

Information pack for the appointment of Members of the Board of Healthcare Improvement Scotland



The Cabinet Secretary for Health and Care is seeking to appoint up to two new Members of the Board of Healthcare Improvement Scotland (HIS).

We value very highly the benefits of having different experience and points of view on our Boards and we are keen that people from all walks of life apply for public appointments. Scottish Ministers particularly welcome applications from women, disabled people, LGBT+ people, people from ethnic minority communities and people aged under 50.

The appointments process for this Chair and Member round follows the [Code of Practice for Public Appointments](#) and are regulated by the [Ethical Standards Commissioner](#).

Key dates for this appointment round

Online information session	5.00 pm- 6.30 pm on Tuesday, 11 August 2026. Contact Pauline Symaniak at his.boardadmin@nhs.scot for details and a link.
Closing date	5.00 pm on Monday, 24 August 2026.
Sift of applications	Monday, 7 September 2026.
Date applicants will hear about the outcome of their application	by Friday, 11 September 2026.

Interviews	Monday, 21 and Tuesday, 22 September 2026 in Healthcare Improvement Scotland, Delta House, 50 West Nile Street, Glasgow G1 2NP. The selection panel would prefer to meet candidates in person at interview. It is unlikely that we will be able to offer alternative interview dates.
Ministerial decision	w/b Monday, 5 October 2026.
Start date	1 December 2026.

29 July 2026

Dear applicant

Appointments to the Board of Healthcare Improvement Scotland

Thank you for your interest in our vacancies for non-executive members of the Healthcare Improvement Scotland Board.

For these non-executive roles on our Board, we are looking for people who can bring the following:

- Experience of community engagement and working with communities and supporting them to make their voices heard in shaping services and delivering change; **and/or**
- An experienced Human Resources professional with expertise in developing workforce plans and strategies, and of implementing organisation change;

Successful candidates would also need to have:

- An understanding and experience of governance and scrutiny; and
- Strong communication skills.

It is vital that our Board members reflect and appreciate the diversity of our communities and can support us to ensure our work has a positive impact for everyone in society, including the most marginalised.

Inclusive and accessible services are key to ensuring quality. Our Board members play a significant role in ensuring the organisation's work avoids discrimination, promotes equality of access to services and fosters good relations between different protected characteristic groups who are using and designing services. We aim to put people who experience disadvantage currently - in relation to their protected characteristics or socio-economic position - at the heart of our efforts. Therefore, we appreciate a diversity of backgrounds, skills and lived experiences on our Board and will especially welcome interest from candidates who identify as disabled, part of a minority ethnic group or part of the LGBT+ community.

You do not need to have experience of working in the NHS and for all non-executives new to our Board we have an extensive induction programme and information pack which aligns to national best practice. It includes meetings with key people and essential training. We also offer a buddy system to enable new non-executive members to pair with a more experienced member while they settle into the role. Induction is complemented by annual and mid-year appraisals as well as a development programme for all Board members which provides deeper learning around key areas of our work and emerging strategic priorities.

Please note that Healthcare Improvement Scotland undertakes scrutiny and assurance of a range of health and care services and organisations, both in the public and independent sectors. In order to maintain public confidence in the objectivity of our findings, it is not possible to be a non-executive on the Board of our organisation if you are a member, employee, or contractor of such an organisation. Please seek advice if you are not sure.

I will be holding an online information session (MS Teams) on Tuesday, 11 August between 5.00 pm and 6.30 pm. If you would like to attend, please contact Pauline Symaniak at his.boardadmin@nhs.scot who will be able to provide you with a Teams link to join the meeting.

If you would like to know more about this opportunity but are unable to attend the online information session, please do not hesitate to get in touch with my office via the contact details above and we will be happy to arrange a discussion.

I wish you the best of luck in your application and thank you again for the interest you have shown.

Yours sincerely,

Carole Wilkinson
Chair

Information about Member role

Remuneration	£312.00 per day, which is non-pensionable. All reasonable receipted dependant-carer expenses, including childcare, and for support required to help you carry out your duties effectively will also be reimbursed where applicable.
Time commitment	The time commitment will vary week to week, but on average, you will need to commit to four days per month. This will be a mix of daytime Board meetings, committee meetings, reading documents and attending stakeholder events. You will need to have flexibility in order to attend at a greater frequency subject to the Board's ongoing business needs. There may be the opportunity for you to commit more time to the role, but the Chair would discuss this with you. Should you be required to contribute more than the average four days per month on a regular basis, then, at the discretion of the Board Chair, you may receive additional remuneration.
Length of appointment term	The appointments are for four years from 1 December 2026.
Location of meetings	Meetings will normally be held at HIS national headquarters, at Delta House, Glasgow and Gyle Square, Edinburgh. Board meetings and Board informal sessions are held using a mixture of in-person and virtual format meetings. Committee meetings are mostly held

	virtually. Board members are ordinarily required to attend a number of in-person sessions. Any adjustments required for inclusion can be discussed with the Chair.
Disqualifications	There is a specific disqualification related to HIS which means that current members, employees or contractors of any organisation which is the subject of our scrutiny and assurance process are disqualified from appointments to the Board. A member of the Scottish Parliament cannot also hold a public appointment for public bodies listed in the Schedule to the Scottish Parliament (Disqualification) Order 2025. The Charities (Regulation and Administration) (Scotland) Act 2023 came into force on 31 August 2025, and the updated automatic disqualification criteria for charity trustees will apply. Former ministers and senior crown servants (director general level and above) should seek advice from the Advisory Committee on Business Appointments (ACOPA) before applying for this role. Applicants will also be ineligible to apply for this appointment if they have already served a total of eight years as a Member of the Board of HIS.

Healthcare Improvement Scotland

Who we are

We are the national improvement organisation for health and social care in Scotland. Our core purpose is to enable the people of Scotland to experience the best quality health and social care, with a specific focus on safety. We were created by the Public Services Reform (Scotland) Act 2010 and formed in April 2011.

What we do

Our role is to be at the heart of national efforts to understand, shape and improve the quality and safety of health and social care. We ensure that the people of Scotland can rely on and trust the services they are using, and that those who are delivering care are supported to continuously improve. We are uniquely positioned in the system because of our ability to combine assurance, improvement, engagement and evidence, which means that we can:

- Ensure care is safe, effective and evidence-based, person-centred, and equitable.
- Deliver improvement programmes for care that people receive in different settings.
- Inform decision making across the system with our learning, intelligence and evidence.
- Support change and reform through methodology and resources.

The graphic below summarises the roles of our specialist teams, who work in partnership with health and care staff and communities across Scotland to support high quality, safe and effective health and care.



In the last year we have:

Worked with teams in NHS boards and community organisations to improve how mental health and substance use services [deliver joined up care](#).

Expanded our [inspections programme](#) across acute hospitals, maternity and mental health (including Child & Adolescent Mental Health).

Published [standards](#) to drive quality in clinical governance, diabetic eye screening, cervical screening and maternity services.

Developed the [Scottish Approach to Change](#): a simple, practical approach to underpin health and social care reform and renewal.

Worked with an NHS board to [reduce delayed discharges in mental health and learning disability services](#), and are using this to inform future work.

Published [health technology advice](#) on a potentially life-changing treatment option for children and young people living with a chest abnormality.

Supported expansion of the Hospital at Home service to [over 650 older people/acute adult 'beds' by December 2025](#), which has avoided nearly 500 care home admissions. We also supported expansion of Hospital at Home in [neonatal and paediatric services](#).

Supported hospitals to set up [front door frailty pathways in emergency care](#). Contributed to a decrease in the length of stay for geriatric patients.

Published Citizen's Panel reports ([Citizen's Panel 15](#) and [Citizen's Panel 16](#)) highlighting people's views on topics including medicines safety, long term conditions, preconception health, and local GP and medical practice.

Supported NHS boards to reduce their waiting lists for first appointments including a 65% reduction in a board's Ear, Nose and Throat pathway and a 52% reduction in a board's gynaecology pathway.

Developed [clinical guidelines](#) for the prevention and remission of type 2 diabetes and the management of chronic pain.

For more information about Healthcare Improvement Scotland, including our strategy ***Leading quality health and care for Scotland: Our Strategy 2023–28***, please visit: www.healthcareimprovementscotland.scot.

The Member roles

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

Non-executive members are expected to make a full contribution to the work of the Board, including participation in its governance committees.

You will work with the Chair and other members of the Board to:

- maintain public confidence in the organisation as a public body and ensure the Board acts in the best interests of patients and the public;
- ensure the Board develops vision, strategies and clear objectives to deliver organisational purpose in the context of Scottish Government policies and priorities;
- account individually and collectively for the effectiveness of the Board as it governs the organisation;
- provide purposeful scrutiny and assurance on the decisions the Board makes ensuring the appropriate systems are in place to hold the executives to account rigorously and effectively;
- chair or participate as a member of key committees as part of the accountability processes within the Board;
- actively support and promote a healthy culture for the organisation and reflect this in your own behaviour; and
- uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with the Board's Code of Conduct (which can be accessed via this link: [Model Code of Conduct for Members of Devolved Public Bodies](#) derived from the nine principles of public life set out by the Committee on Standards in Public Life.

Further information

If you have any questions about the roles, please contact Pauline Symaniak at HIS at his.boardadmin@nhs.scot.

The Selection Panel

Chair	Jack Gillespie, Deputy Director, Scottish Government
Panel member	Carole Wilkinson, Chair of the HIS Board
Independent panel member	Dr Patricia Armstrong OBE, Leadership Consultant

Please note that applicants will be asked to declare if they know any members of the selection panel. The selection 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

The Cabinet Secretary is looking for Members who can put their skills, knowledge, understanding and experience to good use on the Board of HIS. 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 candidates recommended to the Cabinet Secretary for appointment will be the combination of candidates who together most closely meet the priority and essential criteria overall, and are, therefore, most suitable to meet the needs of the Board as a whole.

PRIORITY CRITERIA

The priority criteria is weighted over the essential criteria, and the candidates who provide the strongest evidence against the priority criteria will be considered most able to fulfil the roles. In the event that candidates provide evidence of equal merit against the priority criteria, the selection panel will then take into account the strength of the evidence presented against the essential criteria in determining the candidates most able to fulfil the roles.

You may provide evidence for one or both priority criteria.

Priority Criteria	Example indicators	How this will be assessed
Experience of community engagement	experience of working with communities and supporting them to make their voices heard in shaping services and delivering change.	This will be assessed at the application stage and at the interview stage. In your online written statement: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.
An experienced Human Resources professional	experience of supporting organisational change;	This will be assessed at the application stage and at the interview stage.

	• expertise in developing workforce plans and strategies.	In your online written statement: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.
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ESSENTIAL CRITERIA

Essential Criteria	Example indicators	How this will be assessed
Understanding and experience of governance and scrutiny	• a demonstrable understanding of the key elements of effective corporate governance; • experience of scrutinising the performance of an organisation.	This will be assessed at the application stage and at the interview stage. In your online written statement: Please demonstrate how you meet this criterion. Your response should be no more than 300 words.
Strong communication skills	• demonstrating confidence when communicating views and opinions; • the ability to be persuasive and influence others; • experience of challenging others constructively.	This will be assessed at the interview stage.

The Application Process

How to apply

Please click the 'apply now' link at the top of the advert. As part of the online application process, you will need to complete the personal information section, and then upload the following as **one PDF**:

- **Supporting statement**

You have 300 words in your supporting statement for each criterion being tested at the application stage (please see the person specification on pages 11 and 12 for more detail). You should clearly indicate throughout your supporting statement which of the criteria you are evidencing. You may provide evidence for one or both priority criteria along with evidence of one essential criterion.

- **Tailored career history**

In addition to your supporting statement, you should also submit a tailored career history. This should be no more than 300 words and tailored specifically to the role or roles you are applying for. This will be used by the selection panel in conjunction with the supporting statement to provide evidence against each of the criteria listed.

IMPORTANT - Please combine your supporting statement and career history into one PDF before uploading as one attachment to your application.

Your PDF should be uploaded using the 'Drop Resume Here' box that appears on the Supporting Documents and URLs section, or you can use the link function.

We strongly recommend that you draft your answers in a word document and check that you are happy with them before uploading the combined supporting statement/tailored career history. Please note that you will not be able to update any information or your supporting statement/tailored career history once they have been submitted.

Late applications, and those without a supporting statement and tailored career history, cannot be considered 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

Guaranteed interviews

This appointment round will provide guaranteed interviews for disabled people who meet the criteria for the role being tested at the application stage. You are eligible for a guaranteed interview if you consider yourself to be a disabled person. The Equality Act 2010 definition of disability includes physical, mental or sensory impairments, neurodivergent conditions, and long-term health conditions expected to last for at least 12 months. The selection panel will not know which applicants have requested a guaranteed interview until the shortlisting is complete.

The Assessment Process

The assessment process will happen as follows:

1. The selection panel will assess all supporting statements/tailored career histories against the criteria for appointment (see the person specification on pages 11 and 12). Those who demonstrate evidence that most closely meets the priority and essential 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 appointments. There will also be a further exercise where candidates will be provided with a Board Paper, in advance of their interview, and asked to prepare a short response to a question set by the selection panel.
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 in Scotland](#).
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 Cabinet Secretary.
5. The Cabinet Secretary will make a decision about whom to appoint based on evidence from the selection panel.
6. The Cabinet Secretary may request to meet with the candidates before making a final decision.
7. Protection of Vulnerable Groups (PVG) Scheme Membership is required for these roles. 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.

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 mean 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 posted by candidates on social media or information that is reported in the 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/publications/privacy-notice-public-appointments/guide/pages/default.aspx).

Gender Representation on Public Boards (Scotland) Act 2018

Gender Representation on Public Boards (Scotland) Act 2018 Scottish Government recognises the implications of the Supreme Court judgement dated 16 April 2025 for public appointments subject to the Gender Representation on Public Boards (Scotland) Act 2018. The Supreme Court ruled that a person with a full gender recognition certificate (GRC) which recognises their gender as female, is not a “woman” for the purposes of the Equality Act 2010 and consequently the Gender Representation on Public Boards (Scotland) Act 2018. Revised statutory guidance on the Gender Representation on Public Boards (Scotland) Act 2018 (“2018 Act”) was published on 26 June 2025 following the Supreme Court Judgment dated 16 April 2025 on the definition of “Man”, “Woman” and “Sex” in the Equality Act 2010, and consequently in the 2018 Act.

In order to comply with the 2018 Act, Scottish Government must now request data on biological sex as registered at birth from all applicants for Public Appointments on Boards which are captured by the 2018 Act. Following your application you will receive a request from the Public Appointments Team to request this data from you. The Scottish Government is committed to dignity, fairness and respect for all and actively invites applications from all.

Common Questions and Answers

Who can I contact to speak about this role?	For more information, please contact Pauline Symaniak at HIS at his.boardadmin@nhs.scot. You should also contact Pauline for details and a link to the online information session on Tuesday, 11 August between 5.00 pm and 6.30 pm. To find out more about Healthcare Improvement Scotland and its work, please visit www.healthcareimprovementscotland.scot.
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team by email at public.appointments@gov.scot. 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 form?	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) .
I can't attend the interview in person, can I attend remotely?	Yes. You can request to attend the interview using MS teams. Please contact the Public Appointments Team (see contact details above).
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 are 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 at 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 on the application system.
Can I get feedback on my application or interview?	Yes. You can request feedback. Candidates have 20 working days from the date of notification of outcome of application to 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.
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 five 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. Details here Investigation process public appointments Ethical Standards Commissioner

For further information

Please contact the Public Appointments Team, Scottish Government

Email: public.appointments@gov.scot

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



Scottish Government
Riaghaltas na h-Alba