



Candidate brief for

NHS Tayside

For the position of Director of
Strategy, Planning, Performance
and Transformation

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A Few Words From Our Chief Executive



As Chief Executive, it is my sincere pleasure to lead the recruitment process for the Director of Strategy Planning, Performance & Transformation for NHS Tayside – a critical role for us as our organisation moves to a new phase of redesign and reform of health and care services and population health for our communities.

We are seeking an inspiring individual to join our Chief Executive Team, who together will provide visionary leadership to our 14,000 members of staff, partners and the broader system. An individual who can demonstrate the exceptional leadership qualities required to contribute to our ambitious transformation agenda, and is passionate about making a difference in people's lives.

At the heart of what we do is our commitment to delivering safe, high-quality, affordable and sustainable health and care, while shaping a workforce and infrastructure that drives better outcomes for everyone.

We are realistic in respect of the challenges we face, but highly ambitious for our system, culture, staff and our communities. In joining us as a Director of Strategy Planning, Performance & Transformation, you will have the opportunity to make a career defining impact leading a sustainable and future focused organisation, strong relationships with partners working together to improve the health and wellbeing of our communities.

We have a lot of work to do, so we are seeking a Director who shares our aims and values. This role will offer the right candidate the opportunity to direct and influence change and make a positive difference.

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

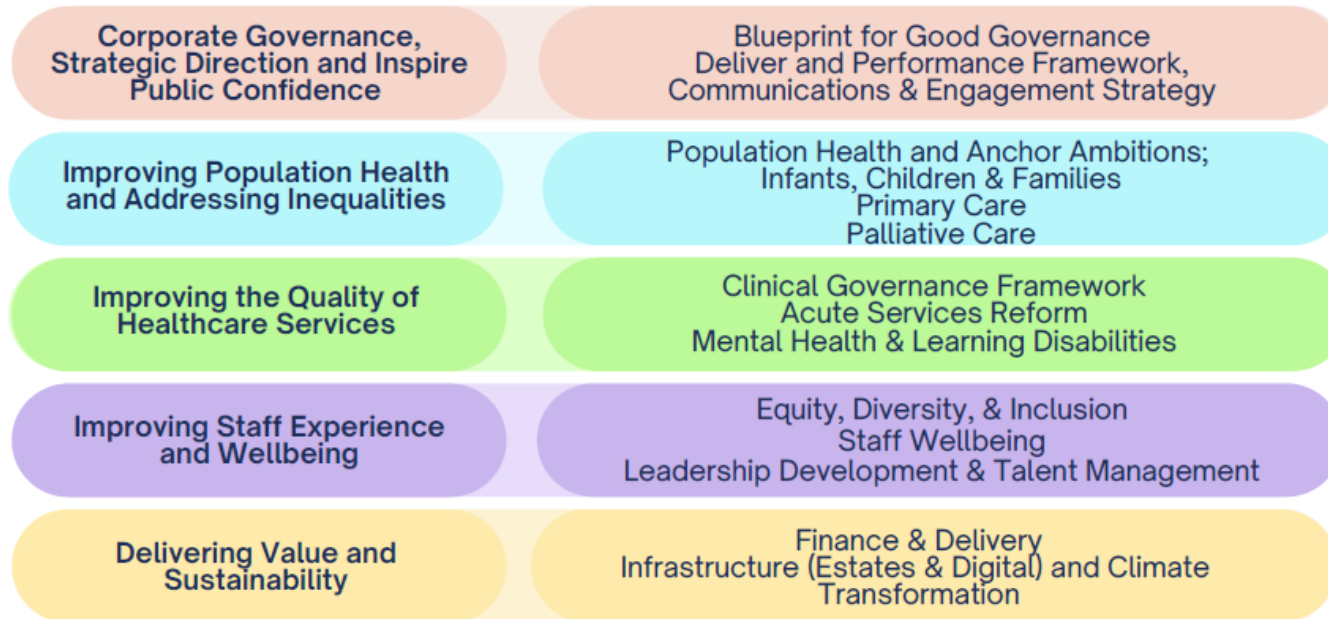
OUR VISION The people of Tayside, live longer, healthier and more fulfilling lives.

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



STRATEGIC AIMS

CORPORATE OBJECTIVES



Opportunity

As a member of the Chief Executive Team, the Director of Strategy, Planning, Performance and Transformation plays a pivotal role in reshaping the short, medium and long-term strategic priorities and delivery actions across NHS Tayside, creating a catalyst for change across the system, to ensure a sustainable and viable future for health and care for the population of Tayside.

The Director will lead strategy, planning, performance management and transformation for NHS Tayside, providing a key strategic leadership role in championing our partnerships with the wider Tayside health and care system, working across organisational boundaries, with Local Authorities, Community Planning Partnerships, Integration Authorities, Universities, Colleges, Third and Independent sectors as well as sub-national and national collaborations to support integrated patient pathways and coherence and alignment of plans.

The Director will ensure strategic planning underpins our approach within NHS Tayside to inform our future direction and enable us to make best value decisions on allocation of resources to achieve our outcomes and improve population health outcomes.

The Director will lead the development and ongoing refresh of NHS Tayside's medium to long-term Strategy and co-ordinate all underpinning strategic frameworks and delivery plans to present mid and end of year annual performance reports to NHS Tayside Board, evidencing clear outcomes aligned to the annual corporate objectives.

The Director will provide expert advice and support to other Directors on change and redesign opportunities to enable changes and modernisation of our working practices across the organisation, as well as a medium to long term leadership of transformation to evolve our services, organisation design, and care delivery. The focus on performance will be pivotal in driving sustainable improvements throughout the organisation.

The post holder will deputise as required for functions as specified by the Chief Executive.



KEY RESULTS AREAS

Performance, Planning and Value: Hold executive accountability for developing and implementing integrated frameworks for planning, performance management, and transformation. Provide strategic leadership and influence in shaping the Board's Annual Corporate Objectives, ensuring alignment with our Quadruple Aim: improved health outcomes, enhanced care experience, workforce wellbeing, and sustainable value. with a strong focus on outcomes, best value, and continuous improvement across all services.

Quality, Change, and Transformation Leadership: Champion a culture of continuous improvement by working in partnership with staff and stakeholders, aligned with the Staff Governance Standard and Partnership Promise.

Organisational Culture: Leading the culture change across staff and partners required to achieve innovative and effective integration and cross boundary working. Building and maintaining a culture where people are treated fairly, consistently and with respect; where everyone has a voice; and where equality, inclusion and diversity are valued.

Transformation: Provide strategic leadership to drive large-scale transformation across NHS Tayside by embedding a systematic approach to service redesign and continuous improvement. This approach will support the delivery of operational excellence aligned to agreed financial and clinical frameworks and will foster a cohesive, system-wide model for programme management.

Strategic Leadership and System-wide Planning: Lead the development and alignment of NHS Tayside's overarching strategy, ensuring coherence across all functional, operational, and partner plans.

Performance Analytics and Intelligence: Deliver a data-driven performance management approach that supports the achievement of NHS Tayside's strategic goals and long-term sustainability and a robust Integrated Performance & Quality Reporting at all levels of the organisation.

Partnership and Collaborative Working: Through personal role modelling, demonstrating commitment to collaborative leadership and partnership working.



ORGANISATIONAL CHART



*Other direct report positions to the Director will be determined as part of redesign of strategy, planning, performance & transformation.



The Individual

QUALIFICATIONS AND EDUCATION

- Master's degree or evidence of equivalent knowledge and skills as relevant to the role (essential)
- Evidence of continuous professional development (essential)
- Significant post qualifying experience and ongoing development with evidence of delivery of performance targets, strategic planning, grounded in operational management and delivering large scale transformational change. (essential)

LEADERSHIP

- Significant and 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 at Board level (desirable)
- 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)
- Demonstrable experience of business continuity planning, incident and change management, including working within the context of significant resource constraints (essential)
- Demonstrate behaviours aligned to the NHS Scotland Leadership Success Profile for Executive Level Directors to enable outcomes, shape cultures and empower systems (essential)



LEADERSHIP SUCCESS PROFILE

		Key themes within behavioural clusters
Enabling Outcomes	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
Shaping Cultures	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
Empowering Systems	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

- Demonstrate 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)
- Demonstrate 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

- The ability to create and drive a sustainable organisation 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 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)
- Significant 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) Grade E (£104.895 £135.060 pa)

HOURS OF WORK

The Director of Strategy, Planning, Performance and Transformation 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 Strategy, Planning, Performance and Transformation 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



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.



How to Apply

KEY DATES

Closing date for applications is 13th 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/595653

If you are unable to apply online please email: 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

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.



Where Leadership Matters.

