can be provided within available
resources, is available to all residents in the West of Scotland.

- The particular geographic challenges to the delivery of safe and effective cancer care within the region are addressed.

- The West of Scotland Cancer Network, through delegated responsibility from National Services Scotland, is responsible for the ongoing development and management of 3 national adult cancer MCNs. National MCNs require to ensure that:

  - A systematic approach to the development and planning of cancer services is taken for those aspects of the service that are more appropriately provided at a national level. This necessitates close collaborative working with Scotland's 3 Regional Planning and Regional Health and Social Care Delivery Programme Boards.

  - The highest possible standard of cancer care, which can be provided within available resources, is available to all Scottish residents. This necessitates coordinating and managing national multidisciplinary team meetings and ensuring robust clinical audit processes are in place, including data collection, analysis and reporting within an agreed national governance framework.

- The West of Scotland Cancer Network's Regional Manager (Cancer), on behalf of the Scottish Cancer Taskforce, leads the development and delivery of the National Cancer Quality Work Programme. This includes management of delegated programme management and administrative resource within the Network's core team.

- The post holder will:

  - lead the continuing development of 2/3 MCNs, defined regional sub groups and/or lead on defined regional work streams;

  - be responsible for the overall direction of these Networks/Groups. Working closely with Lead Clinicians, Managers and staff from many other specialities and across the region, the post holder will contribute to delivering improvements in service provision and quality of care, while ensuring that the Network/Group activities are patient-centred and that all aspects of the patient journey, from initial primary care referral through, secondary, tertiary and follow-up care, are addressed in the Network/Group development agenda; and

  - progress development towards agreed objectives which includes: leading and supporting service improvement initiatives that span traditional health board and institutional boundaries; critically analysing complex systems and processes of care; contributing to the planning of cancer services; engaging a wide range of clinical and managerial stakeholders, patients, carers and other agencies; and ensuring these activities are widely communicated. The annual objectives for respective Network Advisory Boards/Groups are agreed with the RCAG and, where appropriate National Services Scotland. Agreed objectives form the basis for the manager's work for the year.

6. KEY RESULT AREAS

- Provide leadership and direction for all aspects of designated Networks/Groups’ activities.

- Within an agreed Quality Assurance Framework, ensure that appropriate operational processes are established and maintained. For example: ensure that appropriate Advisory Boards and sub-groups are formed, with agreed terms of reference and recognised programmes of work.

- Establish and maintain a communications structure to support Network groups and activities, ensuring that members have links into the Network and that they are regularly updated on Network/Group activity and events.

- Develop and manage a comprehensive work programme for each Network/Group and provide regular reports of progress against defined objectives to the Regional Manager (Cancer), MCN.
Lead Clinician, MCN Advisory Board, RCAG and, where appropriate, National Services Scotland, ensuring that all activities are managed in line with agreed milestones.

- Project manage a range of activities across designated Networks and regional groups at both a regional and national level taking account of Network policies and procedures, ensuring successful completion of projects within agreed timescales.
- Support and/or establish pan-regional and/or national clinical audit programme. Review service provision against recognised and agreed standards of care, ensuring full compliance with Network Governance policy and processes.
- In conjunction with the WoSCAN Information Team, co-ordinate audit activity ensuring continuing relevance, completeness and quality of data collected, maintaining links with participating clinical staff and local audit support staff.
- In conjunction with Clinical Leads, establish and facilitate an ongoing regional educational programme and, where appropriate, national educational events, to address a variety of Network/Group needs including: multidisciplinary working; new techniques in clinical, surgical and oncological treatment and care; development of regional guidelines for treatment and care; quality assurance of service provision; outcomes of treatment; general education and skills updates.
- Encourage and promote a multidisciplinary team approach to patient care, in partnership with key clinical staff across the region, through the development of recognised and agreed regional service models and pathways of care. Facilitate the continuous review and development of this multidisciplinary approach.
- Determine and implement effective mechanisms for involving patients, carers and service users in Network activities.
- Encourage and support a programme of research and development.
- Produce and end year summary report of Network activity, including an assessment of quality of care provided and identification of areas for potential service improvement.
- Lead, support and participate in service improvement and redesign work to address identified deficiencies, initiating and leading specific projects.
- Work closely with senior operational managers across the region to identify operational issues that would benefit from an integrated approach across traditional institutional boundaries.
- Contribute to the strategic planning of cancer services through horizon scanning, presentation and timely reporting of Network activity, and lead on designated pieces of regional work.
- Actively participate in the RCAG work programme and develop effective, sustainable models for future service provision.
- Develop strong links to national NHS agencies and project groups and to represent Network/Group interests as a member of various working groups.
- Report progress of Network developments to the Scottish Government Health Department via RCAG, submit relevant reports and participate in national working groups/meetings.
### 7. SYSTEMS AND EQUIPMENT

**SYSTEMS**

Microsoft Office used on a daily basis.
- Database packages used for collating, analysis and reporting of regional/national data.
- Word used for writing reports and general administration.
- PowerPoint used for presenting reports/results.

**Intranet/Internet:**
- Email used to receive and send information.
- Literature searches used to access appropriate audit material.
- Access to health websites.

**Data Protection:**
- The post holder will need to comply with the General Data Protection Regulation Act, Caldicott Guidelines, and local policies regarding confidentiality and access to medical records.
- The post holder needs to be aware of the Freedom of Information Act.

**EQUIPMENT**

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<tr>
<th>Equipment</th>
<th>Description</th>
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<tr>
<td>Computer</td>
<td>Used on a daily basis for writing reports, correspondence, and analysing information.</td>
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<tr>
<td>Telephone/Fax</td>
<td>Used to communicate with clinicians, managers and other staff throughout the WoS.</td>
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<tr>
<td>Photocopier</td>
<td>Used to copy documents.</td>
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<tr>
<td>Data Projector</td>
<td>Used to deliver presentations.</td>
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### 8. DECISIONS AND JUDGEMENTS

The post holder will:
- demonstrate a high level of initiative, adaptability and effective leadership. Sound decision-making, judgement and competent analysis, and evaluation skills will be essential to this post; and
- be required to assimilate, quickly, new and complex verbal and written information and make considered judgements as to the impact on programme of work.

The MCN Lead Clinician will provide clinical guidance and support to the post holder.

The Regional Manager (Cancer) will provide management support.

### 9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Working autonomously, using initiative and innovation to progress the network programme of work.
- Delivering objectives within agreed timescales.
- Working across multidisciplinary service directorates and professional boundaries in a dynamic, fast changing and complex environment.
- Responding to continuing programmes of review by external agencies and bodies, which impact on the requirements of the Network.
Managing multiple development projects, priorities and expectations.
Achieving regional agreement for new models, systems and process of patient management and care.

10. COMMUNICATIONS AND RELATIONSHIPS

Effective engagement and involvement of key stakeholders is critical to the success of the Network and delivery of strategic objectives and performance targets. The post holder will work closely with a diverse and disparate range of people and organisations at all levels to establish and develop effective working relationships, ensure cross boundary collaboration and partnership working to achieve this. This will require tact and diplomacy and an ability to influence key stakeholders. Key stakeholders include:

Internal:
- Executive Directors
- Senior Managers
- Senior Clinicians from all disciplines
- Information Manager and Information Analysts

External (local & regional):
- WoSHSCDP Programme Board – Board Chief Executives and Executive Directors
- NHS Boards, Senior Managers and Clinicians
- Voluntary sector organisations and patient groups
- West of Scotland Cancer Research Network

External (national & international):
- SGHD: Scottish Cancer Taskforce and sub-groups
- Cancer Networks across the UK
- National Services Scotland
- NHS Education Scotland
- Health Improvement Scotland

The post holder is required to be able to communicate information in a simple and clear way.

The post holder must be a self-starter, who is able to motivate both his/herself and others, to deliver the agenda in an environment of conflicting demands. Personal resilience and the ability to engage others to deliver in a complex and diverse environment with often conflicting and/or competing clinical/management pressures/tensions will be key to success. The post holder will be required to use a range of communication skills and techniques to communicate effectively and appropriately with the people and agencies set out above. This will at times involve dealing with sensitive issues and facilitating patient/public groups.

Each MCN/Group must provide a report of their activities to the Regional Cancer Advisory Group, and publish an annual Report as well as overseeing the production of regional and national reporting.

11. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical
- Prolonged period where office based using mouse and VDU.
- Requirement to move and work between sites across the region and occasionally beyond.
- Requirement to attend meetings at times that will necessitate extended working days.

Mental
- Long periods of concentration e.g. reading and interpreting information in an environment that can often be unpredictable, with competing demands for attention and characterised by frequent
interruptions. The post holder will require to be assertive, ensuring relevant issues are identified and addressed where they may be challenged and confronted by individuals with strong views/opinions.

- Preparing reports in a variety of formats e.g. written English and presentations.
- Unpredictable workload – highly deadline driven – need to balance conflicting demands and frequently reprioritise work.

- Ability to interpret and follow instructions, use discretion and common sense and maintain composure when working under pressure.
- Ability to influence others and problem solve.

**Emotional**

- High profile specialty, which is subject to close public scrutiny. Ability to exercise discretion and maintain confidentiality when dealing with enquiries and sensitive information.
- Difficult subject matter – occasional exposure to distressing information.
- Occasional need to deal with distressing and emotional circumstances directly or indirectly through patient & public involvement in Network activities. Ability to use tact in sensitive situations.
- Dealing with staff performance issues that may arise.

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12. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

The post holder is required to demonstrate highly developed specialist knowledge across a number of disciplines and functions, underpinned by extensive theoretical knowledge and practical experience.

**Qualifications**

- Educated to degree level or equivalent in relevant discipline (e.g. administration, management, health) (E)
- Management or professional qualification (D)

**Experience/Knowledge**

- Management or senior clinical role within NHS, or equivalent large complex organisation, for at least 3 years (E)
- Committee and minute taking experience. (D)
- Knowledge and understanding of the NHS, cancer agenda and medical terminology. (D)
- Research and project management experience. (D)
- Report writing and delivering presentations. (E)
- Knowledge of redesign techniques and experience applying these in practice. (E)
- Project and resource management skills and experience applying these in practice. (E)

**Skills**

- Exceptional interpersonal, relationship building and communication skills with the ability to form and maintain effective working relationships with colleagues and patient groups. (E)
- Ability to work within complex multi professional and business environments where the parameters of the job are not always clearly defined. (E)
- Leadership ability and experience leading and motivating multi professional and multi-agency groups.(E)
- Negotiating and influencing skills (E)
- Highly computer literate (E)
- Proven IT skills and experienced in the use of software for the management and analysis of data.(E)
- Methodical with the ability to analyse and present information clearly and logically, paying attention to detail. (E)
- Well-developed influencing skills and an ability to manage conflict effectively. (E)
- Responsive with an ability to solve problems creatively with minimal supervision. (E)
Disposition

- Highly self motivated with sound personal integrity (E)
- Team focused (E)
- Ability to work autonomously as part of a geographically disparate team (E)
- Creative thinker (E)
- Flexibility with regard to changing work schedule (E)
- Ability to move between sites across NHS Boards in the West of Scotland and occasionally beyond (E)
Summary of terms and conditions

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: Managed Clinical Network & Improvement Manager
Job reference number: 0000055274G
Closing date: 15 March 2019
Vacancy enquiries to: For information specific to the role, contact: Evelyn Thomson, 0141 201 4829

Agenda for Change band: Band 6
Salary: Please refer to Agenda for Change Payscale on the following page. All values are 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 Royal Infirmary
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 into 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.

Equal opportunities: NHS Greater Glasgow and Clyde is an equal opportunities employer.
## Agenda for Change pay bands and points

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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 Vitae (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 legislation**
The information supplied by your application will only be processed by authorised NHS Greater Glasgow and Clyde personnel involved in relevant stages of the recruitment process. *Applications submitted via the NHS Scotland Application form will be imported into the NHS Greater Glasgow and Clyde recruitment system.* The information you provide will be retained by NHS Greater Glasgow and Clyde and will be used for the purpose of processing your application and for statistical and audit purposes. NHS Greater Glasgow and Clyde will process the information for the stated purposes in regards your application for employment. If your application is unsuccessful, your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed.
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.
Click Here to find out more about our Community Services
Click Here to find out more about our Mental Health Services
Click here to find out more about the services in your area

**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](http://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](mailto:nhsggcrecruitment@nhs.net)