

# DEPUTY DIVISIONAL DIRECTOR OF OPERATIONS

## Candidate Pack



## Job Summary

*\*\*This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read, such as those who are neurodiverse, have learning disabilities or lower literacy levels. Our goal is to make the application process more accessible and inclusive for everyone.\*\**

- The Deputy Divisional Director of Operations helps lead the Surgery, Anaesthetics, Cancer and Critical Care Division.
- They make sure services run safely, on time, and within budget, while meeting national standards and targets.
- The role involves working closely with senior leaders, doctors, nurses, and managers to improve patient care and support new projects.
- They will take part in important decisions about money, planning, and staffing, and sometimes act as the Divisional Director when needed.
- A key part of the job is driving change, improving services, and making sure patients have a safe and positive experience.

## Job Description

<b>Job title:</b>	Deputy Director of Operations
<b>Grade:</b>	8c (subject to A 4 C banding)
<b>Site:</b>	The Royal Shrewsbury Hospital
<b>Accountable to:</b>	Director of Operations
<b>DBS required:</b>	None

## Job Purpose

The post holder will act as Deputy Divisional Director of Operations (DDDO) for the Surgery, Anaesthetics, Cancer and Critical Care Division (SACC) and form part of the SACC leadership team. On behalf of the Divisional Director of Operations (DDO) for SACC, the postholder is responsible for coordinating and prioritising the effective and efficient delivery of highly complex services, including new projects, across the Division and the management of operational business on a day-to-day basis, meeting all necessary standards of safety, quality, and patient access within agreed resources and budget. This will include responsibility for the achievement of the relevant key performance standards and access targets, contractual obligations including all regulatory standards.

The post holder will make a significant contribution to all major decisions affecting the Division such as contracting, budgetary, business planning and risk management. The post holder will be required to make autonomous decisions affecting the Care Division and the Trust as a whole. The post holder is required to interpret national guidelines in order to provide professional advice and guidance on

workforce planning issues. They will be required to think strategically, analyse and compare a range of highly complex and conflicting information to support decision-making processes. They will also be required to analyse and compare a range of complex and conflicting information to support the decision-making process.

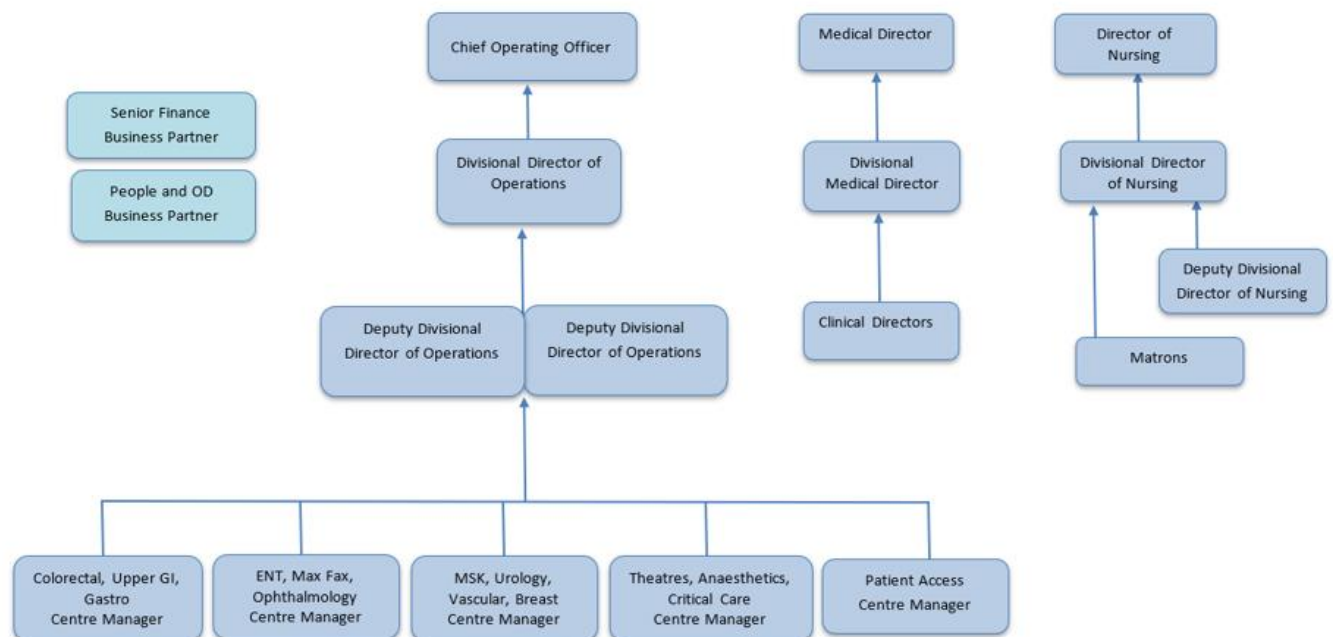
Working closely with the DDO for SACC, the Divisional Medical Director, Director of Nursing, Finance, Workforce, Estates, and other SaTH Divisional colleagues, the postholder's primary focus will be to support the Divisional Director of Operations together with a focus on the ambitions and transformation plans aligned to the Divisional, Trust and System Objectives.

The post holder will work closely with the Divisional Director of Operations, Centre Managers, Clinical Directors, Matrons, Operational Managers, and Clinical Site Leads for Capacity to ensure efficient and effective management of all resources in order to deliver safe, high quality and effective patient care in an environment of continuous improvement and within agreed budgets, ensuring that the patient experience is a key priority.

The post holder will be required to deputise for the Divisional Director of Operations during periods of absence and as directed on a daily basis to meet conflicting operational and service needs.

The post holder will make a significant contribution to key decisions affecting the Trust and Divisional operations, business plans and risk management in conjunction with and in the absence of the Divisional Director of Operations.

## Organisational Chart





## Communication and Key Working Relationships

- Communicate widely and effectively using various media; email, face-to-face, teams, telephone, in writing.
- Convey sensitive information, using sensitivity and diplomacy to deliver the message. Be able to articulate views both in small and large groups.
- Communicate difficult /unwanted messages to staff, patients and carers when required.

The post holder will communicate with the following groups:

- Directors and Board
- Divisional team(s)
- SACC Centres and other SaTH Divisions/Centres
- External organisations
- NHS Regulators
- Commissioning Teams
- Patient forums
- Departments and teams within the Trust
- STW and other partner organisations
- GPs
- Patients
- User groups
- Staff side representatives
- External organisations, other Trusts, voluntary sector, charities

## Main Duties and Responsibilities

- Be responsible for the oversight of the Divisional operational performance and support the service development within the respective services within the Division. This will include responsibility for the achievement of the relevant key performance and access targets, contractual obligations including all regulatory standards.
- Ensure the Trust vision and values are part of everyday practice across the Division.
- Ensure with the Divisional Director strategic alignment across the organisation and particularly across the Divisions.
- Monitor and review business and service performance at all levels across all dimensions of care and delivery, reporting on performance directly to the Divisional Management Team, and instituting recovery plans and remedial action plans where necessary.
- Assist with the development and implementation of major delivery and transformation plans to affect the service strategy including those involving cross divisional and external partnership working, to support improved patient pathways.

- To oversee substantial budgets, significant numbers of staff and complex clinical operations.
- To assist in driving through the delivery of ambitious targets to continually improve performance within the Division.
- Support the Divisional strategy and ensure alignment with the Trust's overall strategy and Integrated Business Plan.
- Explore new and innovative business management strategies and clinical pathways to maximise the organisational efficiency, income and effectiveness of the Division.
- Develop and maintain effective working relationships with all staff groups across the Trust to facilitate a patient safety approach to service developments and service improvements.
- Ensure patient safety, experience and clinical outcomes are central to service delivery.
- Challenge existing practices, ensuring that progressive solutions, which include models of best practice, are incorporated into service plans.
- Ensure that all income required to support delivery of the service is identified.
- Work with Community, Social Care and Academic partners to ensure that delivery plans support the wider healthcare agenda including improvements in equality and access.
- Work closely with all Divisions, clinicians and nursing teams within the Division and wider Trust to ensure delivery plans are compatible and maximise opportunities for more efficient ways of working.
- Support clinicians to deliver service improvement projects that deliver improved clinical outcomes for patients, reduced waiting times and more efficient use of resources ensuring the process for Quality Impact Assessment is embedded in practice.
- To have the oversight of all Divisional Business Cases and ensure effective, robust delivery into service provision.
- Responsible for supporting Centre Management teams to ensure financial balance.
- To ensure robust processes are embedded in the Division for oversight of Cost Improvement Programmes.
- In conjunction with the Divisional Director of Operations in ensuring that key quality, service performance and financial objectives are met across and within the Division including long term strategic and business plans.
- Leading, directing and managing service redesign projects allocated by the Divisional Director of Operations.
- Support the Divisional Director of Operations in driving innovation and transformational change, maximising efficiency, promoting service improvement and best clinical pathways throughout and across the Division where leadership opinions will differ.
- Support the Divisional Director of Operations in the development, motivation and inspiration of the Divisional teams in accordance with the Trust's values and behaviours.

- Using high interpersonal and emotional intelligence skills to support the Divisional Director of Operations in the management of conflicting views in potentially hostile and highly emotive discussions within and across Divisions.

## Leadership

- To support and deputise for the Divisional Director of Operations, when appropriate, across the full range of duties including attendance at a range of strategic meetings some of which will involve representing the Trust and influencing decision making.
- To act as ambassador for the Division to demonstrate through personal behaviours the core values of the Trust, thereby helping to develop and enhance the necessary cultural change.
- To develop an appropriate managerial and professional infrastructure to enable the delivery of high-quality patient services within the Division.
- To ensure a regular physical presence within all areas of the Division in order to provide appropriate leadership.
- To work collaboratively with other Divisions and Clinical Leads
- To develop an empowered culture which supports operational implementation of the Trust's and Division's strategy and vision.
- To support innovative practice, change in all aspects of the Division and Trust's operations.
- To support the Divisional Director of Operations in defining the strategic direction for the Centre.
- To develop long term strategies to ensure the sustainability of the Division in line with organisational and National priorities.
- To drive transformational change, reform, and innovation across all areas within the division ensuring high productivity across key areas such as Theatres and Outpatients.

## Communication and Relationship

- To establish effective two-way channels of communication within the Division at all levels.
- To foster a culture of openness and transparency at all levels within the Division and in partnership with other functions in the Trust.
- Establish excellent communication with other managers in the Trust and wider healthcare community to ensure that services are integrated.
- Regularly meet with clinical and non-clinical staff to ensure they remain engaged in the Trust's vision for delivering excellence in all we do.
- Ensure that good practice is rapidly shared within the Division and wider organisation where appropriate.
- Effectively manage communication with internal and external stakeholders consisting of highly complex, sensitive, and contentious information.

- To ensure that robust methods of communication are in place throughout the Division and that staff are kept informed of current performance for Cancer, RTT, DM01, emergency care, finance position, cost improvement programmes and workforce development opportunities.

## Planning and Organisational

- In partnership with the Divisional Director, be responsible for the creation of long-term strategic plans for the Division, collaborating with service leads in the creation, to ensure engagement from the outset.
- To oversee the provision and delivery of high quality, efficient and effective services within the division and across the Trust meeting regulators relevant quality indicators for the Division.
- Participate in the development of capital schemes including planning and to lead the implementation of the operational elements of these schemes to the agreed objectives and timescales.
- Support Centre Services to ensure each Centre has clearly defined performance objectives supported by a management regime to deliver continuous improvement.
- Ensure that activity and other data is captured accurately and analysed in a timely manner enabling accurate forecasting trends and anticipating issues that could affect service delivery.
- Develop and implement effective reporting arrangements within the Centre Management teams to accurately record and monitor performance against local and national targets and to pro-actively manage any variances.
- Provide regular reports on behalf of the Division with assurance that appropriate follow up actions will be completed. This will include significant report writing, data analysis and presentation of highly complex information to a wide range of key stakeholders, including Board members.
- To ensure that business plans are affordable, deliverable and consistent with Trust strategy, reflecting corporate and national policy and best clinical practice and taking account of the views of all stakeholders.
- To support the divisions annual workforce plan, ensuring the availability of appropriate skills and affordability.
- To support the development of workforce transformation strategies and plans that reflect the changing needs of the service.
- To support centre managers with negotiations with commissioners and key stakeholders, ensuring that business plans reflect their needs and can be delivered within the available resources.
- Responsible for ensuring appropriate benchmarking is in place across the Division.
- To develop and implement performance management systems to support delivery of the Division's Operational Business Plan.

## Governance and Risk

- Ensure that effective systems and operational protocols are in place to ensure patient safety and compliance with health service legislation, other statutory requirements and NHS policy in an environment which presents significant clinical risk.
- To escalate actual and potential risks to appropriate stakeholders and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To manage health and safety risks within the working environment.
- To ensure that clinical and non-clinical risk is reported, monitored and managed effectively within the Division.
- To ensure that when risks are added to the Corporate Risk Register that associated actions are added to mitigate the risk and kept up to date.
- To alert the Divisional triumvirate to actual and potential risks and ensure that remedial action is taken promptly where unacceptable risks are identified.
- To ensure that all governance processes within the Division are followed including Recruitment, Procurement and Finance.
- To ensure that the divisional team are adhering to complaints and data processes to ensure compliance in a timely manner.
- Responsible for proposing service improvements and as such, developing and implementing service policies and processes.

## Quality and Service Improvement

- Through the analysis and interpretation of trends and benchmark data, to support the development of improvement strategies.
- To support quality and service improvement within the Division and work with other Divisions to ensure effective patient care and use of all Trust resources.

## Workforce

- To support the development of new roles that reflects modern healthcare delivery.
- To encourage all staff to participate in organisational/National surveys i.e. annual staff engagement survey and ensure that action plans are developed for areas identified for improvement are actioned. Ensure areas of good practice are celebrated and good practice shared across the Centres/Division.
- To communicate highly contentious and sensitive and sometimes highly distressing information, for example regarding disciplinary matters, significant changes or closures of services to large groups in a manner that is understandable and likely to achieve engagement.
- To ensure all staff within the Division have clear roles, objectives, responsibilities, and development plans including up to date job descriptions.



- To ensure appropriate deployment of all staff within the division to deliver safe and effective patient care within the resources available.
- To ensure that all staff are supported and managed effectively within the HR policy framework.
- To promote a culture of learning and continuous improvement, ensuring sufficient capacity and capability of individuals to enable them to deliver high quality care and contribute to service transformation.
- Promote a culture where staff feel empowered and accountable for service improvement at local level.
- To facilitate opportunities for education, development, teaching and supervision of nursing and other staff and students.
- To ensure effective working relationships with all staff.
- To establish and effective systems for staff, engagement, and communications within the division and to support wider communications within the Trust as a whole.
- To put in place effective strategies to enhance the experience and satisfaction of the workforce.
- To ensure compliance with Health and Safety legislation, policies, and procedures across the Division.
- Scrutinise workforce position and prior to any recruitment, review working practice with a view to reform working practice appropriately.
- Where appropriate lead on Management of Change processes within the Division.
- Working closely with Centre Manager and Clinical Directors across the Division oversee medical job planning, roster compliance and roster management is robust and within budget to provide safe, and efficient care for our patients and support the well-being of our staff.
- Regularly review the Divisions workforce plans to ensure it has the right numbers and the right level of knowledge skill and expertise skill to deliver services in the most effective and efficient way.

## Finance

- Alongside the Divisional Director of Operations have operational oversight for the budget for all services within the Division, ensuring that services are delivered within agreed financial plans and budgets, including any agreed cost efficiency improvements.
- Alongside the Divisional Director of Operations ensure that the Division's assets and resources are used efficiently and economically.
- To ensure that efficiency improvement initiatives and plans are achieved across the Division.
- To be responsible for initiating and working with Centre Manager to ensure corrective action in a timely manner where it becomes apparent that progress against plan is not as expected.
- To develop long term strategies to ensure the financial sustainability of the Division.

- To be responsible for formulation of efficiency improvement initiatives and plans within the Division working alongside the Divisional Director of Operations and Centre Managers to achieve this.
- The post holder is an authorised signatory in line with Standard Financial Instructions.
- To be responsible for the Division's capital replacement programme, working with Medical Engineering Services to ensure the replacement programme aligns. Ensuring correct documentation is in place and submitted to capital planning through operational planning process.
- To have oversight of Service Specifications within the Division are up to date.
- Work with the Procurement Lead for the Centre to ensure all Procurement legislation is being adhered to and ensure Centres across the Division are adhering to no purchase order no payment policy.
- To ensure compliance with the Trust's Standing Orders, Standing Financial Instructions and Budgetary Control policy at all times. They outline the requirements of individuals who have budgetary responsibilities within the organisation.
- Working with the Division's Senior Finance Business Partner to regularly review procedures for financial management within their Centre to ensure compliance with the policies.

## **Responsibility for Policy / Service Development**

- Oversee that all required policies are in place and fit for purpose within the Division.

## **Management Responsibility**

- Promote a culture where governance and risk management are seen to be everyone's responsibility.
- Help ensure that appropriate and necessary Divisional resources are made available to describe and deliver an annual Governance Plan, including relevant clinical audit activity.
- Help ensure that patient safety is at the centre of Divisional planning, analysis and delivery.
- Ensure that services within the Division employ robust risk management and systems for clinical quality and safety improvement.
- Promote clinical information for benchmarking and audit to improve patient experience.
- Help develop and implement effective systems to record and monitor governance and risk information, and to provide reports to the Trust's Trust Management Executive, Quality
- Committee and Clinical Governance Committee as well as other appropriate Board sub committees.

- Ensure that systems are in place to deliver accurate and timely statutory information (e.g. Data Protection and Freedom of Information).
- Ensure that managers are supported to lead, motivate and develop staff.
- Ensure that managers have been trained in core HR policies such as Equality and Diversity, Employment Relations, Recruitment, Management of Change, and are competent to deal with HR issues.
- Work closely with clinicians and managers to ensure that services within the Division are providing optimum quality of care in line with national healthcare.
- Adhere to the NHS Code of Conduct for Managers.
- In the absence of the Divisional Director, respond to divisional business issues and deputise for them as required.

## Person Specification

	Essential	Desirable
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to Master's degree level or equivalent relevant senior management experience</li> <li>• Evidence of highly developed professional management development within relevant field of practice</li> <li>• Evidence of a commitment to continuous professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce planning/development/innovation</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Demonstrates SaTH values</li> <li>• Significant experience of working at a senior management or senior professional level (equivalent to Postgraduate Diploma) in the acute sector</li> <li>• Significant experience of managing Surgical services across a range of disciplines and specialties</li> <li>• Evidence of effective design and management of patient flows and pathways</li> <li>• Experience of business strategy and planning</li> </ul>	<ul style="list-style-type: none"> <li>• Able to facilitate workshops, meetings and engagement sessions</li> <li>• Experience of managing services/pathways within scope of portfolio</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience of leading the implementation of service improvement including complex change management programmes</li> <li>• Experience of managing clinical and non-clinical risk</li> <li>• Evidence of effective management of a complex and diverse workforce</li> <li>• Evidence of successful management of a significant budget</li> <li>• Track record of achieving service targets</li> </ul>	
<b>Knowledge and skills</b>	<ul style="list-style-type: none"> <li>• Understanding of surgical services and performance targets, with demonstrable ability to improve and sustain performance</li> <li>• Significant experience of leadership at a senior managerial level in operational and/or financial and strategic management, including exposure to Board.</li> <li>• Ability to present complex and detailed data sets to set out key pieces of programme information that effectively communicate performance and assurance information to a range of stakeholders, including Trust board</li> <li>• Significant experience of coordinating projects in challenging complex environments</li> <li>• Ability to influence a range of staff groups/professions to deliver objectives and targets</li> <li>• Excellent negotiating skills</li> <li>• Advanced decision-making skills</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable experience gained in a healthcare environment</li> </ul>

	<ul style="list-style-type: none"> <li>• Understanding of NHS business and financial regimes</li> <li>• Specialist knowledge, skills and experience in workforce development and innovation.</li> <li>• Comprehensive knowledge of current practice and health policy requirements</li> <li>• Ability to manage significant risk</li> <li>• Ability to manage a complex budget</li> <li>• Ability to analyse complex and sometimes conflicting information in order to resolve issues</li> </ul>	
<b>Other</b>	<ul style="list-style-type: none"> <li>• Knowledge of quality improvement tools and methodology</li> <li>• Ability to manage a very demanding workload, diligently and successfully delivering activities accurately, and on time</li> <li>• The ability to work constructively and collaboratively with clinicians and divisional management teams</li> <li>• Ability to travel across the health community as required</li> <li>• Ability to fulfil the requirements of the Trust's on-call rota</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of encouraging diversity of thinking as a means to promote positive change and fostering commonality</li> </ul>

## General conditions

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted.



Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

## Health & Safety

As an employee of the Trust you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work;
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to;
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety.

## Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself;
- be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and staff;
- maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates and ongoing continuing professional development;
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

## Information Governance

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently and effectively. You are required to comply with the Trust's Information Governance policies and standards. Failure to do so may result in action being taken in accordance with the Trust's Disciplinary Procedure.

- **Confidentiality and Security** - Your attention is drawn to the confidential and sensitive nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients,

employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.

- **Disclosure of Information** - The unauthorised use or disclosure of information relating to the Trust's activities or affairs, the treatment of patients or the personal details of an employee, will normally be considered a serious disciplinary offence which could result in dismissal. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment. Unauthorised disclosure of any of this information may be deemed as a criminal offence. If you are found to have permitted the unauthorised disclosure of any such information, you and the Trust may face legal action.
- **Information Quality and Records Management** - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

## Professional Standards and Performance Review

As an employee of the Trust you have a responsibility to:

- participate in statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct;
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates;
- participate in the Trust's appraisal processes including identifying performance standards for the post, personal objective setting and the creation of a personal development plan in line with the KSF outline for the post.

## Safeguarding Children and Vulnerable Adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
  - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.

- you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

## **NHS Sexual Safety Charter**

The Trust is committed to ensuring that all employees work in an environment that is safe, inclusive, and free from sexual misconduct, harassment, and discrimination. As a signatory to the NHS Sexual Safety Charter, the Trust upholds a zero-tolerance approach to sexual harassment and supports anyone affected by inappropriate behaviour. In accordance with the Workers Protection (Amendment of Equality Act 2010) Act 2023, the Trust has a statutory duty to take reasonable steps to prevent sexual harassment of its employees. All staff, are required to treat others with dignity and respect at all times and to cooperate with Trust policies, procedures and training designed to maintain a culture of safety, professionalism, and mutual respect.

## **Social Responsibility**

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

## **Continuous Improvement**

The Shrewsbury and Telford Hospital NHS Trust aims to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

To support this, we have developed the SaTH Improvement Method, a structured approach to change that provides practical tools and techniques to help you understand what success looks like with clear aims, enables you to measure progress and plan meaningful improvements.

You won't be doing this alone. Whether you're new to improvement or already leading change, the Improvement Hub is here to guide you with expert advice, hands-on support, and a wide range of training opportunities to help you grow and thrive throughout your time at SaTH whilst making improvements in your area of work. Join us in shaping a culture of continuous improvement, where every colleague is supported to make a difference.

## Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is an Equal Opportunities Employer, fully committed to fostering an inclusive workplace where all staff feel valued and able to thrive. We believe that a diverse workforce, reflective of our community, is essential for delivering the best patient care.

We will not discriminate against any job applicant or colleague based on any protected characteristic, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex, or sexual orientation. Selection for appointment, training, development, and promotion will be based purely on merit and the individual's ability to meet the role requirements.

As a post-holder, you have a personal responsibility to uphold the Trust's commitment to equality by treating all colleagues and patients with respect and dignity. You must actively support measures introduced to ensure equality of opportunity and will not discriminate, harass, or bully others, or condone such behaviour.

