

Information pack for appointment to the Board of NHS Forth Valley



Scottish Ministers are seeking to appoint a Chair to the board of NHS Forth Valley. Scottish Ministers highly value the benefits of having different points of view on the board and welcome applications from people from all walks of life.

The appointments process for this board vacancy follows the [Code of Practice for Public Appointments](#) and is regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Closing date	17.00 on Monday 12 May 2025
Shortlist of applications	Monday 19 May 2025
Date applicants will hear about the outcome of their application	Thursday 22 May 2025
Situational role play exercise	2 July 2025 via MS Teams
Interviews	9 July 2025 in person in Edinburgh It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	23 July 2025
Start date	Wednesday 1 October 2025 Handover arrangements will be discussed with the successful candidate.



Neil Gray MSP
Neil Gray BPA

Dear Applicant

Thank you for your interest in this Board Chair vacancy with Forth Valley NHS Board. The NHS is our most valued public service and, as a Board Chair, you have a fantastic opportunity to help shape its future and provide assurance that it is working effectively, efficiently and in the best interest of the population of Forth Valley.

We know that recovery and reform is crucial for the NHS to meet current and future challenges, and this is my top priority as set out in the publication [Equality, opportunity, community: New leadership - A fresh start](#).

NHS Forth Valley serves a population of more than 306,000 in a diverse geographical area which covers the heart of Scotland. With three HMI prisons, it is the major provider of prison healthcare services in Scotland. The Board is focused on navigating financial complexities, leading transformation, engaging communities, and driving positive change.

The role of the Chair is critical to providing assurances to the Scottish Parliament and people of Scotland for the performance and delivery of health services within Forth Valley NHS Board and as such, I expect high standards of governance to be maintained at all times. You will play a central leadership role in guiding the strategies which address the health priorities and health and care needs of the local population, that will not only continue to drive performance but improve quality of services and ensure financial sustainability.

Two of the key skills required for a Chair are strong leadership and governance experience. You will need to be able to challenge constructively and influence decision making whilst commanding trust and respect amongst colleagues and the wide range of stakeholders that you will work with. Specific details on the requirements for the role are included in the Person Specification as part of this pack.

We are keen to attract people with the experience required for this significant appointment who can bring vision, drive and resilience to lead the Forth Valley Board. I would like to see us having a wide range of candidates from different backgrounds, so if you have the required experience and skills, I hope you will seriously consider applying for this important role.

For an informal discussion regarding the Chair role please contact Martin Hill, Chair, NHS Lanarkshire: Martin.hill@lanarkshire.scot.nhs.uk or 01698 752870.

For further details regarding NHS Forth Valley please contact Ross McGuffie, Chief Executive, NHS Forth Valley: fv.chief.executive@nhs.scot or 01786 457211.

Once again, thank you for your interest in joining Forth Valley NHS Board and I wish you all the best with your application.

NEIL GRAY

Information about the role

Remuneration	£45,240 per annum (non-pensionable) and reasonable expenses.
Time commitment	<p>An average of three days per week. The time commitment will vary week to week, but the Chair would be expected to be physically at Board Headquarters in Stirling on a regular basis and be available to undertake site visits to healthcare facilities and attend meetings held elsewhere in the Board area. Work commitments, Board and governance committees will be in a mix of virtual, hybrid and physical settings.</p> <p>Regular meetings with other NHS Board Chairs and the Cabinet Secretary for Health and Social Care are held six times per year.</p>
Length of appointment term	<p>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. Board members can serve a maximum of eight years on one Board, in one role. The Board Chair is considered a different role, and so current and previous members can apply and, if successful, the total period of that appointment will not exceed eight years.</p>

Location of meetings	<p>Board meetings and the bi-monthly Strategic Planning, Policy and Resources Committee are mainly held face to face. Most committees have a hybrid option. The expectation is that the work will be a blend of virtual and physical meetings, and a physical presence will be required to be able to carry out the full range of Board activities across the region.</p>
Disqualifications	<p>Appointments to NHS bodies are 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.</p> <p>A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the schedule of the Scottish Parliament (Disqualification) Order 2020.</p> <p>Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOBA) before applying for this role.</p>

The Board of NHS Forth Valley

NHS Forth Valley is one of 14 regional health boards and serves a population of more than 306,000 in a diverse geographical area which covers the heart of Scotland. NHS Forth Valley covers three coterminous local authority areas: Falkirk, Stirling, and Clackmannanshire. Services in primary and community care are provided by two Health and Social Care Partnerships (HSCPs) - Clackmannanshire & Stirling, and Falkirk.

The Board controls an annual budget of approximately £866 million and employs around 8,000 staff. Our modern acute hospital – Forth Valley Royal Hospital in Larbert – is one of the most advanced and well equipped in Europe, and is supported by a network of community hospitals, 56 health centres, day centres providing care and support for patients with mental illness and learning disabilities and a wide range of community based services. With three HMI prisons, we are the major provider of prison healthcare services in Scotland.

The University of Stirling and Forth Valley College have close working links with NHS Forth Valley. Our Forth Valley University College NHS Partnership launched in 2022 to support learning, research, and innovation to improve health outcomes and support pathways into health and social care jobs for our local population.

We are home to the Scottish Centre for Clinical Simulation and Human Factors, one of the most advanced training facilities of its kind where clinical staff can hone their skills using computerised mannequins. In addition, NHS Forth Valley has been named in a survey of trainee doctors as one of the top places to be in the UK for medical education and training.

The most significant challenges in 2024/25 and beyond are financial and workforce. The scale of the financial challenge for all Boards is substantial and to continue to achieve financial balance, the Board will need to transform how it delivers its services.

We are focused on navigating financial complexities, leading transformation, engaging communities, and driving positive change. Our commitment to excellence for patients and staff will be at the heart of our new Population Health & Care strategy and is embedded in our Cultural Change and Compassionate Leadership programme.

Further information about NHS Forth Valley can be found in the links below:

- 2023/2024 Annual report: <https://nhsforthvalley.com/wp-content/uploads/2024/07/NHS-Forth-Valley-Annual-Report-2023-2024.pdf>
- NHS Forth Valley's Annual Delivery Plan: <https://nhsforthvalley.com/wp-content/uploads/2024/12/Annual-Delivery-Plan-2024-to-2027.pdf>

- NHS Forth Valley's Corporate Objectives: 24/25: <https://nhsforthvalley.com/wp-content/uploads/2024/12/NHS-Forth-Valley-Corporate-Objectives-2024-2025.pdf>
- For general information about NHS Forth Valley and NHS Scotland: <https://nhsforthvalley.com/>
www.show.scot.nhs.uk

The role of the Board Chair

You will work with other members of the NHS Forth Valley Board to:

- Lead the Board, ensuring that it effectively delivers its functions in accordance with the organisation's corporate governance arrangements.
- Appoint Board Members to Standing Committees, Integration Joint Boards and other roles within the NHS Board and partner organisations.
- Keep the organisation's governance arrangements and the Board's effectiveness under review.
- Set the agenda, format and tone of Board activities to promote effective decision making and constructive debate.
- Develop the capability and capacity of the Board by advising on the appointment of Board Members; undertaking annual appraisals and reporting on their performance; identifying appropriate training and development opportunities; and ensuring effective succession planning is in place to maintain a diverse Board.
- Provide performance management and development opportunities for the Chief Executive.
- Engage with media and political scrutiny and lead public accountability, representing the organisation with Ministers, the Scottish Parliament and other key stakeholders (dual responsibility with the Chief Executive).
- Be an exemplar of the NHS Scotland values.
- Demonstrate inclusive leadership, harnessing diversity and ensuring inclusion for all.
- Be sensitive to the views of others and engage with diverse groups.
- Uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with Forth Valley NHS Board's Code of Conduct (which can be accessed via this link: [Board Code of Conduct](#) derived from the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles).

The selection panel

Chair	Caroline Lamb, Chief Executive of NHS Scotland and Director General, Health and Social Care, Scottish Government
Panel member	Alison Evison, Chair, NHS Grampian
Representative of the Ethical Standards Commissioner	Kay Hampton, Public Appointments Adviser

Please note that applicants will be asked to declare if they know any members of the selection panel. The panel will also declare if they know any applicants. Any actual or perceived conflicts of interest will be managed in line with the [Ethical Standards Commissioners Code of Practice for Public Appointments](#).

Person specification

We are looking for a Chair who can lead the NHS Forth Valley board. The table below sets out the skills, knowledge, experience and attributes that we are seeking and explains how the criteria will be tested. You may have gained your experience through work, by being active in your community, in a voluntary capacity or through your own lived experience.

The priority criterion is weighted over the general criteria, and the candidates who provide the strongest evidence against the priority criterion will be considered most able to fulfil the role. In the event that candidates provide evidence of equal merit against the priority criterion, the panel will then take into account the strength of the evidence presented against the general criteria in determining the candidate(s) most able to fulfil the role.

Priority Criterion	Example indicators	How this will be assessed
<p>1. Strategic leadership</p>	<ul style="list-style-type: none"> • Direct experience in leading the formulation of strategy and maintaining strategic direction during periods of transformational change. • Able to be adaptable, flexible and resilient in planning through uncertainty and dealing with adverse circumstances. • Able to build a diverse and high performing Board which understands its non-executive functions, stewardship role and accountabilities. • Experience of holding an organisation to account for the delivery of a strategy. • Experience of leading and developing a positive, collaborative culture. • Able to recognise stakeholder concerns and build confidence. 	<p>You will be asked to provide evidence of how you meet this criterion at application stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 600 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p> <p>You will also be asked to give a brief verbal presentation, and the selection panel will have a follow up discussion with you during the interview.</p>

Essential Criteria	Example indicators	How this will be assessed
<p>1. Constructive/Supportive Challenge and Influencing</p>	<ul style="list-style-type: none"> • Experience of successfully challenging the views of others, and the ability to draw on a range of communication and influencing skills to reach shared objectives. • Able to communicate clearly and effectively and be a credible ambassador in representing and promoting the organisation to a wide range of stakeholders. • Able to adapt and apply communication skills based on a clear understanding of the range of audiences to be engaged, heard and involved. 	<p>You will be asked to provide evidence of how you meet this criterion at application stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p> <p>The selection panel will discuss this with you during the interview.</p>
<p>2. Understanding of Scotland's health and social care context and environment</p>	<ul style="list-style-type: none"> • Understanding of the issues facing the NHS and Social Care in Scotland and the environment in which it operates. • Able to demonstrate political acuity and an understanding of the Scottish Health and Social Care context in responding appropriately to parliamentary, media and public scrutiny. 	<p>You will be asked to provide evidence of how you meet this criterion at application stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed</p>

	<ul style="list-style-type: none"> • Able to develop strong and meaningful relationships and alliances with partner organisations in order to achieve positive outcomes and system level change. 	<p>through your participation in a situational role play.</p> <p>The selection panel will discuss this with you during the interview.</p>
<p>3. Governance and Accountability</p>	<ul style="list-style-type: none"> • Direct experience and involvement in improving and securing effective corporate governance. • A good understanding of board responsibilities from a fiscal and legal perspective. • An in-depth understanding of audit and risk management and able to demonstrate effective practical application of that understanding. 	<p>You will be asked to provide evidence of how you meet this criterion at application stage.</p> <p>In your online application: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.</p> <p>At the final assessment stage, elements of all criteria will be assessed through your participation in a situational role play.</p> <p>The selection panel will discuss this with you during the interview.</p>

<p>4. The values that are shared across NHS Scotland are outlined in the Everyone Matters: 2020 Workforce Vision:</p> <ul style="list-style-type: none"> • care and compassion • dignity and respect • openness, honesty and responsibility • quality and teamwork. 	<ul style="list-style-type: none"> • Able to draw on your own life experience to demonstrate how you meet the NHS Scotland Values. 	<p>You will be expected to provide evidence throughout the selection process on how your behaviours align to these values.</p>
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In your online application you will be invited to provide a tailored career/life history. This should include information from your professional, personal and voluntary experience relevant to this role. You may wish to include:

- Dates
- Brief information about the organisation
- Information about your role and experience

Please note that the panel are not looking for a full CV, but a tailored career/life history that is relevant to the role. Your response should be no more than 400 words.

PLEASE NOTE: The online application system will ask you to include this information as part of the form, however, please enter in the box ‘see document attached’ and click next. You will then be given the option to upload your career/life history before submitting the application.

How to apply

Start the application process by clicking this link: [Public appointments - Scottish Government Jobs](#)

Find the advert for the board you want to apply for and follow the instructions.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before copying and pasting your answers in the relevant sections of the online application.

Please note that you will not be able to update your answers or supporting documents once the online application is submitted. Late applications will not be accepted by the selection panel.

If you use assistive technology, please contact the Public Appointments Team for an accessible application form by email at public.appointments@gov.scot

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all application forms against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meet the criteria tested at this stage will be shortlisted for interview.
2. The selection panel will interview candidates, the questions they ask will relate directly to the criteria for appointment. The final assessment stage will also include a situational role play and a verbal presentation on a topic notified to candidates in advance.
3. The selection panel will also ask questions relevant to the fit and proper person test (see below) which will include questions about [the Principles of Public Life](#).
4. The selection panel will review the evidence provided and agree on which candidates have most closely met the criteria for selection and should be recommended to the appointing Minister.
5. The appointing Minister will make a decision about whom to appoint based on evidence from the selection panel. The appointing Minister may request to meet with candidates before making a final decision.
6. Protection of Vulnerable Groups (PVG) Scheme Membership is required for this role. Proposed appointees will be asked to complete pre-appointment checks which will include a Level 2 Disclosure Check with PVG (there is no charge for this). Appointment is conditional on satisfactory completion of these and confirmation of PVG Scheme Membership.

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria being tested at the application stage. To be eligible for a guaranteed interview you must have a physical or mental impairment or a health condition which has a substantial and long-term effect on your ability to carry out normal day to day activities. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

Fit and proper person checks

In the context of public appointments, a fit and proper person is someone who is suitable because they meet the requirements of the role, and their past or present activities and behaviour means they are suitable. Tests are built into different stages of the appointment process to ensure that:

- Conduct to date has been compatible with the public appointment
- Membership is not barred by the body's constitution e.g., criminal record or bankruptcy (see disqualifications)
- There are no unmanageable conflicts of interest
- Political activity is declared
- There is agreement to abide by the Principles of Public life in Scotland. Please see the link [above](#).
- There is confirmation that the time commitment required for the role can be met.

Media/social media checks for candidates invited to interview

The selection panel may consider publicly available information which is posted by candidates or about candidates in the media, including social media. Any findings that the selection panel agree are pertinent to the role or that may call into question suitability for the appointment, credibility of the appointments process or the public body will be discussed with candidates at interview. Consideration of any issues will take place openly and transparently to establish the facts. Candidates will be given an opportunity to respond to any concerns. This information will be handled in line with the Privacy Notice for public appointments: [Privacy notice - Public appointments: guide - gov.scot \(www.gov.scot\)](https://www.gov.scot/privacy-notice-public-appointments-guide)

Common questions and answers

Who can I contact to speak about this role?	For an informal discussion regarding the Chair role please contact Martin Hill, Chair, NHS Lanarkshire: Martin.hill@lanarkshire.scot.nhs.uk or 01698 752870. For further details regarding NHS Forth Valley please contact Ross McGuffie, Chief Executive, NHS Forth Valley: fv.chief.executive@nhs.scot or 01786 457211.
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: public.appointments@gov.scot Telephone: 0300 244 1898 Deaf, deafblind and BSL users can contact the team via contactSCOTLAND-BSL
I am having a problem with the application process who can I speak with?	Please contact the Public Appointments Team (see contact details above).
Do you have any advice about how to complete an application?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
Do you have any advice for candidates attending interviews?	Yes. More information is provided here: Introduction - Public appointments: guide - gov.scot (www.gov.scot)
Will you reimburse expenses for attending an interview?	Yes. You can claim reasonable expenses, further information will be provided with the invitation to interview.
What does 'appointed on merit' mean?	Appointed on merit means that the people who are appointed most closely meet the criteria that is sought for the board vacancy at a point in time. People are assessed on the evidence that they present in the appointments process and the findings of the fit and proper person test.
What role does the Ethical Standards Commissioner (ESC) have in the appointments process?	The ESC regulate and monitor the public appointments process . The Commissioner plays a role in ensuring appointments are made on merit and use fair methods. More information about the Commissioner's role is provided here:

	Public appointments Information leaflet Ethical Standards Commissioner
Can I apply if I am not a British citizen?	Yes. You can apply for and be appointed to the Boards of Public Bodies if you are not a British citizen however you must be legally entitled to work in the UK.
Would remuneration for a public appointment impact on my benefits?	Possibly. Taking up a remunerated public appointment may affect benefits payments. This will depend on individual circumstances, and you should seek advice from your benefits provider. More information is provided here: Public appointments and welfare benefits: information - gov.scot (www.gov.scot)
Do the selection panel see information from the diversity monitoring form?	No. Diversity monitoring information provided by applicants is not shared with the selection panel. If applicants opt for a guaranteed interview this information will be shared with the selection panel following shortlisting. Sometimes information about a reasonable adjustment is shared with the selection panel to ensure that requirements are met (e.g. if a BSL interpreter is required).
Do I need to provide an email address and contact details at application stage?	In order to meet the requirements of the Baseline Personnel Security Standard (BPSS) the Scottish Government must be able to verify the credentials of applicants for public appointments should they be recommended for appointment. To ensure that this is possible all applicants must provide an address and contact details at application stage. If applicants do not provide this information their application will be rejected.
How will my personal information be handled?	All personal information will be handled with great care and in line with UK GDPR and data protection requirements. Further information can be found in the Privacy Notice here: Privacy notice - Public appointments: guide - gov.scot (www.gov.scot)
Can I get feedback on my application or interview?	Yes. You can request feedback.
Is any training provided if I am offered and take up an appointment?	Yes. Each board has their own induction process and training offer. New appointees are also invited to

	attend an induction day hosted by the Scottish Government.
Can I apply for a Chair role on a board if I have already been a member of that board?	Yes. Board members can serve a maximum of 8 years on one board in one role. The board Chair is considered a different role, and so current and previous members can apply.
Is it possible to hold more than one public appointment?	Yes. It is possible to have more than one public appointment. You should check that you can make the time commitment for an additional appointment and that there are no unmanageable conflicts of interest.
Are public appointments announced?	Yes. Every appointment is announced here: Public appointments: news releases - gov.scot (www.gov.scot) The board may also announce new appointments on their own website and social media platforms. Information published will include a biography and details of any political activity within the last 5 years.
What standards are expected of board members?	The conduct expected of board members of Scottish public boards is set out here: Members of devolved public bodies: model code of conduct - December 2021 - gov.scot (www.gov.scot) (this includes the Principles of Public Life)
How can I complain about the public appointments process?	Further information about the complaints process for public appointments can be found here: How to apply - Public appointments: guide - gov.scot (www.gov.scot) Anyone concerned about public appointments can raise a complaint and have it independently investigated by the Ethical Standards Commissioner. Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

Phone number: 0300 244 1898

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

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.