

NHS Grampian
**Director of People
and Culture**
Recruitment pack



NHS Grampian
caring • listening • improving



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1. Welcome

Thank you for your interest in this exciting position as our Director of People and Culture.

We are very proud to employ over around 18,000 staff across our community, primary and secondary care services. We call this team, Team Grampian, recognising we are one team across the Grampian system, working together and collaboratively to do the very best for our patients and local communities we serve. As the biggest employer in the North East of Scotland, our determination is to consistently deliver high-quality, effective and safe care for our communities.

Our commitment in NHS Grampian is to consistently live our values - of Caring, Listening and Improving - and this postholder is one of the most important role models, which is a privilege. This is an exciting time to be joining us as we work to deliver the commitments we have made to our local communities in our Plan for the Future, which is our ten-year plan for how we're going to innovate, redesign and improve how we do things in our area.

The guiding principles in the plan are people, places and pathways. And the plans which sit underneath them are ambitious and challenging, but are vital as we look to our future, grounded by what matters to our local community. As a Board we are also committed to continuous improvement and whilst we certainly have our challenges, we are on a clear path to a better future, which makes this role all the more appealing in my view.

In terms of what matters to me as the Chief Executive of this organisation, I am passionate about visible and compassionate leadership and putting people first, and this starts with our staff, as by doing so this enables us to deliver the best possible care to our patients.

People bringing their best selves to work and feeling able and comfortable doing so is hugely important and it's for us as leaders to enable this by creating an environment that is safe for our staff to be their authentic selves.

Every single member of Team Grampian makes an important contribution every single day and I have a clear view that there is no one more important than anyone else in this organisation. Everyone fulfils vital and valued roles - and we are all here for our patients and community first and foremost and all pulling in the same direction.

I am also committed to openness and transparency with our patients, community, partners and staff - and I will never deviate from this position because it is this that is the foundation for trusted and respected relationships and honest conversations, which is an important feature of our organisation, which is on the way up.

I hope this recruitment pack is helpful - and back to where I started, evidences why this is an exciting role to explore and enquire about further recognising the positive difference you can make to the experience of patients and staff and part you can play in shaping our future.

I look forward to hearing from you. If you would like to arrange an informal conversation with me, please do get in touch via the details below.



Best wishes

A handwritten signature in white ink that reads 'L. Skaife'.

Laura Skaife-Knight
Chief Executive, NHS Grampian

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E: [@laura_skaife](mailto:laura.skaife-knight@nhs.scot)

Job Title: Director of People and Culture
Salary: Executive / Senior Manager Grade F
Location: Summerfield House, Aberdeen / Hybrid
Immediate Line Manager: Chief Executive

2. Job Purpose

The Director of People and Culture is responsible for ensuring that NHS Grampian has a People Strategy which will enable the delivery of high-quality, person-centred care through a skilled, motivated and engaged workforce who are supported through all aspects of their staff experience in a time of unprecedented change and redesign.

Reporting directly to the Chief Executive and as a member of the Executive Team, you will provide visible leadership to ensure good governance and accountability processes are in place to provide assurance to the Board and its Committees.

As well as being a present and visible leader you will support colleagues and role model the organisation's values of caring, listening and improving and create a people-first culture.

The postholder will ensure a culture which is 'just', established through a compassionate leadership approach. They will take learning from a wide range of sources, to develop increasingly inclusive and collaborative ways of working with colleagues at all levels.

They will enable the Board to develop a workforce which is at the heart of the organisation, in which all colleagues feel valued, safe, and respected. Staff engagement and experience is key, so ensuring staff touchpoints is vital, along with ensuring workstreams that support team value, reward for service and recognition of achievement.

As an Executive Director you will contribute to corporate management across all aspects of the Board's activity, actively contributing to the effective performance of the Board, routinely providing business views on corporate issues including but not exclusive to, the functional role.

This pivotal and high impact role is the lead Executive for People and Culture, Staff Experience and Engagement, Equality, Diversity and Inclusion, Learning and Development and Organisational Development, Occupational Health, Health and Safety, Staff Health and Wellbeing, Operational HR, Recruitment, Staff Governance, Workforce Planning, Payroll & associated business service teams, Organisational Health & Safety and Staff Nurseries.

The postholder is the Executive Lead for the Staff Governance Committee and the Remuneration Committee. The role also participates in the Executive Director on-call rota.

The postholder is responsible for setting, oversight and delivery against our People and Culture elements of the organisation's annual plans and medium and longer-term plans (we call this our Plan for the Future).



Such a role requires the postholder to:

- Demonstrate innovation, vision and transformational leadership in partnership.
- Actively contribute to the effective performance of the NHS Grampian Board and Executive Team, routinely providing constructive challenge beyond the area of their functional expertise.
- Provide Strategic Leadership for, and organisational responsibility of: People and Culture, Staff Experience and Engagement, Equality, Diversity and Inclusion, Learning and Development, Organisational Development, Occupational Health, Health and Safety, Staff Health and Wellbeing, Operational HR, Recruitment, Staff Governance, Workforce Planning, Payroll & Associated Business Services and Staff Nurseries.
- Lead major change and innovation projects such as the workforce implications of subnational collaborative working and integration as well as new build developments.
- Contribute to the subnational and national agenda on behalf of NHS Grampian, and lead specific work or projects on behalf of the National HR Directors Group and Chief Executives' Group, as requested.
- Support the success of the three Health and Social Care Partnerships (HSCPs) within the Grampian area working collaboratively with our three Council partners and Integration Joint Boards

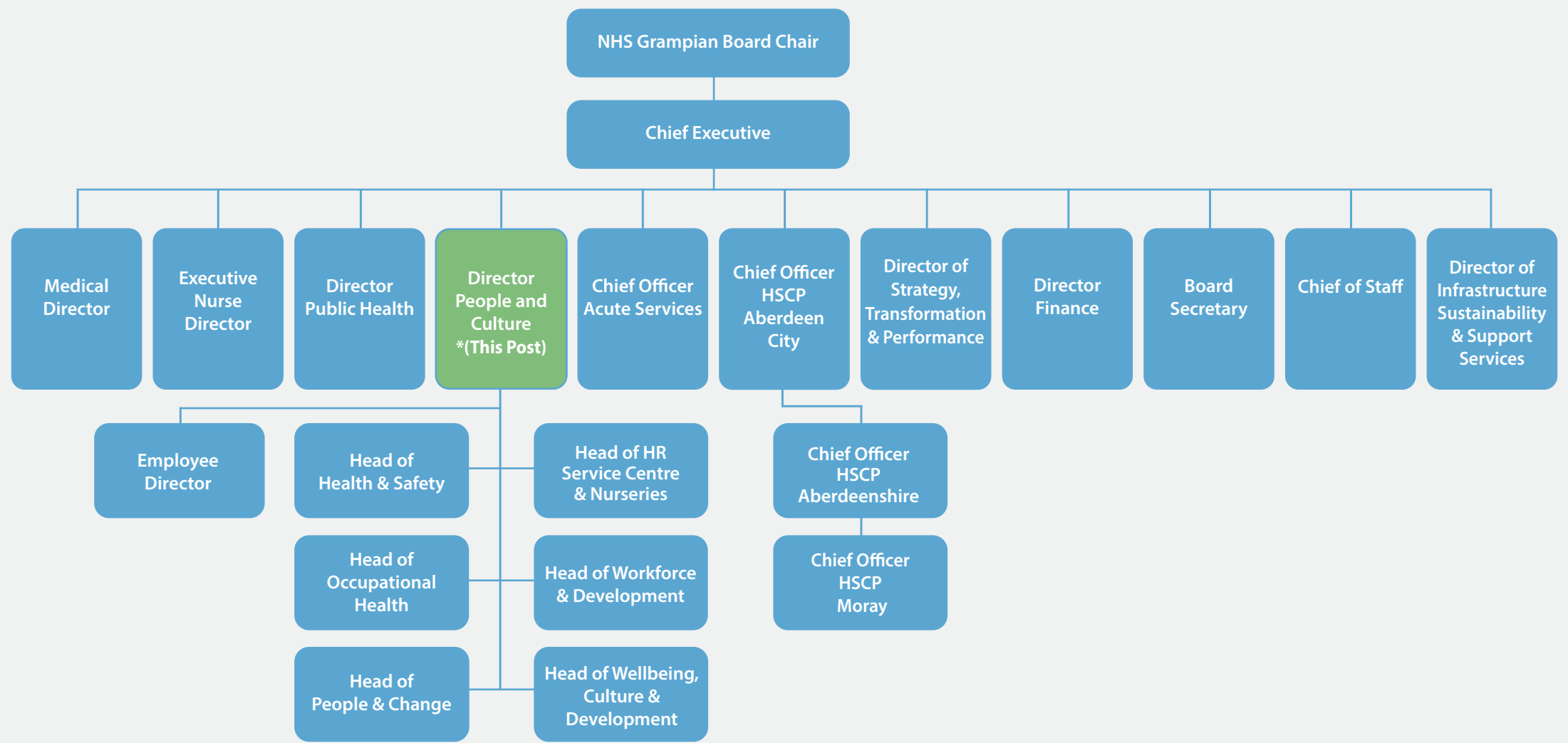
Please note:

- Executive Director Portfolios are under review, including this post, by the incoming Chief Executive. There will therefore be opportunities for the successful candidate to discuss upon appointment.
- North/North East Scotland responsibilities set out in this job description will be reviewed as the subnational planning work progresses in 2026. NHS Grampian will be sited within the collaborative East of Scotland subnational group and the postholder will be expected to demonstrate active leadership of supporting both the initiation and implementation of these new arrangements.

3. Dimensions

NHS Grampian Revenue Budget	£1.2 billion.
Grampian Population	625,636 people.
NHS Grampian Staff	18,000 people, including circa. 1,200 Doctors in Training for the North Region, plus 2,000 independent contractors.
Directorate Staff	255 WTE.
Directorate Budget	£8M.

4. Organisation Chart - Director of People & Culture



5. Role of Directorate

In order to deliver high-quality health and care services to the people of Grampian, the role of the Directorate is to provide a range of professional and quality services to support and enable the Board to:

- **Improve organisational culture and further improve people's experience of working at NHS Grampian.**
- **Ensure NHS Grampian is at the forefront of the development and delivery of Equality, Diversity and Inclusion strategy and initiatives, collaborating with the Public Health Team and partners.**
- **Retain, develop, support and attract staff working within health and care services.**
- **Optimise employee's individual and collective contribution.**
- **Ensure a skilled, adaptable, resilient, motivated, and valued workforce and culture exists.**

6. Key Result Areas

a. Culture and Staff Experience

To play a key role in developing an organisational culture that values staff and our community and role modelling our values and visible and compassionate leadership. This will include overseeing the measurement and improvement of staff experience - e.g. through iMatter and other measures of how staff feel throughout the year. The postholder will facilitate improvements and positive behaviours to embed a positive organisational culture, which:

- **Demonstrates a clear commitment to the organisation's values.**
- **Is open, fair and compassionate.**
- **Promotes equality and diversity.**
- **Empowers and exemplifies positive behaviours and attitudes.**
- **Is attractive to work in.**
- **Fosters innovation and supports development of individuals.**
- **Is motivating and promotes sustained high performance and engagement.**
- **Is people centred.**
- **Supports the delivery of high-quality care.**

They will develop a sustainable approach to the working environment, working with finance and IT colleagues, to ensure the maximisation of agile working.



b. Corporate Accountability and Management

The postholder will ensure that expert advice is available to the Chief Executive, Executive Team and NHS Grampian Board on corporate responsibility for HR management, organisational development, public engagement, equality, diversity and inclusion (including anti-racism), health & safety, payroll services, learning, and strategic medical and non-medical workforce design.

The postholder will ensure that these functions are effectively integrated and aligned with national organisational and service objectives.

As a participant in Board and Board Committee meetings, lead on Staff Governance Standards compliance and contribute to the corporate management of NHS Grampian, ensuring that expertise and understanding of people issues is directly available. Responsible for ensuring the application of best practice, consistent application of the Staff Governance Standards; NHS Grampian/Local Authority policies and national terms and conditions of service across the wide range of staff groups employed in the Health and Social Care Partnerships (HSCPs).

As a Director of the Board, participate in the corporate management, decision making, planning and strategy development of the Board's corporate objectives ensuring that workforce and organisational development strategies are effectively integrated and aligned within the corporate management process.

c. Strategic Workforce and Leadership Development

Of critical importance to this position is the role of providing strategic and system leadership and direction. The postholder will facilitate an approach which is fully integrated with the Plan for the Future strategic values and priorities, service redesign, whole system working, pathways of care; development of professional leaders, behavioural competencies and performance review.

The postholder must ensure that leaders throughout NHS Grampian are well supported in relation to HR and development of Health & Safety needs, are clear about their own responsibilities to staff and are competent, both in knowledge and skills to carry out these responsibilities.

d. People Strategy

The postholder will take the lead in ensuring the ongoing review of the NHS Grampian People Strategy and to develop a clear vision to ensure a sustainable workforce for the organisation. This will include the appropriate development of volunteer roles across NHS Grampian.

They will oversee the implementation of the Workforce Strategic Intent and the delivery of the specific objectives within this; supporting the organisation to source, recruit, retain and redesign a workforce which has the skills and knowledge needed to implement its annual plans and the Plan for the Future.

e. Partnership Working with Other Agencies and System Leadership

Integration with strategic partners outwith the Health Service is essential, through strong system leadership and collaborative working. This will include the three local authorities, universities, other public sector bodies - the police, fire service, prison service etc - and the third sector.

Relationships with both further and higher education and Integration Joint Boards are critical to the system's success. The postholder will have a key role to play in developing quality relationships with external education partners to ensure changing service needs are supported by appropriate educational provision.

f. Workforce Planning

The postholder will ensure the delivery of workforce planning in line with national requirements and aligned to service planning and innovation, to ensure that the workforce components of the NHS Grampian's future strategy and that of the Health and Social Care Partnerships.

Responsible for contributing to the achievement of the Board Annual Integrated Operational Plan, 3 yearly Workforce Plan and Financial Plan, in operational responsibility.

Develop and maintain appropriate succession planning and the development of talent management frameworks to adequately address future skill requirements.

g. Education and Learning

The postholder will be expected to develop relationships and work with external partners to ensure a cohesive approach to education, learning and development. The postholder will also ensure the development and the implementation of a Learning Strategy as part of the People Strategy across NHS Grampian.

The postholder will ensure the embedding of performance management and statutory/mandatory compliance, building staff capability to meet service and workforce plans and delivery of quality services. This will include future pathways for staff to retain and develop the future workforce.

Ensure we have an appropriate, well-motivated, highly skilled, high-performing workforce and build additional functionality and capability.

h. Employee Relations / Staff Partnership Working

Healthy and open relationships with staff and staff groups are critical to NHS Grampian's success. Based on the principles of staff governance standards, the postholder will lead the development of an effective employee relations climate with trade unions, professional organisations and staff representatives, ensuring the principles of partnership working are promoted and consistently adhered to. This will include arrangements with Junior Doctors Committees across the North Region.

Ensure that effective committee structures and processes are maintained for joint consultation and involvement to support the necessary changes and development of services.

i. Medical Workforce Management and Regulated Professions Governance and Assurance

The postholder will be required to ensure the provision of specialist HR support and advice, services, system, policies and processes in relation to the medical workforce; ensuring robust arrangements are in place to support planning (workforce and job planning), appraisal, remediation and revalidation.

The postholder will lead on the development of the Doctors and Dentists in Training (DDiT) Lead Employer arrangements for North Region, as the responsible HR Director for DDiT throughout the North East of Scotland.

The postholder will also be required to ensure support to the appointed Responsible Officers to ensure professional governance and assurance arrangements are in place for all regulated professions, in order to meet both the requirements of both NHS Grampian and the relevant regulatory bodies.

j. HR Function Effectiveness and Performance Management

The postholder must ensure that teams reflect best practice, continuing to meet emerging organisational and service needs in a way that adds value in terms of efficiency and effectiveness. The postholder will ensure that NHS Grampian's policies, procedures and practices comply with employment legislation, Once for Scotland policies, Board Standing Financial Instructions; and that such policies are implemented in a fair and equitable manner.

The postholder will maintain a wide and deep knowledge of the Directorate and motivate the staff to achieve their annual objectives. Ensure the continuous development of staff to create an open, supportive and positive culture which maximizes the potential of individuals and ensure efficiency, effectiveness and high standards. Demonstrate and exemplify positive behaviours and attitudes, acting as a role model to others.

K. Equality and Diversity

The postholder will be the Board-level lead for Equality, Diversity and Inclusion. This will include taking a lead role in the development and implementation of our Anti-Racism Plans, covering both employment and health inequalities, as our way of being for all interactions. You will also ensure the organisation is meeting all equality, diversity and disability responsibilities of the Board, and role model inclusion and equality in all you do in this key post.



I. Public Engagement

The postholder must ensure the delivery of Occupational Health and Health and Safety services, ensuring that statutory obligations are fulfilled and staff are trained to appropriate legislative requirements.

Ensuring that an effective framework of policies, procedures and culture exist to deliver a safe and dynamic working environment, in which staff wellbeing is promoted and employees are supported and motivated, to deliver safe high-quality care.

m. Health and Safety and Occupational Health

A key element of the role is to lead the NHS Grampian contribution to regional and national developments in all areas of People and Culture, including sub-national, shared services and joint working with local authorities.

They will oversee the NHS Grampian Service Level Agreement with NHS Orkney and NHS Shetland for the provision of Payroll Services.

The postholder will be expected to develop a national profile and be involved in national working groups, influencing at Scottish Government level and contributing to policy and strategy development.

They will play a strong leadership role in the national and subnational space, collaborating with colleagues across Scotland to co-develop workforce strategies which promote and enable sustainable health and social care services across the region and which support the delivery of the regional transformation plan and the national workforce agenda.

n. Staff Governance

The postholder will develop, implement, report on and review all elements of the Board's Staff Governance activities. Working with other Directors and particularly the Employee Director, on the development of Staff Governance Frameworks, to ensure that a system of performance management, corporate accountability and effectiveness exist in the management of staff and other resources.

They will lead the design and delivery of ambitious and effective annual Staff Governance plans through effective working relationships with the Employee Director and Trade Union partners. Maintaining a productive and positive employee relations climate across NHS Grampian through highly effective engagement, involvement and consultation through the structure of Area, Divisional and Local Partnership arrangements.

Working with other Directors and particularly the Employee Director on implementing the Staff Governance Standard within the People Strategy, ensuring effective systems exist for performance reporting, corporate accountability and assurance into the Executive Team, Staff Governance Committee and NHS Board.

o. Organisational Development

Provide strategic leadership for the design and delivery of Organisational Development frameworks and interventions, to create an environment to help deliver the Board's Clinical Strategy and whole system working. Oversee the development and maintenance of appropriate succession planning and the development of talent management frameworks to adequately address future skill requirements. Oversee Leadership Development of current and future leaders of the organisation with an emphasis on high-performance teams.

p. Payroll Services Including Staff Nurseries

Ensure Payroll Service and associated business services, comply with statutory legislation and reporting requirements, that payments reflect terms and conditions of service, processes and systems are efficient and effective and the postholder must ensure the safe and effective provision of a Nursery Service for working NHS parents, ensuring compliance with statutory legislation and Care Inspectorate policies and practices and that staff are appropriately trained in the care of children.

7. Assignment and Review of Work

The postholder reports to the Chief Executive of NHS Grampian, and holds delegated responsibilities with freedom to act in providing strategic leadership, management and co-ordination for the People and Culture Directorate.

The postholder is expected to fulfil this role autonomously within the parameters of established national and local priorities, policies and procedures and is the highest source of strategic advice and expertise to the NHS Grampian Board for all aspects of the workforce function.

The post operates within the NHS Grampian strategic framework to which the postholder contributes as a member of the Executive Team, provides wider system leadership and is responsible for providing specialist professional advice to the Board.

Performance review in the post is undertaken through the agreement of annual performance objectives and individual performance appraisal by the Chief Executive, with input where necessary from other stakeholders. These objectives are likely to be long-term and strategic in nature with strong emphasis on effecting change through influencing others.

Formal appraisal is undertaken on an annual cycle, and the Chief Executive will undertake more frequent, informal reviews of current developments and progress on major issues on an ongoing basis, giving authority where necessary for the postholder to proceed with matters outwith the scope of their delegated authority.

8. Communications and Working Relationships

This postholder is required to develop a wide range of communications and relationships with a key role in influencing and being a catalyst for workforce change. They are required to develop positive working relationships with Chief Executive, Deputy Chief Executive, Executive Directors, Board members, their team, senior managers, staff-side and staff within the organisation in both clinical and non-clinical services as well as a range of wider system partners and key external stakeholders, as below.

The postholder also has a wide influencing sphere outwith the organisation including across the North of Scotland region, national HR colleagues, the Scottish Government, MPs and MSPs, Trades Union full-time officers, local Universities and Colleges, training bodies and providers, external Consultants, NHS Education for Scotland, Local Authorities, Integration Joint Boards, the third sector, the media, etc. The postholder is expected to have excellent communication and presentation skills, particularly in influencing and negotiating. They must be able to express a view convincingly and coherently, verbally and in writing.

Excluding the postholder's immediate line manager (Chief Executive) and their direct reports within NHS Grampian, the following are key working relationships, with examples of the purpose of these contacts:

- **With non executive Board Members (including the Employee Director) of the NHS Board to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executive Board Members particularly in relation to Workforce strategies.**
- **With other Directors, senior managers, clinical staff and primary care contractors within NHS Grampian - working closely with them in the planning, delivery, evaluation and development of Workforce services.**
- **With national and local representatives of Trades Unions and Professional Organisations e.g. as a member of the Area Partnership Forum or proactively for communication and/or consultation on workforce issues within NHS Grampian and to address employee relations matters such as grievance or disciplinary issues.**
- **With officials of the Scottish Government to provide high level workforce input to national working groups and initiatives and ensure that NHS Grampian is represented in discussions relating to people, transformation and service strategies. This is likely to be on an ad hoc basis to discuss and resolve difficult or controversial issues relating to national policy or the workforce performance of NHS Grampian. To respond to parliamentary questions.**
- **With representatives of the three Councils, third and independent sector agencies and private sector organisations e.g. representing NHS Grampian in discussions relating to agree People Strategy for joint service provision or the workforce implications of Health and Social Care integration.**
- **With MPs/MSPs/Local Health Council Chairs/Public Pressure Groups/Patient Representatives etc., to impart information about/respond to questions or concerns about Human Resources issues within Grampian.**
- **With the media, e.g. to respond to media questions about matters within NHS Grampian relating to the postholder's sphere of responsibility.**
- **HR Directors within the NHS and colleagues within professional institutes on an occasional basis for mutual sharing of information.**

9. Most Challenging Part of the Job

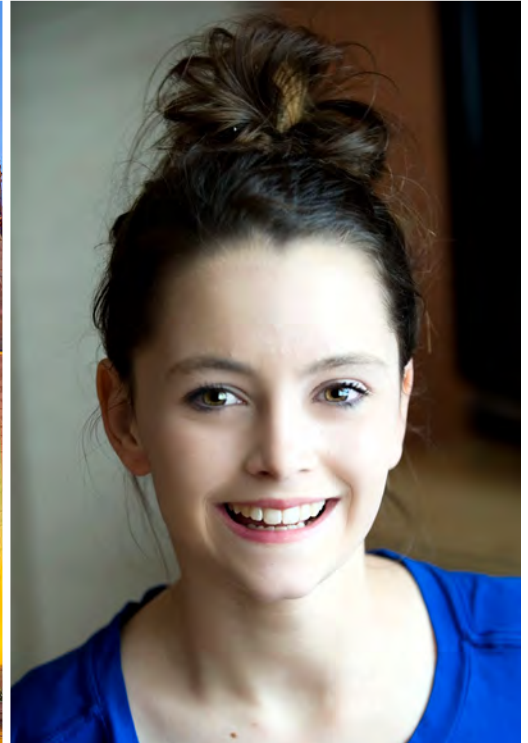
Delivering change in a high-profile complex environment where there are often multiple “wicked” challenges and sometimes competing objectives. To ensure in the rapidly changing environment, that workforce strategies are internally aligned and consistent with strategic and corporate objectives and that they contribute positively to the continuous improvement of health services and health care provided by NHS Grampian.

Leading cultural change and creating the conditions to empower managers/leaders whilst keeping the organisation ‘safe’.

As part of the Executive Team and as a system leader, driving and inspiring creativity, innovation and thinking differently across the organisation and system to successfully implement reform of our health and care services for the people of Grampian at the same time as ensuring that appropriate culture, behaviours and the Staff Governance agenda are delivered and embedded across the organisation, to improve the experience of all staff and be an employer of choice.

To ensure that in a rapidly changing and resource-constrained environment the development, prioritisation and implementation of the people strategies that make a perceptible and significant improvement to health services in NHS Grampian.





10. Qualifications and / or Experience Specified for the Post by the Employing Authority

The post requires an individual who demonstrates high levels of competency in the NHS Scotland leadership behaviours identified as crucial to achieving success, specifically - leading change, capacity and capability building with partners, and setting future direction combined with high-quality personal governance and management.

Essential Experience and Qualifications

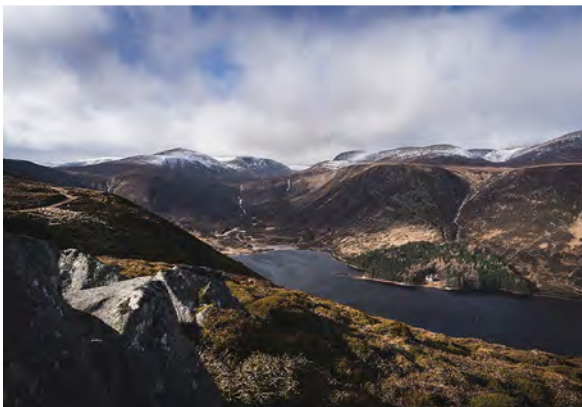
- Membership of CIPD.
- Educated to Masters level or equivalent experience.
- Significant management experience in a senior relevant role within an environment of comparable scale and complexity.
- Experience of contributing at Board level meetings.
- A proven track record of delivery across professional and organisational boundaries, in particular within a partnership environment (internally and externally).
- Experience of managing significant (£ms) budgets in times of financial constraint.
- Proven experience of implementing sound workforce and employee relations policies and of leading significant organisational change.
- Demonstrable evidence of developing and implementing productivity and efficiency initiatives.
- Evidence of CPD and being up to date with specialist developments in the fields of HR, Learning, OD, Management and Leadership development and have experience of applying these in a complex environment.
- Demonstrable evidence of creating, inspiring and driving cultural improvement and change
- Track record of working successfully with partners, contributing to shared decision making to problem solve and deliver strategic objectives.
- Demonstrable evidence of success in leading and implementing reform and transformational change and finding innovative solutions for complex problems.
- Demonstrable evidence of understanding and ability to influence and work effectively within the local, regional and national political environment relative to the NHS in Scotland.



Personal Qualities

- High impact individual who is able to establish credibility with key staff members across the organisation and be recognised as having the ability to add value and contribute to the organisational strategy.
- Ability to effectively lead change management agendas and encourage people to embrace new ways of working.
- Able to demonstrate high levels of integrity and personal values.
- Resilience, commitment and the resourcefulness to work effectively under pressure.
- Highly developed leadership and motivational skills. Builds and sustains effective teams, values integrated partnership working and is committed to thinking about staff development. Highly skilled communicator with well-honed persuasion, influencing, mediation, facilitation and negotiating skills with ability to engage with individuals at all levels in local, regional and national setting, the public, politicians and the media.
- Highly effective analytical skills/inform decision making. Strong business management skills and intellectual reasoning.
- The postholder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with visible and dynamic leadership which is exercised in a national context.
- As a key member of the Executive Team, the postholder will require exemplary interpersonal and team development skills, and the ability to readily role model the organisation's values and behaviours to a variety of audiences of differing backgrounds - both internal and external to the organisation.
- Well-developed and confident values based visible leadership skills.
- Demonstrate and exemplify the NHS values and positive behaviours and attitude that enables collaborative working and upholds the principles of partnership working in the NHS.
- Be a role model for organisational values and behaviours, showing leadership and a behavioural approach which will promote the principles of dignity and respect for all staff, patients and service users.





12. Governance, Strategy and Board Information

Meet the Board:

<https://www.nhsgrampian.org/about-us/grampian-nhs-board/>

Latest Board Papers:

[2025 Board Papers](#)

Plan for the Future:

[Plan For The Future](#)

Improvement Plan:

[09.00externalreviewimprovementplandevgovernanceframework.pdf](#)

Latest Corporate Films:

[NHS Grampian - YouTube](#)

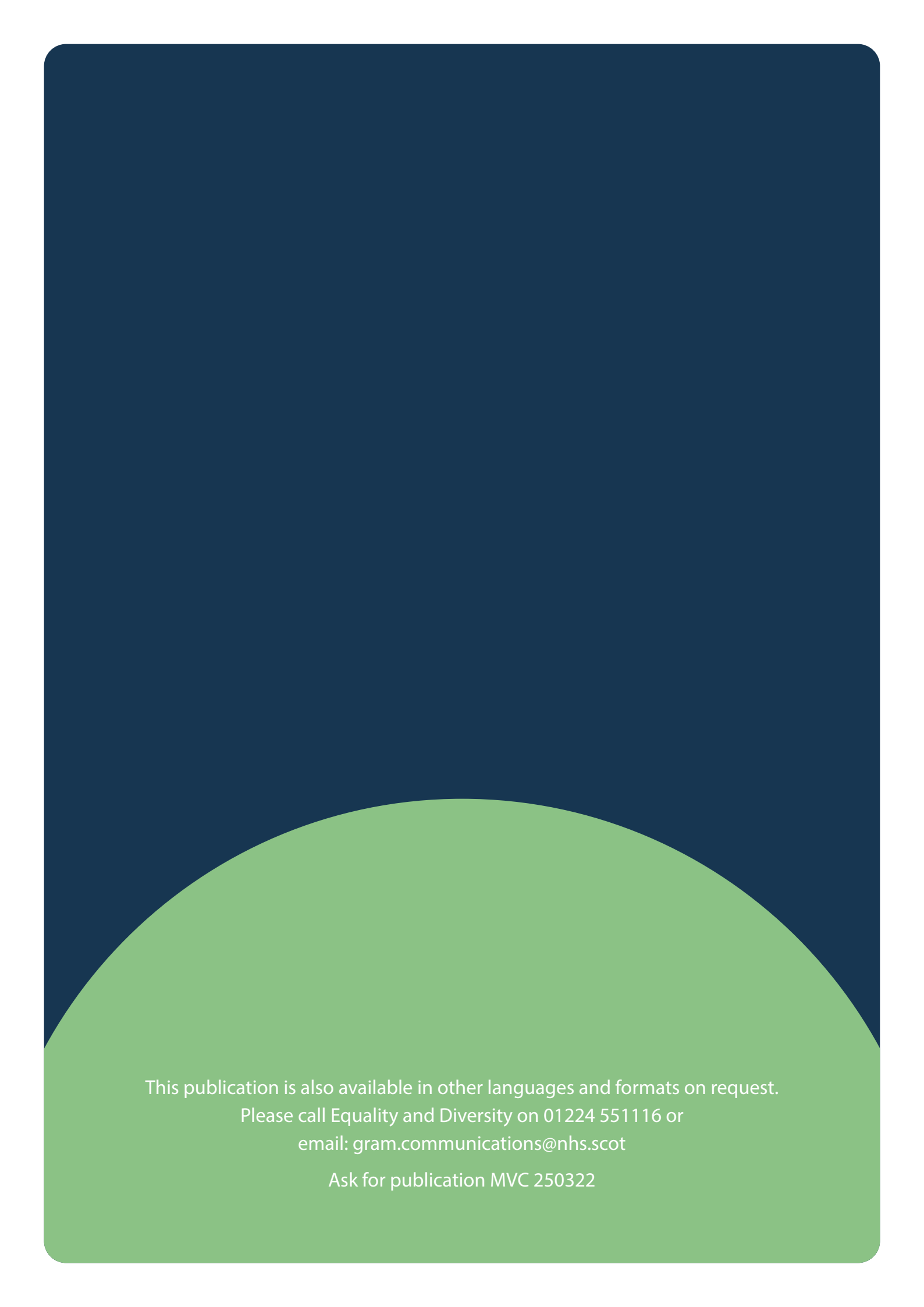
Annual Review:

[NHS Grampian - Annual Review 2025](#)



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