



## **Melanie Saunders, Interim Director of People and Culture**

As Interim Director of People and Culture, Melanie is responsible for leading the development and delivery of NHS Grampian's People Strategy, ensuring the organisation has a skilled, motivated and engaged workforce to provide high-quality, person-centred care. Melanie provides visible and compassionate leadership across all aspects of staff experience, workforce planning, organisational development and staff governance, and plays a key role in supporting the Board to foster a positive, inclusive and people first culture.

Melanie joined NHS Grampian in March 2026 bringing over 25 years of senior HR leadership experience within the NHS, including nearly a decade as Chief People Officer in the Ambulance Service. She has held Board-level roles at Oxford Ambulance NHS Trust and most recently worked within NHS England's Workforce Improvement Directorate, alongside a strategic HR role at Oxford University Hospitals NHS Foundation Trust.

Melanie is recognised for leading complex workforce transformation at local, regional and national level, including shaping national workforce strategy and working in partnership with trade unions and system partners. Melanie is an advocate for compassionate leadership, creating inclusive workplaces, and building high-performing teams where staff feel valued, supported and able to do their best work.