

Information pack for appointment to Western Isles NHS Board



The Cabinet Secretary for Health and Care seeks to appoint two members to the board of NHS Western Isles. The Cabinet Secretary highly values the benefits of having different points of view on the board and welcomes applications from people from all walks of life.

The appointments process for these board vacancies 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 03/08/2026
Shortlist of applications	11/08/2026
Date applicants will hear about the outcome of their application	w/c 17 th August 2026
Interviews	25 th August 26 th August 2 nd September via MS Teams. Applicants must be available on all dates. It is unlikely that we will be able to offer an alternative interview date.
Ministerial decision	w/c 14 th September 2026
Start date	tbc

Welcome letter from the Chair



Dear applicant,

Thank you for considering applying to become a member of the board of NHS Western Isles.

You would be joining the board at an exciting time of service redesign innovation, and change; a time in which quality and public involvement are increasingly being placed at the heart of all we do. The NHS is one of the most valued and trusted institutions in the country; being able to help shape its future and provide assurance that it is working effectively, efficiently and in the best interest of our population is a hugely rewarding job

We welcome applications from people with a wide range of skills and diverse backgrounds, who share our values and passion for driving forward our vision, and you do not need to be an expert in any particular field to be a member of the board.

The person specification contained in this pack provides more details on the skills, knowledge and experience sought for the roles. **Due to the nature of the roles, on this occasion we are looking primarily for people who live in the Western Isles.**

As a board member, you would have the opportunity to access training in areas such as finance, risk or governance as appropriate, with time given to learn the new skills required during your board tenure. You would be working as part of a team where you could call on expert advice to help you address complex issues, and where a supportive, mentoring approach is encouraged between members, through the sharing of knowledge and experience.

The enclosed information will answer many of the questions you may have about the work of the board and a non-executive member, and about NHS Western Isles. However, if you have further questions, please email michelle.mcphail@nhs.scot to arrange an informal discussion with me via MS Teams.

From my own perspective I find the board work challenging, insightful, exciting and extremely rewarding. The pace of change for the NHS is greater now than it has ever been. I am proud and privileged to be the board's Chairperson, and I do hope you will submit an application.

Yours sincerely

A handwritten signature in black ink that reads "G. McCannon".

Gillian McCannon, Chair of the NHS Western Isles board

Information about the roles

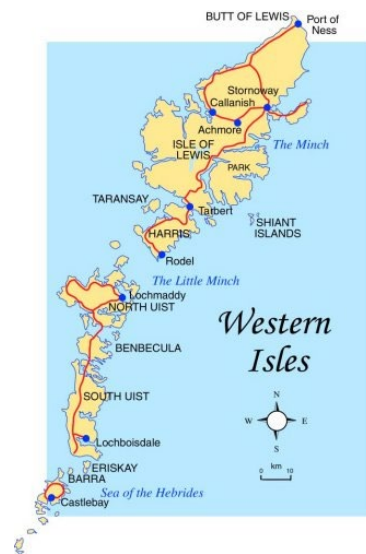
Remuneration	£16,244 per annum (non-pensionable) plus reasonable expenses.
Time commitment	<p>The time commitment will vary week to week, but you must be able to make a firm commitment to spend 8 hours per week (equivalent to 52 days per year) on board business. This time will be a mix of daytime board meetings, committee and Integration Joint Board (IJB) meetings, reading documents and attending stakeholder events. You will need to have flexibility to attend at a greater frequency subject to the board’s ongoing business needs.</p>
Length of appointment term	<p>The term of appointment will be for up to 4 years. When the appointment term ends, the skills the board requires will be reassessed. If you satisfy the requirements of the Board at that time, and there is evidence of your effective performance, Scottish Ministers may consider reappointing you for a further term, but this is not guaranteed. A non-executive member’s total period of appointment will not exceed 8 years.</p>
Location of meetings	<p>Board meetings will normally be held in Stornoway, with a hybrid option. All board members are expected to contribute to board committees as a member or chair. The expectation is that the work will be a blend of virtual and physical meetings, and a physical presence will be required occasionally to be able to carry out the full range of board activities. Any reasonable adjustments to facilitate attendance will be considered.</p>

<p>Disqualifications</p>	<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>Non-executive members of Healthcare Improvement Scotland are not permitted to be a non-executive member of another NHS board.</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 (ACOPA) before applying for this role.</p>
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NHS Western Isles and its board

NHS Western Isles is responsible for the protection and the improvement of its population’s health and for the delivery of frontline healthcare services. NHS Western Isles provides a comprehensive range of range of acute, mental health, primary and community services. The following key facts and figures give an idea of its scale:

- Population of around 26,120 spread over 11 populated islands and 280 townships.
- Annual budget of around £127 million.
- Approximately 1099 staff.
- Patients access treatment, and specialised diagnostic investigation from other mainland NHS Boards, primarily NHS Highland, NHS Grampian, NHS Lothian and NHS Greater Glasgow and Clyde.



NHS Western Isles actively works with a wide range of stakeholders including residents, the Local Authority (Comhairle nan Eilean Siar) and third sector organisations to deliver shared services.

NHS Western Isles and the Comhairle nan Eilean Siar are partners in an Integration Joint Board, (IJB), adopting a collaborative approach to provide a seamless Health and Care service in the islands. More information about NHS Western Isles is available [here](#).

The board's role is to deliver high quality, person-centred care and to improve the health and wellbeing of the people of the Western Isles through robust, accountable and corporate governance systems. We set strategic aims, hold executives to account for the delivery of those aims, determine the level of risk the board is willing to accept, influence the organisation's culture, and engage with stakeholders on the stewardship of public money and the priorities of the board.

Outreach events

The Board will be holding informal 'Meet and Greet' information sessions for those interested in becoming a non-executive director. There you will have the opportunity to meet the Chair and non-executive directors of the Board. Details of the "Meet and Greet" dates and locations will be available on the Board website.

The role of the board member

It is important that Western Isles NHS board has members with a variety of different skills and experience which will enable the Board to work effectively. We are looking for people 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 role. That capacity and commitment is important as we adapt to face emergent and ongoing challenges.

As a non-executive member, you will be expected to make a full contribution to the work of the board, including participation in its governance committees.

You will work with the chairperson and other board members 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 (all members are expected to sit on at least three sub-committees of the board, contributing to governance and scrutiny in a specific area of activity);
- be a member of the Integration Joint Board (IJB);
- actively support and promote a healthy culture for the organisation and reflect this in your own behaviour
- uphold the highest ethical standards of integrity and probity - being honest and trustworthy - and comply with the board's [Code of Corporate Governance](#) derived from the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles).

Please note that, by appointment to the board, all members are trustees of the board's Endowment Committee.

More information about the people you will be working with is available [here](#), and a video about the role of a board member is available [here](#).

Person specification

We are looking for two new members who can put their experience to good use on the board. **Due to the nature of the roles, on this occasion we are looking primarily for people who live in the Western Isles.**

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.

Role 1

We are specifying particular awareness of the community and culture of the Western Isles for **one** of the roles. If you wish to be considered for this role, you **must** provide evidence in your online application about how you meet the **priority criterion** noted below at Section A, as well as the essential criteria at Section B.

The priority criterion for the first role is weighted over the essential criteria, and the candidates who provide the strongest evidence against the priority criterion will be considered most able to fulfil this 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 essential criteria in determining the candidate(s) most able to fulfil this role.

Role 2

The second role does **not** require specialist expertise. If you wish to be considered for this role, you should **only submit evidence against the essential criteria noted at Section B.**

If you apply for Role 1, **you will also automatically be considered for Role 2** should your evidence of the priority criterion be below the threshold for shortlist. If this is the case, you will be informed in your invite to interview. If you are applying for Role 1 but **do not wish to be considered for Role 2**, please indicate this in your application.

Criterion	Example indicators	How this will be assessed
Section A – Priority		
1. Deep awareness of, and engagement with, the social, cultural and community landscape of the Western Isles	<ul style="list-style-type: none"> • Has experience of positively representing an organisation within community, voluntary, or partnership settings, acting with sensitivity, credibility, and integrity in an island context. • Has experience developing cohesive working relationships between public bodies, and community organizations • Has experience of contributing to, or supporting the development of, communication and engagement approaches, particularly during periods of change or service transformation. • Demonstrates commitment to the Planning for People Engagement and Participation 	<p>In your written statement, you should demonstrate how you meet this in around 300 words.</p> <p>If you are shortlisted, this will also be assessed at the interview stage through a practical exercise, and discussion with the selection panel.</p>

	Guidance (2024) Scottish Government and COSLA)	
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Essential Criteria	Example indicators	How this will be assessed
Section B – Essential		
1. Appreciation of the variety of challenges in healthcare delivery in the Western Isles	<ul style="list-style-type: none"> • Has awareness and understanding of health and care services in the NHS Western Isles. • Has understanding of the challenges, barriers and opportunities facing the delivery of health and care services within island communities. • Has understanding of the diverse island population that requires access to health and care services. 	<p>In your written statement, you should demonstrate how you meet this in around 300 words.</p> <p>If you are shortlisted, we will discuss this with you during the interview.</p>
2. Ability to demonstrate NHS Scotland’s shared values. These are: <ul style="list-style-type: none"> • care and compassion; • dignity and respect; • openness, honesty and responsibility; and, • quality and teamwork. 	<ul style="list-style-type: none"> • Demonstrates the values in the ways of working, and when engaging with others; • Uses the values to guide decision-making; • Identifies and deals with behaviours that don’t live up to expectations. 	<p>This will be assessed throughout the selection process.</p>
3. Ability to communicate effectively	<ul style="list-style-type: none"> • Is focussed and succinct in communication, with active listening skills; • Ability to effectively express views and opinions in an open and constructive way. • Ability to adapt communication style appropriately for different situations. 	<p>This will be tested throughout the selection process.</p>

	<ul style="list-style-type: none"> • Ability to write in a clear, concise manner. 	
4. Ability to contribute effectively to the decision making of the board	<ul style="list-style-type: none"> • Respectfully and professionally exercises influence using sound reasoning. • Has confidence to constructively and objectively discuss issues and question proposals • Uses available evidence and balancing different considerations to reach conclusions • Ability to see the “bigger picture” for long term planning on issues relevant to the board • Willingness to accept a collective decision. 	<p>In your written statement, you should demonstrate how you meet this in around 300 words.</p> <p>If you are shortlisted, this will also be assessed at the interview stage through a practical exercise, and discussion with the selection panel.</p>

How to apply online

Click the ‘apply’ 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:

1. Supporting statement

You have around 300 words in your supporting statement for each criterion being tested at application (see table above). You should clearly indicate throughout your statement which of the criteria you are evidencing. **You have an absolute maximum word count of 900 words for Role 1, and 600 words for Role 2.**

2. Tailored career history

In addition to your supporting statement, you should also submit a tailored life/career history. This should be no more than 2 pages and tailored to the role and the criteria set out in the table above. This will be used by the panel in conjunction with the supporting statement to provide evidence against each of the criteria listed.

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

Please note that **you do not have the option to edit your application once you click ‘submit’**; you should carefully proof-read your information and attachments and have them

to hand before submitting your application. Late applications, and those without a supporting statement and career history, **cannot be considered by the 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 selection panel

Chair	Amy Wilson, Deputy Director, Workforce Planning and Development, Scottish Government
Panel member	Gillian McCannon, Chair, Western Isles NHS Board
Panel member	Linda Semple, Vice Chair, Ayrshire & Arran NHS Board
Representative of the Ethical Standards Commissioner	Bill Smith, Public Appointments Advisor

Please note that applicants will be asked to declare if they know any members of the selection panel **in any capacity**. 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](#).

The assessment process

The assessment process will happen as follows:

1. The selection panel will assess all applications against the criteria for appointment (see the person specification). Those who demonstrate evidence that most closely meets 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. **You will be asked to undertake an assessment exercise as part of your interview.** Full details of this will be sent in advance to candidates invited to interview.
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.

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](#)
- There is confirmation that the time commitment required for the role can be met.

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. 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.

Social media checks for candidates invited to interview

The selection panel may consider publicly available information about candidates which is posted by candidates on 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.

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 26th 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, the 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. 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?	Please contact Michelle McPhail, Corporate Business Manager, NHS Western Isles Tel: 01851 708044 Email: michelle.mcphail@nhs.scot
Who can I speak to about a disability related reasonable adjustment?	Please contact the Public Appointments Team Email: 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 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 remotely; can I attend in person?	Please contact the Public Appointments Team (see contact details above).
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. Information about a reasonable adjustment may be 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.
Can I get feedback on my application or interview?	Yes. Feedback is available on request. 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 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 in Scotland)
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

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



Scottish Government
Riaghaltas na h-Alba

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.