



Comhairle nan Eilean Siar
Ag Obair Còmhla Airson nan Eilean

NHS
Eileanan Siar
Western Isles

Recruitment Pack

Chief Officer (Health and Social Care)

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facebook/comhairlenaneileansiar
www.cne-siar.gov.uk

X @NHSWI
facebook/NHSWesternIsles
wihb.scot.nhs.uk





Message from the Chief Executives

If you are looking for a reward and challenge in one of the most beautiful areas of Scotland, we hope that you will get in touch.

Thank you for your interest in the post of Chief Officer, Health and Social Care, and the opportunity to lead the strategic work of our Integration Joint Board.

The post is for Chief Officer for the Western Isles, which is one of the most beautiful settings in which to live and work in Scotland. The post offers the opportunity to combine a challenging but fulfilling remit with an excellent quality of life, at a time when the future delivery of health and social care services has never been so topical. The post also offers a rare opportunity for career fulfilment and development.

We are looking for a Chief Officer with energy, drive and total commitment to improving services, and the integration of services, across health and social care and related services for the people of the Western Isles.

These are, of course, challenging times in health and social care, for local government and the public sector in general but also times of opportunity for innovative practice, particularly in public service reform, to which the Western Isles is committed. We believe that we are as well-placed as any to meet these challenges and are committed to considering and supporting well-developed ideas and options for change and innovation and development, while maintaining a focus on high-quality person-centered services for this sector.

You must be leader with purpose and focus, and enthusiastic about partnership working with the lead bodies, Comhairle nan Eilean Siar and NHS Western Isles, other Community Planning partners, the third sector and all stakeholders in our services. You will be required to show good political knowledge and awareness and have a strong commitment to good governance and accountability.



Malcolm Burr
Chief Executive
Comhairle nan Eilean Siar



Gordon Jamieson
Chief Executive
NHS Western Isles



Chief Officer (Health and Social Care)

Salary: £107,655 – £112,264(NHS) 1st April 2026
£107,177 – £110,471 (CNES) 1st April 2026
(plus Distant Islands Allowance NHS – £1,459, CNES – £2,997)

Location: Council Offices / Health Board Offices, Stornoway
Responsible To: Jointly Chief Executives (CNES & NHSWI)
Responsible For: Health & Social Care Service.

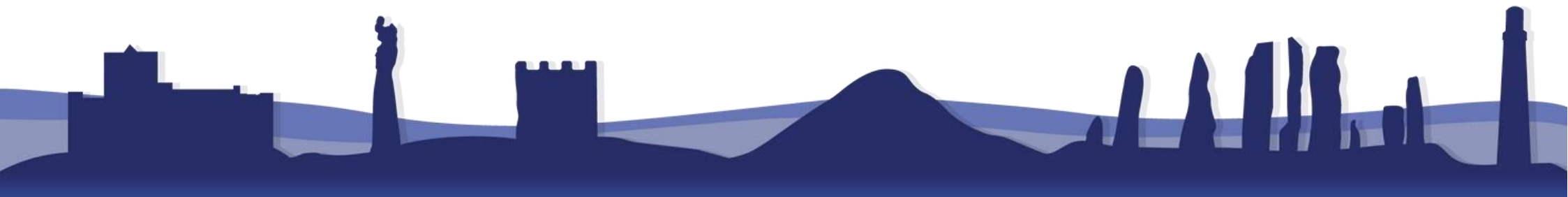
Areas of Responsibility

The Health and Social Care Partnership manages a broad range of Local Authority and NHS functions and services delegated to the IJB. These services include: Adult Social Work; Community Justice Social Work; Community Care; Housing Support; Community Nursing; Community AHP services; Primary Care; Public Dental Service; and Mental Health.

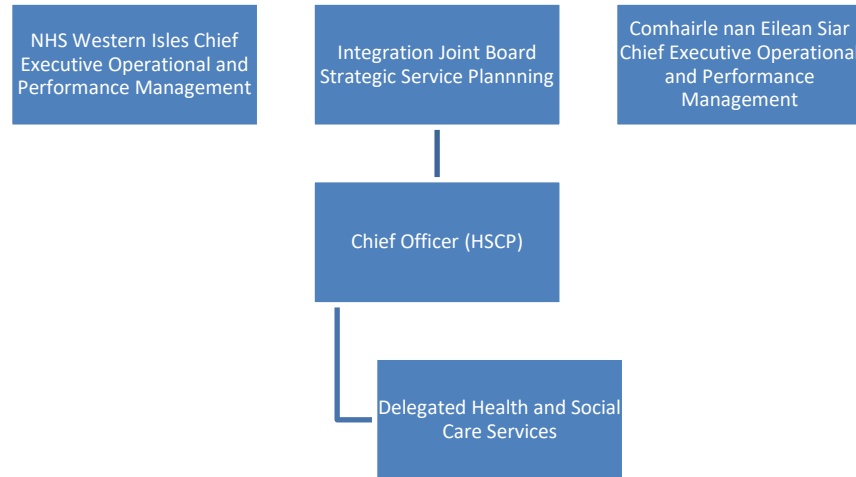
The population of the Western Isles is approximately 27,000

The HSCP employs approximately 1,170 staff and in addition commissions a range of community care services from the local third and independent sector.

The combined budget for services delegated to the IJB is approximately £62 Million. This includes an acute services set-aside budget of approximately £7m.



Organisational Chart



Role of the Partnership

Western Isles IJB is responsible for planning and commissioning a range of community health and social care and hospital services for the local population. The Western Isles Health & Social Care Partnership operates under the authority of the IJB, in accordance with the Public Bodies (Joint Working) (Scotland) Act 2014.

The Chief Officer is accountable to the IJB for the assessment, planning, implementation and evaluation of transformational and strategic options/choices, and following decision making ensuring agreed direction to parent bodies and commissioning and delivery of the full range of integrated functions through the Health and Social Care Partnership (HSCP). The HSCP fulfils a diverse and complex set of obligations for which resources are delegated by NHS Western Isles and Comhairle nan Eilean Siar.

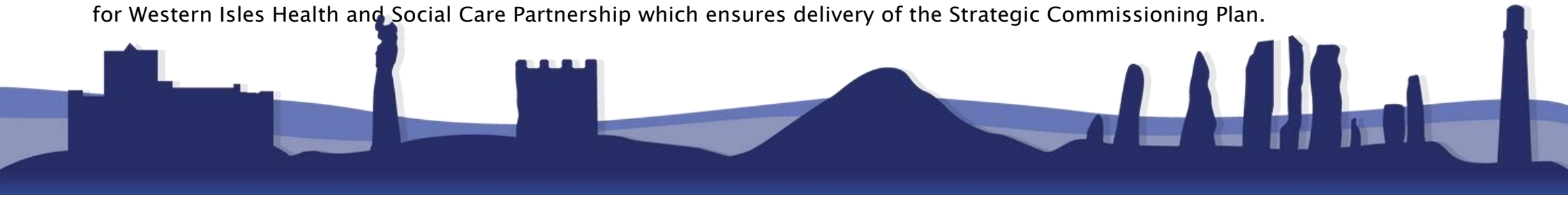
In the capacity of Director within the partner organisations, the Chief Officer has delegated authority for the operational leadership and effective delivery of the delegated community health and social care services, and is accountable to, and performance managed by the respective chief executives.



Job Purpose

The Chief Officer being the primary accountable officer and principal adviser to the Western Isles Integration Joint Board (IJB):

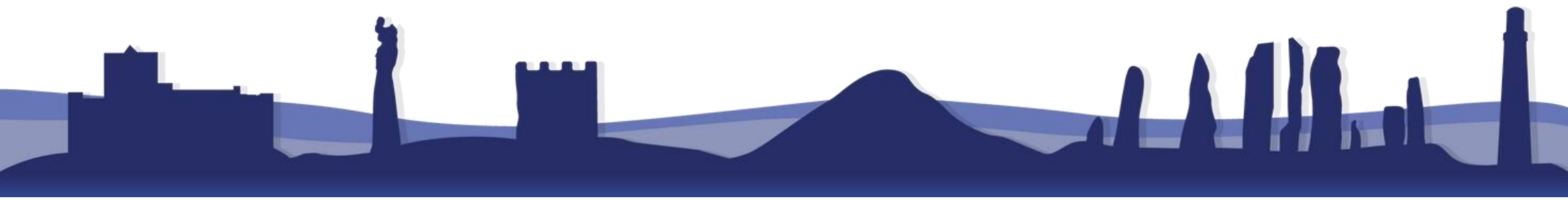
- to agree and pursue positive outcomes for patients, service users and carers within the Partnership area
- to lead the development of an evidence based, ambitious and innovative Strategic Plan
- to provide overall strategic and operational leadership in planning and delivery of services within the responsibilities of the Health and Social Care Partnership (HSCP) in accordance with the provisions agreed within the Public Bodies (Joint Working) (Scotland) Act 2014 [The Act] and the Regulations and Orders relating to this Act
- to lead the consultation, assessment, development, planning and evaluation of strategic change options/choices to the IJB
- to ensure effective operational management of the delivery of delegated services across Parent Bodies ensuring a single system approach to delivering positive outcomes for patients and clients
- to lead a programme of change that will develop sustainable and affordable and transformative models of care, demonstrating progress against the Scottish Government strategies for improvement, delivery, wellbeing and reform
- to develop and foster further integrated working across public, community, and the Third Sector. Making a difference to delivery of health and social care that is seamless from the perspective of the patient, user or carer the post holder will design and communicate a coherent vision, values and culture to underpin delivery of whole system delivery to improve outcomes for citizens in the Western Isles.
- To manage and deliver a comprehensive system of risk assessment, identification, management and reduction within resource parameters
- to lead the planning, resourcing, commissioning and performance management of all delegated services within the Strategic Plan
- to operate and manage the integrated budget for adult health and social care service provision as outlined in the Scheme of Integration for Western Isles Health and Social Care Partnership which ensures delivery of the Strategic Commissioning Plan.



- to lead the design and introduction of integrated systems of Clinical, Care and financial governance, finance reporting and performance and to be accountable to the joint partners for the performance of the Partnership. In addition, the post holder will develop appropriate integrated risk management processes that are fit for purpose and which provide assurance to the IJB and its parent bodies.
- to support the Chief Executives of Comhairle nan Eilean Siar and NHS Western Isles to develop a new Integration Scheme, giving cognisance to wider developments in relation to the Islands Act, the Islands Deal and the community empowerment agenda.
- to fulfil a wider corporate and governance role in both the Council and NHS Board, working collaboratively and providing input on a range of corporate matters as a member of both the Comhairle nan Eilean Siar Strategic Management Team and NHS Western Isles' Corporate Management Team.
- to support the Integrated Corporate Management Team, which exists to support whole system planning and consider future directions requested of the IJB.

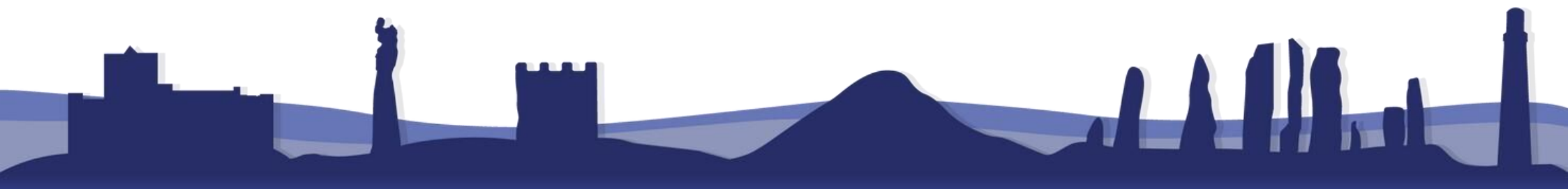
The post holder will hold overall responsibility for strategic planning, budgetary management, performance and governance delivery for delegated services.

As a Director level officer within both the Council and NHS Board, the post holder will be responsible for the management of operational services to ensure delivery of the Strategic Plan.



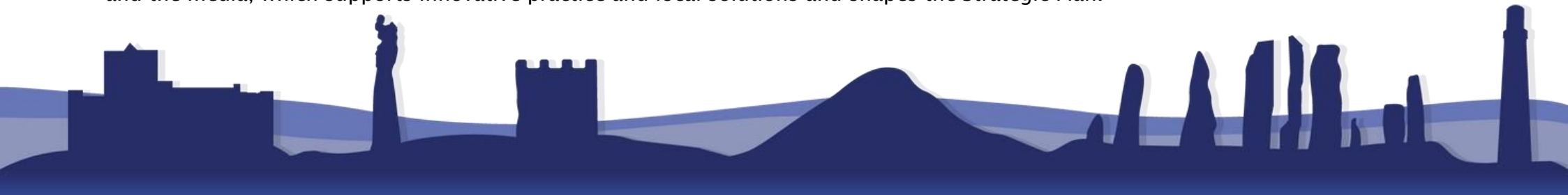
Key Result Areas and Responsibilities

- a) Provide strong, effective, visible leadership of transformational change for the Partnership in line with the IJB's Strategic Plan, taking into account anticipated developments in the external environment and through direct influence, support the development of a coherent vision and a values-based culture to improve outcomes and service-user experience for people across the islands.
- b) Determine evidence-based, demand led operational priorities and review functional activities across the Partnership to ensure effective deployment of employees and all resources to optimise individual, team and organisational performance and best value. Through personal role modelling, commitment to collaborative leadership and partnership working, develop joint delivery of health and social care services. Lead change across staff and partners required to achieve innovative and effective integration and cross boundary working. Adhere to principles of equal opportunities and non-discriminatory practice, ensuring that all staff are supported by effective workforce planning and organisational development that generate the capacity, aptitudes and attitudes to deliver effective, efficient and compassionate care.
- c) Establish the Partnership as a sustainable high-performing service by developing, implementing and evaluating the IJB's Strategic Plan and Service Plans in line with the requirements set out in the Integration Scheme and the National Performance Framework.
- d) Meet the statutory and strategic objectives of the partner organisations, develop and sustain delivery of high quality safe and effective services through effective partnership working with key stakeholders (including the Outer Hebrides Community Planning Partnership, Comhairle nan Eilean Siar and its Committees and NHS Board, Elected Members, other local authorities, third and independent sector providers, trade unions/professional organisations and employees, Higher and Further Education Institutions and the Scottish Government).

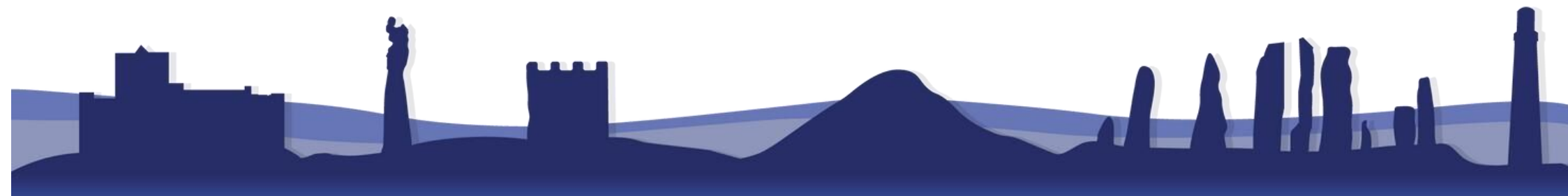




- e) Establish, oversee and monitor organisational senior management arrangements to ensure sustainable delivery of services and best value. Ensure that Senior Managers have the necessary systems and working arrangements to deliver service requirements, taking account of both statutory and legislative requirements. In line with the intentions of the Integration scheme, be accountable for the budget setting, capacity planning, allocation and stewardship of resources to ensure achievement of organisational priorities, performance and financial targets in accordance with the Strategic Plan. Establish long-term financial plans for the Partnership as required and contribute to financial planning at a corporate level.
- f) Provide support and advice on the strategic direction and operational responsibilities of the Health and Social Care Partnership to elected members and non-executive directors on the IJB, the NHS Board, Comhairle nan Eilean Siar and their relevant committees. To operate corporately and effectively as a senior officer in Comhairle nan Eilean Siar and NHS Western Isles.
- g) Ensure compliance with systems of operational governance and performance measurement, to drive continuous improvement while providing assurance to the IJB and its partner organisations of the effective management of risk, financial stewardship, workforce planning and organisational performance.
- h) Support the Chief Social Work Officer, Medical Director and Nurse/AHP Director and Chief Operating Officer as accountable officers for social work, medical, nursing, pharmacy and allied health professional roles to ensure the appropriate discharge of their responsibilities under clinical, care and governance and the delivery of required targets and objectives.
- i) Generate an ethos of professional, collective and distributed leadership across the Partnership at all levels, amongst professionals, senior clinicians and managers who form the Health and Social Care Partnership holding them to account for their role and responsibility, their wider organisational contribution and in their responsibilities to ensure continuous professional development.
- j) Ensure a communication and engagement strategy which addresses effective engagement with citizens, communities, frontline employees and the media, which supports innovative practice and local solutions and shapes the Strategic Plan.



- k) Manage and oversee assessment, planning preparations and actions from inspection and audit activity relating to service delivery as defined by the Integration Scheme.
- l) Lead and manage employees in the Health and Social Care Partnership, having the delegated authority from both the NHS Board and Comhairle nan Eilean Siar to take decisions in respect of their employment functions, ensuring compliance with relevant national and local agreements, employer policies and procedures and taking appropriate professional advice.
- m) Embed workforce planning across the Partnership, integrating with the overall workforce plan to develop and implement a workforce plan which assesses future workforce requirements and sets out strategies and plans to ensure the Partnership has a skilled and qualified workforce with the desired attitudes and behaviours to deliver effective and valued services, continuous improvement and transformation.
- n) Deliver the required recurring cash releasing efficiency savings



Assignment and Review of Work

The post holder will operate within agreed objectives to ensure efficient, effective and timely delivery of strategic plans and national guidelines. Formal accountability will be to the Chief Executives of NHS Western Isles and Comhairle nan Eilean Siar. The post will also report to the Integration Joint Board for progress on implementation of the agreed Strategic Plan. The post will be subject to ongoing regular review by the Chief Executives. Performance appraisal will be undertaken by the Chief Executives.

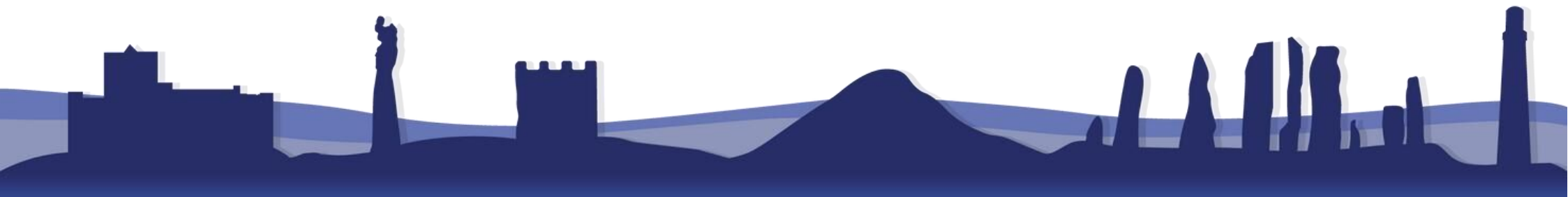
The post holder will be expected to provide regular Strategic Plan Performance reports to the Integration Joint Board and to both Chief Executives for scrutiny of performance and impact against planned outcomes and commissioning priorities. This will include regular performance review and reporting, including the annual performance report and through the strategic planning process.

Communication and Working Relationships

In forming service development strategies and in reporting progress, the post holder will work closely with members of the IJB, the Chief Executives and Directors of NHS Western Isles and Comhairle nan Eilean Siar, Third and Private Sector organisations, Independent Practitioners, senior professionals and clinicians and other Statutory Organisations.

The post holder will represent the IJB and the Health and Social Care partnership nationally and locally, influencing and informing local and national policy. This includes participating in national working groups on behalf of Chief Officers in Scotland and on behalf of the HSCP.

The post-holder will work with trade unions and staff partnership representatives on all significant matters that have an impact on the workforce and in accordance with Staff Governance Standards.



Communication and Working Relationships (continued)

In the development and transformation of services, the post holder will engage with staff, service users and carers, public partnership organisations and members of the public directly and through the formal communications mechanisms of both Partner Organisations, exploring collaborative/joint working/partnership opportunities that are of benefit to the Partnership

The post holder will engage with MSPs, MPs, the Scottish Health Council, Health Improvement Scotland, the Care Inspectorate, user and carer groups and patient representatives in order to promote engagement in partnership developments and to address any matters of concern relating to IJB strategic development.

The post holder will directly manage and hold to account, a Health and Social Care Partnership management team, providing advice, guidance and supervision in pursuit of the strategic aims of the IJB. Lead, develop and coach the Senior Management Team to plan and deliver exceptional performance.

The post holder will lead as required the link role between relevant Inspection and Scrutiny Bodies. Demonstrate learning and improvement from all inspection activities.

The post holder will develop effective working relationships with the Chief Social Work Officer and Professional leaders for each of the Health Regulatory Bodies to ensure appropriate risk assessment, risk management, service transformation, adult and child protection practices.





The post holder is expected to display the following behaviours:

Visible Understands the importance of employee commitment creates a positive atmosphere which motivates people to contribute to the task at hand by involving colleagues and stakeholders in decisions and through being appropriately available.

Open and Transparent Communicates in a way which is clear, open, honest and constructive; motivational; and shares, listens and responds to information, options, ideas and instructions.

Individually Accountable and Focused on Improvement Looks for creative ways to continuously improve the service. Looks to the future of the Partnership and its contribution to the Western Isles; focuses on sustainability; has a business focus; is commercially aware – understands that everything has a cost and is able to make best use of all resources; understands how the organisation operates both formally and informally;

demonstrates awareness of political sensitivity. Focused on the needs of service users. Doing what has been promised.

Caring and Compassionate Recognises customer service is part of everyone's job; takes into account customer needs and expectations; strives to meet expectations where possible, manages expectations where this is not possible; is proactive in improving the service.

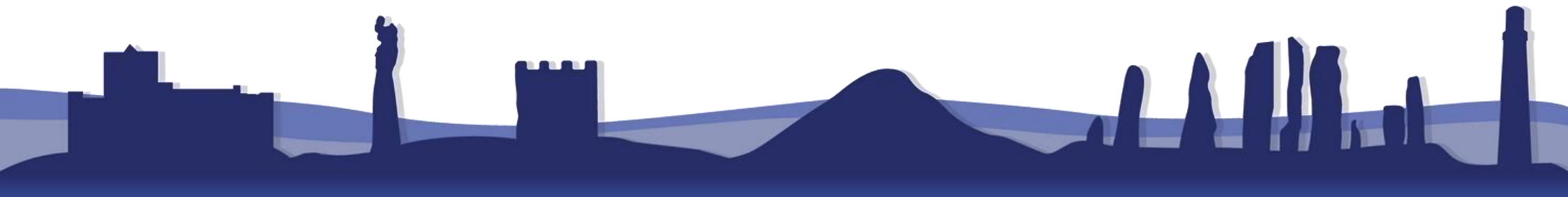
Encourage and Enable others Maintains the standards expected by the Partnership at all times; Works with others to help them achieve their best at work and to take personal responsibility in all matters delegated to them

Promoting Safety for All Behaves in a way that demonstrates respect for people, property and policy. Promoting a no blame learning culture.



Most Challenging Aspects of the Job

- Working within a national and local political dimension and operating within the democratic process across the Local Authority, whilst adhering to governance and decision-making processes within the NHSS and the NHS Board. The post-holder must be able to develop effective working relationships to deliver and sustain plans which engage with and are supported by a wide range of stakeholders.
- The post holder operates within a complicated environment with diverse professional groups, cultures, behaviours and systems of governance. The post holder is responsible for creating a partnership with a clear, shared vision and purpose that can be readily understood by service users and the wider community.
- The post holder has ultimate responsibility for assessing, developing and presenting strategic options/choices to deliver the integration and fundamental redesign of a diverse range of complex public services to improve the health and well-being of the local population and to create a strong strategic focus around Locality based working.
- The post holder is responsible for managing rapidly rising demand within finite resources. Decisions require wide engagement and careful judgement to achieve the strategic aims of the IJB while managing change across well-established public services.
- Responsible for efficient and effective management of financial resources and meeting statutory financial requirements and efficiency targets.
- Communicate complex and potentially contentious information in a way that is tailored to meet the needs of a variety of audiences. This includes provision of advice, guidance and presentations to Committees and Working Groups as required.



Confidentiality

It is essential that the post holder complies with all approved NHS Western Isles and Comhairle nan Eilean Siar Policies and Procedures, extant Communication and Media Strategies. This involves taking the necessary precautions when transmitting information and only disclosing it to those who have the right and need to know it. All personal health information is to be held under the strictest legal and ethical obligations of confidentiality. NHS staff must follow guidance (NHS Code of Practice on Protecting Patient Confidentiality) before disclosing any patient information. All staff must respect confidentiality of all matters that they may learn relating to their employment, other members of staff, patients and their families.

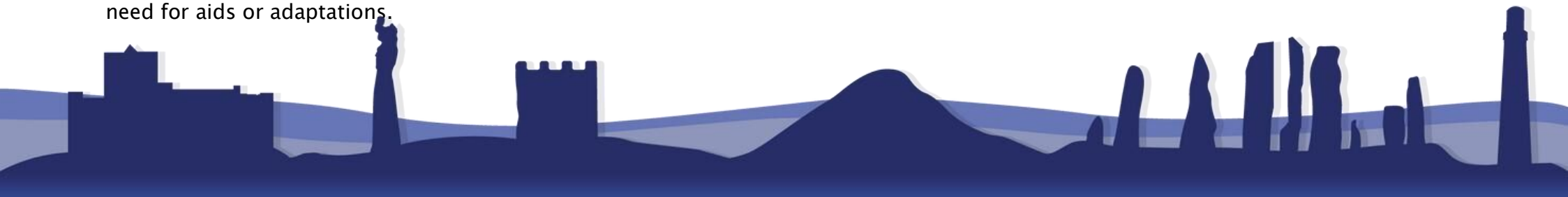
Health and Safety

It is essential that the post holder assists in maintaining their own and others' health, safety and security. This involves complying with NHS Western Isles and Comhairle nan Eilean Siar Health and Safety policies, procedures and participating in mandatory training, maintaining a safe working environment and reporting any issues of concern as appropriate.

NHS Western Isles and Comhairle nan Eilean Siar attach the greatest importance to the health and safety of their employees. It is policy to do all that is reasonable to prevent personal injury and hazard to health by protecting staff and others including the public from foreseeable hazards compatible with the provision of proper services to patients. Employees in addition must take reasonable care of their own health and safety and that of others who may be affected by their acts or omissions at work. More detailed information is given in departmental safety policies where appropriate.

Equality, Diversity and Rights

The post holder should ensure one's own actions support and uphold the equality, diversity and rights of others. This involves acting in ways consistent with the approved policies and procedures, treating those you come into contact with equitably and with respect and recognising the need for aids or adaptations.





Person Specification

Knowledge

1. High degree of knowledge of the national agenda for Health & Social Care, including developing innovative and transformative models of care to address health inequalities and improve health & wellbeing across the community.

Skills and Abilities

2. Demonstrable high level strategic leadership and operational management skill at a senior level in a large, complex, public sector, multi-functional organisation.
3. Strong leadership and motivational skills which will empower employees and foster a positive and supportive organisational culture.
4. Demonstrates the ability and commitment to use the Health and Care Standards to inform the planning and delivery of care
5. Ability to analyse complex problems and identify critical/priority areas.
6. Ability to self-direct within a complex and changing environment.
7. Highly developed influencing and communication skills for working with a wide range of stakeholders.
8. Strive to meet expectations and create a culture of delivering better outcomes.
9. Ability to lead and manage change effectively and sensitively.
10. Highly tuned to developing partnerships and collaborations with other organisations and stakeholders, including private sector, third sector, inspection and regulatory bodies.
11. Demonstrate a readiness to make decisions, take the initiative and originate action and see things through to a conclusion.
12. Ability to adopt a flexible approach to problem solving and strive to meet expectations and creates a culture of delivering better outcomes.



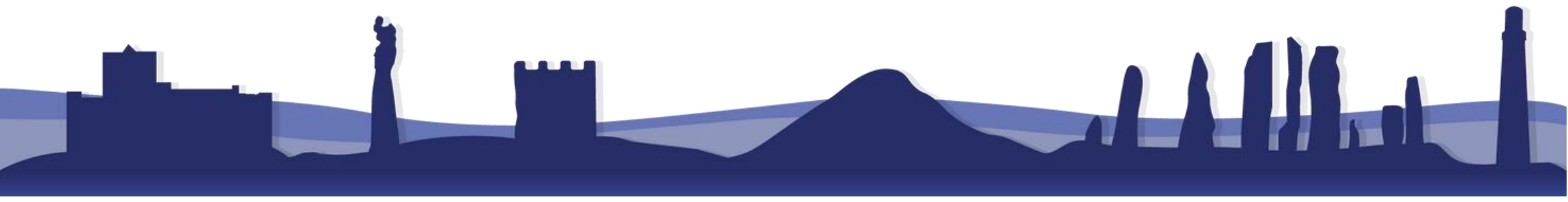


Skills and Abilities *(continued)*

13. Ability to lead and manage change effectively and sensitively.
14. Ability to adopt a flexible approach to problem solving.
15. Ability to critically assess implications of new initiatives.
16. Able to delegate by allocating decision making and tasks appropriately making best use of all available resources, skills and potential.
17. Demonstrate the ability to achieve goals and aims to exceed demands.

Education and Experience

18. Appropriate Health or Social Work professional qualification at degree level, Management qualification OR evidence of continuing professional development.
19. Proven record of leading and delivering significant organisational and culture change and managing modernisation programmes in a large complex organisation with positive outcomes and evidence-based change.
20. Experience of strategic financial management, including commercial awareness, best value, risk, project management and preparing and monitoring large scale and complex budgets and funding.
21. Proven record of applying effective governance across all matters, including clinical, care and professional practice.
22. Proven record of delivering better outcomes and service user experience for a wide range of stakeholders.
23. Proven record of operating effectively within a political dimension.





Education and Experience (continued)

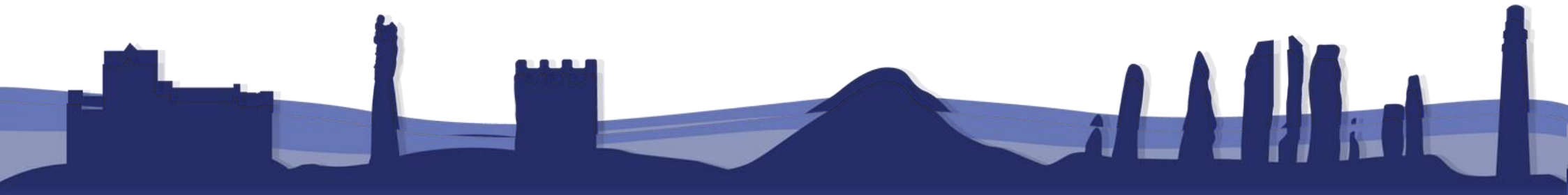
24. Experience of effective partnership working within a complex care environment and developing/implementing integrated services.
25. Proven record of working with a wide range of stakeholders and communicating complex and contentious matters with a wide range of audiences.
26. Experience of operating and influencing at the most senior level of an organisation
27. Success in leading, managing and inspiring the workforce and building and motivating effective teams. Experience of strategic planning and development within a complex multi-agency context.
28. Experience of working with inspection and scrutiny agencies and with other Governmental departments and organisations.

Other Factors

29. This post will be subject to a PVG check.
30. Can travel as required to undertake the role.

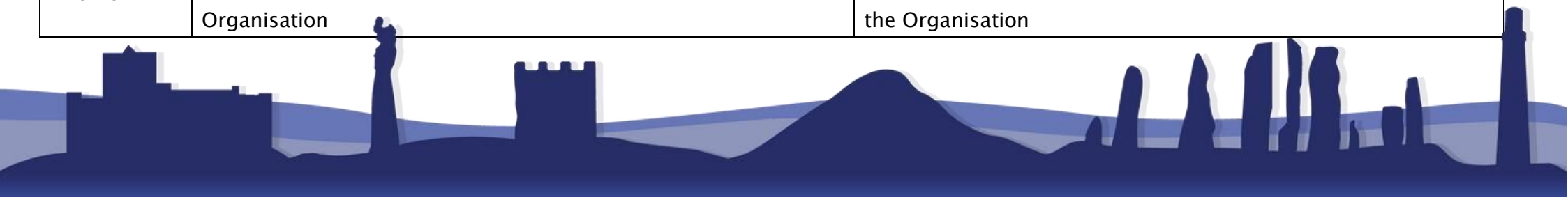
Desirable Factors

31. Masters Degree, Health and Social Care MBA
32. Ability to speak, read and write Gaelic.



Terms and Conditions

	NHS Western Isles	Comhairle nan Eilean Siar
Salary	Grade AFC 8D – £107,655 – £112,264 plus Islands Allowance of currently £1,459 per annum	Chief Officer Grade SCP 32-34 £107,177 – £110,471 plus Islands Allowance currently £2,859 per annum
Hours	36hrs, due to the nature of the role, the successful candidate will be expected to work such hours as the demands of the job reasonably require, including outside normal office hours, on a 7-day basis.	35 hours with the expectation that hours of work will be those required to undertake the duties and responsibilities of the post. Opportunity to participate in flexitime arrangements.
Holidays	27 days annual leave per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. In addition there are 8 fixed public holidays.	25 days increasing to 30 days per annum after 5 years of continuous service. Long Service Entitlement is 1 day after 5 years; 2 days after 10 years and 3 days after 15 years continuous service. 10 Public Holiday per annum
Notice Period	The appointment will be terminable by either side giving 3 months' notice in writing.	The appointment will be terminable by either side giving 3 months' notice in writing.
Sickness	The amount of sickness allowance depends on length of continuous service and is on a sliding scale, ranging from one month on full pay and two months on half pay during the first year of service up to six months on full pay and six months on half pay for service of 5 years or more.	The amount of sickness allowance depends on length of continuous service and is on a sliding scale, ranging from 5 weeks on full pay and 5 weeks on half pay after 26 weeks of service up to 26 weeks on full pay and 26 weeks on half pay or service of 5 years or more.
Other Employment	The postholder may not engage in any other business or take up any additional employment without the express consent of the Organisation	The postholder may not engage in any other business or take up any additional employment without the express consent of the Organisation





Outer Hebrides

Consistently voted as one of the best places to live in the UK, the Outer Hebrides offers a work life balance like no other.

Location Named by National Geographic in their best of the world list for 2025 the Outer Hebrides has a global reputation for stunning scenery, rich culture and historical attractions.

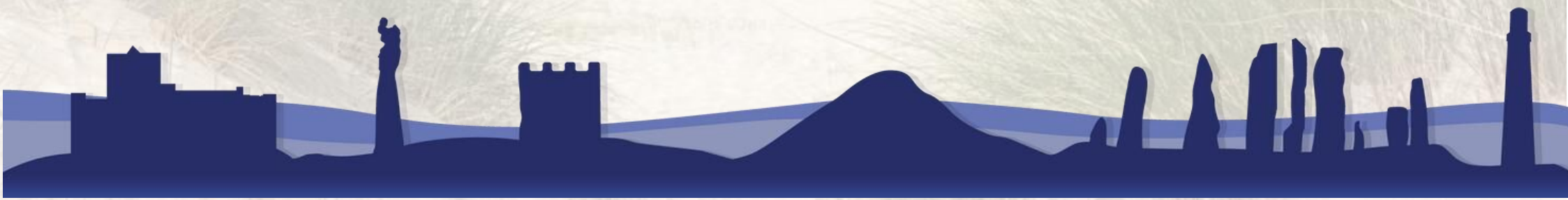
Transport The Outer Hebrides is connected to the mainland by ferries and planes offering travel to Glasgow, Inverness and Edinburgh within an hour.

Language The Outer Hebrides has the highest percentage of Gaelic speakers in the world. Gaelic language education is available in all schools and Gaelic is used frequently within the local community.

Outdoor activities Those who enjoy outdoor activities will find that the islands have a lot to offer. Outdoor pursuits such as horse riding, hiking, and fishing are popular, as are water sports such as canoeing, surfing, and kayaking.

Sport and Leisure With excellent access to outdoor activities and well-established football and racquet sports as well as rugby, shinty and athletics clubs, the Outer Hebrides has an array of opportunities to engage with recreational and competitive sports.

Community Over 75% of the population of the Outer Hebrides lives on community owned land. Engagement with local community associations and land trusts offers opportunities to meet people and participate in local decision making.



Comhairle nan Eilean Siar is the local authority for Na h-Eileanan an Iar with 29 Elected Members from 11 wards.

An Island Council Comhairle nan Eilean Siar is responsible for the delivery of services to a population of 26,120 (2022) spread across 15 inhabited islands.

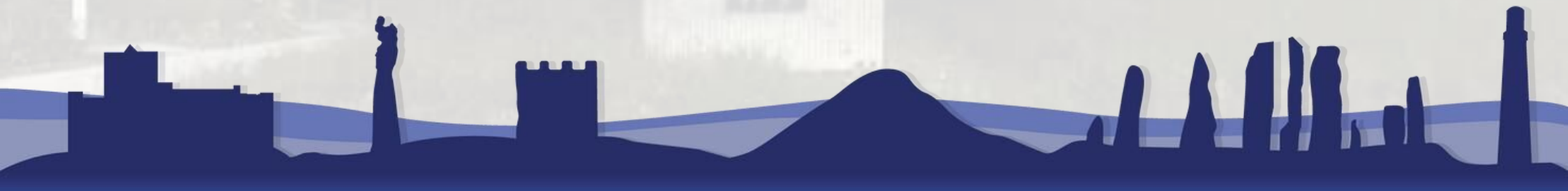
Biggest Employer The Comhairle is the Outer Hebrides biggest employer, with a workforce of 1565 FTE employees.

50 Years of Leadership 2025 marks the 50th anniversary of Comhairle nan Eilean Siar. In those 50 years the Comhairle has developed a strong reputation for the delivery of local services, the improvement of island infrastructure and the development of new technologies.

Preserving Service Delivery The Comhairle prides itself on good financial management. Despite real terms budget cuts of 18% since 2013/14 the Comhairle has maintained the high-quality delivery of key public services.

Looking to the Future Proposed major developments alongside the progress of Islands Growth Deal funded projects presents opportunities for significant future growth, employment and investment.

A Voice for the Islands The Comhairle plays an important role in engaging with UK and Scottish Government on behalf of our communities.





The Western Isles Health Board employs over one thousand members of staff.

There are three main hospitals situated in the Outer Hebrides:

Stornoway

Western Isles Hospital (Ospadal nan Eilean Siar)

Benbecula

Uist and Barra Hospital (Ospadal Uibhist agus Bharraigh)

Barra

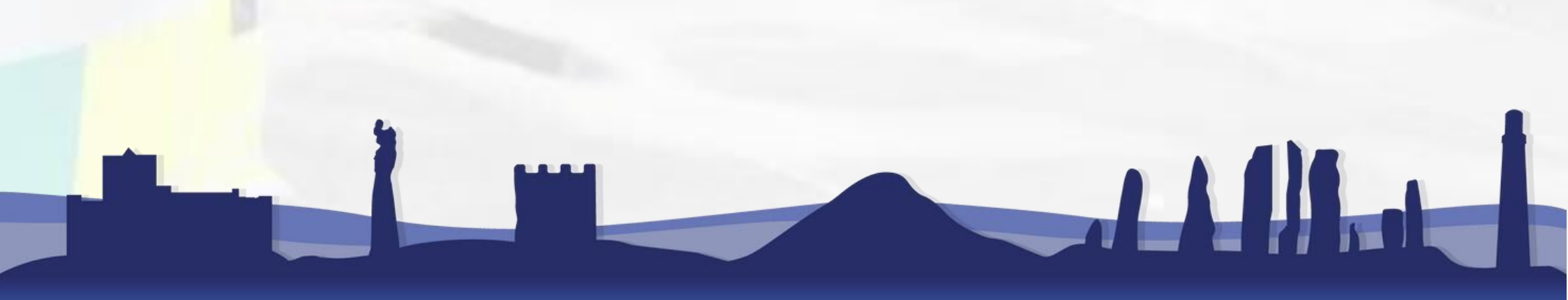
St Brendan's Hospital

There are a number of GP and Dental Practices across the Outer Hebrides. Community Nursing services operate out of general practice premises and at community offices in key locations. There are two medical practices in Stornoway:

Broadbay Medical Practice on Francis Street (tel 01851 703588)

Group Practice on Springfield Road (tel 01851 703145)

Both have a pharmacy attached to the practice for the dispensing of prescriptions.



Transport Information

The islands are accessible from mainland Scotland by ferry or by plane (please note that both services can be affected in the inter).

There are three airports on the Outer Hebrides: Stornoway Airport, Benbecula Airport, and Barra Airport. The following destinations can be reached from these airports:

Stornoway Airport	Benbecula, Edinburgh, Glasgow, Inverness
Benbecula Airport	Glasgow, Inverness, Stornoway
Barra Airport	Glasgow

All flights to and from the Outer Hebrides are operated by Loganair.

If you live in the Highlands and Islands region of Scotland, you can apply for cheaper air travel through the Air Discount Scheme. Further information on the discounts available can be obtained via the Air Discount Scheme website.

There are nine ferry ports operating in the Outer Hebrides. Routes run between the islands, as well as to and from the mainland. All routes are operated by Calmac. Further information on the individual routes, including timetables and prices, can be obtained via the Calmac website.

