



# Candidate brief for NHS Tayside

For the position of Director of  
People & Culture

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# A Few Words From Our Chief Executive



I'm delighted to invite applications for the role of Director of People & Culture at NHS Tayside - a pivotal leadership position at a defining moment in our journey. As we embark on the next phase of reform and redesign across health and care, driven by the needs of our population, this role offers a rare opportunity to shape the culture and conditions that will support our people and serve our communities for years to come.

We're seeking an exceptional leader to join our Chief Executive Team - an individual who brings vision, authenticity, and a passion for people. Together, the Chief Executive Team leads a workforce of over 14,000 colleagues and collaborates with an extensive network of partners. We need someone who shares our ambition, is energised by meaningful change, and is committed to making Tayside a great place to build a career in health and care.

While the road ahead is not without its challenges, our aspirations for our people, system and communities are bold and forward-looking. In this role, you'll have the platform to make a lasting impact, building deep, trusting relationships and creating the environment for colleagues to thrive. Your leadership will be central to fostering a culture where equity, diversity, inclusion, and wellbeing are truly lived values.

If you're driven by purpose, inspired to lead with compassion and excellence, and committed to partnership working, we'd be thrilled to hear from you.

This Candidate Information Pack will provide you with more information about the role and about health and care in Tayside. If you believe you have the skills and qualifications, as well as the personal attributes and experience to succeed in this role, then we would welcome your application.

I look forward to receiving your application, and thank you again for your interest.



# About NHS Tayside

Serving almost half a million people across Angus, Dundee City, and Perth & Kinross, and North East Fife, NHS Tayside is one of Scotland's five teaching health boards. It partners closely with the University of Dundee Medical School, Abertay University, and Dundee & Angus College. With over 14,000 staff, the organisation delivers care through two acute hospitals, Ninewells in Dundee and Perth Royal Infirmary, as well as a network of community hospitals and GP practices. Primary and community care is provided via three Health and Social Care Partnerships (HSCPs) aligned with each local authority.

## THE CHALLENGE AND OPPORTUNITY

While proud of its strong track record in delivering high-quality care, NHS Tayside faces growing pressures common across global health systems: rising demand, workforce challenges, and financial constraints. Addressing these requires a system-wide, integrated approach involving the NHS, Integration Joint Boards, local authorities, emergency services, education, the third sector, and citizens working in partnership.

This is a pivotal moment to join NHS Tayside. We are focused on reshaping services to be proactive and sustainable, promoting wellness, harnessing digital innovation, and shifting towards prevention and early intervention to reduce the burden of ill health across Tayside.

## “TAYSIDE TOGETHER”

Our strategic programme “Tayside Together” articulates a shared ambition to transform health and care services through inclusive engagement with our communities and partners. These plans are underpinned by the quadruple aim – people, performance, finance and quality.

At the heart of our success is our culture. NHS Tayside is committed to fostering a respectful, fair, and inclusive workplace that values wellbeing, supports leadership at all levels, and encourages open dialogue. Empowering staff to speak up and prioritising transparency in every interaction are essential to earning trust and delivering meaningful change.

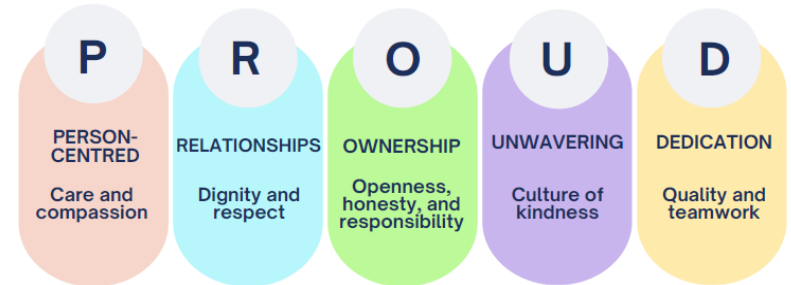


# NHS Tayside Strategic Plan 2025-26

**OUR VISION** The people of Tayside, live longer, healthier and more fulfilling lives.

**OUR MISSION** To work together to reform and transform health and care in Tayside delivering improved healthy living outcomes for our population.

## OUR VALUES



## STRATEGIC AIMS

Corporate Governance,  
Strategic Direction and Inspire  
Public Confidence

Improving Population Health  
and Addressing Inequalities

Improving the Quality of  
Healthcare Services

Improving Staff Experience  
and Wellbeing

Delivering Value and  
Sustainability

## CORPORATE OBJECTIVES

Blueprint for Good Governance  
Deliver and Performance Framework,  
Communications & Engagement Strategy

Population Health and Anchor Ambitions;  
Infants, Children & Families  
Primary Care  
Palliative Care

Clinical Governance Framework  
Acute Services Reform  
Mental Health & Learning Disabilities

Equity, Diversity, & Inclusion  
Staff Wellbeing  
Leadership Development & Talent Management

Finance & Delivery  
Infrastructure (Estates & Digital) and Climate  
Transformation



# Opportunity

At NHS Tayside, we're not just delivering services - we're building the future of health and care for the communities we serve. Grounded in clinical leadership and system-wide collaboration, our mission is clear: to redesign services that are modern, world-class, and built to last. At the heart of this transformation is our commitment to safe, high-quality, and sustainable care - and to a workforce empowered to make a difference.

## **SHAPE THE FUTURE OF WORK AND WELLBEING AT NHS TAYSIDE**

Serving a population of nearly half a million across Angus, Dundee, Perth & Kinross and North East Fife, and operating with a recurring revenue allocation of £1.2 billion, NHS Tayside is one of the largest health boards in Scotland.

We're now looking for an extraordinary leader to step into the role of Director of People & Culture - someone who not only shares our ambition, but who is driven by purpose and guided by values. You'll lead with integrity and compassion, fostering a culture where everyone feels respected, heard, and supported. Equity, diversity and inclusion won't just be ideals - they'll be the way we work.

As a member of the Chief Executive Team, you'll share corporate accountability for leading health and care across Tayside and play a key role in delivering our strategic vision. You will lead our

People & Culture programme, with strategic oversight across NHS Tayside and in collaboration with our three Health and Social Care Partnerships. You will be instrumental in the success of working in partnership with our staff side colleagues; upholding our Partnership Promise, and ensuring the creation of the right conditions for our people to thrive, aligned with the NHS Scotland Staff Governance Standard.

We're seeking a dynamic, credible system leader with a legacy of delivering results across complex landscapes. You'll bring deep People & Culture expertise, emotional intelligence, and an appetite for innovation and system-wide reform. Political acuity and a strong public service ethic are essential—as is the ability to inspire confidence and drive lasting improvement.

If you're ready to leave a legacy of positive change, we'd love to hear from you.



## JOB PURPOSE

Reporting directly to the Chief Executive and serving as a member of the Chief Executive Team, the Director of People & Culture will play a pivotal role in shaping the future of health and care across Tayside. The Director will lead the delivery of bold, people-centred strategies that improve outcomes for both staff and the communities we serve.

As the strategic leader of our People & Culture Directorate, the Director of People & Culture will shape and champion a thriving workplace culture across NHS Tayside.

The Director will take responsibility for the full employee lifecycle - including Occupational Health, Health and Safety and Corporate Equalities - creating the conditions for colleagues to grow, excel, and enjoy meaningful, rewarding careers.

The Director of People & Culture will ensure robust governance and strong accountability frameworks are in place—providing assurance to the Board and its Committees on all matters relating to workforce legislation, policy, compliance and best practice.

The Director will provide leadership instrumental in building a high-performing, values-driven organisation where people truly matter.

## KEY RESULT AREAS

### Corporate Accountability

Actively contribute to the leadership and delivery of NHS Tayside's strategic priorities as a member of the Chief Executive Team. Provide oversight of organisational performance and risk while offering strategic input beyond own remit. Champion a compassionate, people-centred culture by supporting visible leadership and fostering a learning environment where staff feel valued, engaged, and empowered.

### People and Culture Programme

As one of the five bold, interconnected strategic aims within our Strategic Plan that will shape NHS Tayside's response to the evolving landscape of health and care over the next three years, Improving Staff Experience and Wellbeing will be led by the Director of People & Culture. This strategic aim forms a cornerstone of our transformation journey, building on the solid foundation laid by our People & Culture Plan.

Delivery of this aim will be driven through three corporate objectives:

- Staff Health and Wellbeing
- Leadership Development and Talent Management
- Equity, Diversity and Inclusion



### Staff Governance

Provide strategic leadership and oversight of Staff Governance frameworks, systems, and processes across NHS Tayside to ensure robust corporate accountability and the fair, effective management of the workforce. Ensure the implementation of national standards and compliance with all legal obligations, aligning policies and workforce agreements with the NHS Scotland Staff Governance Standard and the Performance Assessment Framework.

Support the governance and assurance agenda as Lead Officer for the Board Remuneration Committee and the Staff Governance Committee, ensuring transparent reporting, informed decision-making, and alignment with organisational goals and statutory responsibilities.

### Partnership Working

Demonstrate and lead by example in fostering genuine partnership working, cultivating strong, trust-based relationships with the Employee Director and staff-side colleagues. Uphold the values of our Partnership Promise and NHS Scotland's Partnership Agreement, and work collectively towards the shared vision of one team, one voice, one purpose—striving to deliver the highest standard of care for the people of Tayside.

### Contribute to Regional and National Developments

Provide active leadership at both regional and national levels to advance NHS Scotland's reform agenda. Champion and facilitate cross-Board collaboration to maximise partnership opportunities that drive innovation and improvement. Serve as a trusted adviser and proactive contributor within the NHS Scotland HR community, ensuring NHS Tayside's voice is influential in shaping progressive workforce strategies and enhancing ways of working across the country.

### People & Culture Team

Provide strategic leadership to the People and Culture Directorate, ensuring its structure, operations, and integration are optimally aligned with the Board's strategic objectives and the effective planning, delivery, and performance management of NHS Tayside's health services.

Lead and cultivate a high-performing team of senior managers, practitioners, and specialists within the directorate by offering clear strategic direction, professional support, and inspirational leadership.

Ensure all HR and support services are delivered with consistency, timeliness, and to the highest professional standards, reinforcing a culture of excellence and accountability.



# The Organisation

## ASSIGNMENT AND REVIEW OF WORK

Objectives are set in agreement with the Chief Executive and reviewed annually, in line with NHS Scotland's performance management framework for Executive and Senior Managers. These objectives will be SMART and strategic in focus, with a strong emphasis on driving change through effective influence and leadership.

The Director of People & Culture will have the autonomy to identify and pursue areas of work where their expertise can have the greatest impact, while remaining aligned with NHS Tayside's strategic objectives and mindful of the wider local, regional, and national context.

## MOST CHALLENGING PARTS OF THE JOB

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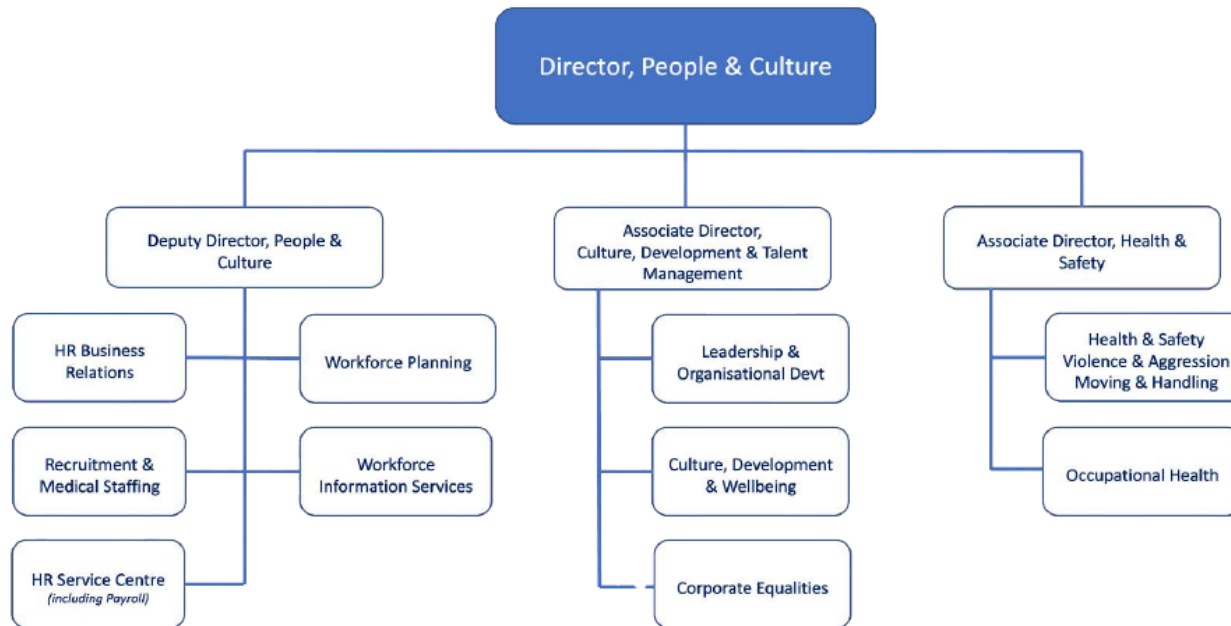
- Expanding the strategic role and influence of the People & Culture programme, while navigating a complex and evolving health and care landscape.
- Driving large-scale workforce transformation, requiring the adoption of innovative – and at times radical – approaches to changing deep-rooted approaches to workforce design.
- Cultivating a culture of continuous improvement, where staff are empowered to test new approaches and work collaboratively across disciplines and communities.
- Leading difficult conversations around organisation and workforce design, balancing different perspectives.

## COMMUNICATIONS AND RELATIONSHIPS

The Director of People and Culture will engage with a broad spectrum of senior stakeholders across NHS Tayside, NHS Scotland, and external organisations. This role demands exceptional communication and presentation skills to influence, negotiate, and drive change effectively. The ability to articulate ideas clearly, persuasively, and respectfully across various media is essential.



ORGANISATIONS STRUCTURES



# The Individual

## QUALIFICATIONS AND EDUCATION

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- Educated to Master's level or equivalent combination of education and experience
- Evidence of continuing, relevant professional and personal development
- Membership of Chartered Institute of Personnel and Development

## LEADERSHIP

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- Demonstrable leadership experience at a senior strategic decision-making level in an organisation with a comparable size of budget and workforce (essential)
- Evidence-based track record of leading and delivering transformational change in a large, complex public system (essential)
- A resilient, inspirational and visionary leader, who operates with integrity; leads with kindness and compassion; has a clear sense of purpose; and is inclusive and collaborative with a range of stakeholders (essential)
- Ability to communicate an inspiring vision and can empower staff at all levels (essential)
- Ability to operate effectively as a systems leader and lead delivery of agreed corporate objectives, in addition to participating in on-call.
- Demonstrates behaviours aligned to the NHS Scotland Leadership Success Profile for Executive Level Directors to enable outcomes, shape cultures and empower systems (essential)
- Demonstrable experience of business continuity planning, incident and change management, including working within the context of significant resource constraints (desirable)



LEADERSHIP SUCCESS PROFILE

Key themes within behavioural clusters		
<b>Enabling Outcomes</b>	Developing purpose and vision	Forming strategies that draw upon population, social and economic health, are connected to the needs of local communities and informed by global developments
	Building capability	Developing capability and capacity at organisational, system and national levels and a strong team who display collective accountability
	Harnessing commitment	Connecting strategic ambitions to the lives of frontline staff, building a shared commitment, identity and sense of purpose for what can be achieved together
<b>Shaping Cultures</b>	Releasing creativity and innovation	Creating the conditions for improvement and innovation at multiple levels through the creation of a culture of empowerment and learning
	Modelling Self-leadership	Managing all aspects of self including from daily performance, wellbeing, and resilience to ongoing growth and career development
	Fostering inclusion and psychological safety	Building a culture that is based upon the principles of inclusion, compassion and psychological safety across the multiple teams / communities to which they belong
<b>Empowering Systems</b>	Whole system awareness	Understanding the need to combine employment, education, housing and environmental considerations in addressing inequality and inequity in population health
	Forging trust and collaboration	Building trust and overcoming historical challenges to enable collaboration and shared commitment at local and national levels
	Enabling population outcomes	Ensures system wide interventions and national policy translate into changes that positively impact the lives of front-line staff and communities



## BUILDING CULTURE

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- Demonstrates evidence-based commitment to building and maintaining a culture where people are treated fairly, consistently and with respect; where there is psychological safety, where everyone has a voice; and where equity, inclusion and diversity are valued (essential)
- Demonstrates ethics, values and integrity; leading with humility and building trust (essential)
- Calm under pressure, effectively managing emotional responses (essential)
- Evidence of leading and inspiring system change and integrated working in an inclusive way, where organisational values are integral to care delivery and service improvement (essential)
- Ability to challenge existing systems, practices and processes to ensure and facilitate continuous improvement (essential)

## POLICY, STRATEGY AND PERFORMANCE

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- The ability to create and drive a sustainable vision and strategy, putting users and beneficiaries at the centre of this work (essential)
- Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context (essential)
- Experience of working effectively with Government officials, Board members, leaders and frontline staff, with an ability to operationalise strategy for all stakeholders (essential)
- Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation, based on collaboration and co-production with key partners (essential)
- Experience of influencing policy at a regional and national level (desirable)



# Terms, Conditions and Appointment Arrangements

The successful candidate will be employed under NHS Executive/Senior Management (E/SM) terms and conditions, subject to direction by Scottish Government. A package commensurate with the responsibilities of the post and the level of seniority of the position will be available to the successful candidate.

## EXECUTIVE AND SENIOR MANAGER TERMS AND CONDITIONS

Salary band for this role is Executive & Senior Management (E/SM) be £115.682 to £153.149 pa Grade F

## HOURS OF WORK

The Director of People and Culture role is a full time, permanent position. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties and responsibilities, balanced with a focus on their own wellbeing. For pay purposes, the working week will be 37.5 hours per week.

## PENSION ARRANGEMENTS

New entrants to NHS Tayside who are aged between 16 and 75 will be enrolled automatically into membership of the NHS Pension Scheme.

Our pension scheme is provided by Scottish Public Pensions Agency. This is a qualifying pension scheme, which means it meets or exceeds the government's new standards.

All benefits including life insurance and family benefits are explained on the SPPA website <http://www.sppa.gov.uk/>. Once a year, (following 2 years qualifying service) a statement is available online (<http://www.sppa.gov.uk/>) showing how much service has built up in your pension.

You can increase your contributions by buying additional pension. For full details please see the Factsheet "Additional Pension" available on the SPPA website <http://www.sppa.gov.uk/> The amount contributed by the government in the form of tax relief would also increase.

Superannuation benefits accrued in the NHS Scheme elsewhere in the UK can be transferred to the Scottish scheme by arrangement



with the Scottish Public Pensions Agency. The transferability of other public sector pension schemes entitlements may be possible and may be explored on appointment.

### **MOTOR VEHICLE PROVISION**

Where there is a job requirement, a vehicle may be offered. The arrangements will be determined by the Remuneration Sub-Committee in accordance with the leased car provisions for staff on Executive Managers' pay arrangements.

### **LOCATION**

For employment purposes, your primary base will be Ninewells Hospital, Dundee, however the option of hybrid working is available upon agreement with the Chief Executive. You will work closely with NHS Tayside's People and Culture Directorate, and colleagues in other Scottish boards, the post will inevitably require you to travel regularly throughout the Board's area and within Scotland. Less frequently you will be required to travel further outwith Scotland. Home to work expenses will be met by the post holder but all other travel expenses incurred as a result of your employment will be reimbursed by the Board.

### **RELOCATION EXPENSES**

Reasonable relocation expenses in line with the Board's policy will be payable, should the Board require you to move home. This will be discussed with you, as part of an offer of employment.

### **ANNUAL LEAVE**

Annual leave entitlement is 27 days per year on appointment. There are also eight fixed public holidays each year.

### **SPECIAL REQUIREMENTS FOR SELECTION EVENTS**

If you have a disability or long-term health challenge, the Board is committed to offering reasonable adjustments throughout the recruitment process and employment.

We are fully supportive of discussing any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged as a result of a disability or any other health condition. If you require any special arrangements to be made to ensure your full participation in the selection process, please let us know by emailing [Andrew.Lees@odgers.com](mailto:Andrew.Lees@odgers.com)



# Search Process

## **APPROACH CANDIDATES**

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and aspirations.

## **INTERVIEW CANDIDATES**

Once your interest and suitability has been determined we will arrange for you to meet with the partner leading this search.

## **SHORT LISTING**

Having met with candidates who will differ on experience, ambition and background, Odgers will put forward a number of candidates whom we feel most meet the criteria. NHS Tayside will confirm the shortlisted candidates.

## **MEETING OUR CLIENTS**

Shortlisted candidates will be asked to undertake an online psychometric test and will be invited to an in-person stakeholder exercise. Within a short period, candidates will then be invited to a final in-person panel interview.

## **DUE DILIGENCE**

As you will appreciate, you will have conducted due diligence on NHS Tayside and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

## **OFFER AND ACCEPTANCE**

NHS Tayside puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

## **ONGOING COMMUNICATIONS**

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

## **DIVERSITY, EQUITY AND INCLUSION**

We aim to ensure that each and every stage of the search process is as inclusive as possible and we work to support NHS Tayside in their own commitment to inclusivity.

## **CONFIDENTIALITY**

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence.



# About Odgers

Odgers was founded in 1965. We offer integrated executive search and leadership advisory services through our 59 offices in 33 countries. During our 60-year history we have developed functional and sector expertise and built a global network of relationships. We are deeply rooted in our local markets, which we combine with global perspective and reach, enabling us to serve clients across six continents.

What we do matters; our work impacts peoples' lives and drives our clients' success. It is a privilege to help build the world's best leadership teams, a trusted role we never take for granted.

This ethos underpins our commitment to our clients and candidates and motivates our colleagues to strive for excellence in all we do.



# Candidate Charter

## **TALENTED PEOPLE ARE OUR LIFE BLOOD**

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers. We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest. We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email our Global Chief Executive Officer [KScrope.CEO@odgers.com](mailto:KScrope.CEO@odgers.com).



# How to Apply

## KEY DATES

Closing date for applications is 13<sup>th</sup> April. Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers in late April.

The final interview process with NHS Tayside will take place in May.

## HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of one referee from your current or most recent employer. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: [www.odgers.com/95650](http://www.odgers.com/95650)  
If you are unable to apply online please email: [karen.younie@odgers.com](mailto:karen.younie@odgers.com)  
All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist NHS Tayside in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation,

genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## CONTACT DETAILS

For a conversation in confidence, please contact:

Andrew Lees  
[Andrew.Lees@odgers.com](mailto:Andrew.Lees@odgers.com)

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [emma.burnett@odgers.com](mailto:emma.burnett@odgers.com).



Where Leadership Matters.

