

DEPUTY DIRECTOR OF PLANNING AND TRANSFORMATION

Candidate Pack



Our Trust



The Shrewsbury and
Telford Hospital
NHS Trust

At The Shrewsbury and Telford Hospital (SaTH), our vision is to provide excellent care for the communities we serve.

Working together across our teams, we provide district general hospital services for around half a million people in Shropshire, Telford & Wrekin, and mid-Wales.

Our main service locations are The Royal Shrewsbury Hospital and The Princess Royal Hospital, Telford, which together provide 99% of our activity. Alongside these, we also provide community and outreach services across the local area.

As one of Shropshire's biggest employers with around 7,000 staff, we offer a wide range of opportunities to build a rewarding career across both clinical and non-clinical roles. Our people are dedicated and passionate, working together to deliver the best patient care. No matter your role, you'll be joining a supportive team environment where you'll be able to make a real difference for our patients.

We are committed to supporting you at every stage of your career with us, whether you're starting something new or looking to take the next step into leadership. With strong partnerships and our newly awarded university hospital status, you'll have access to excellent education, mentoring and experience to help you thrive.

Group Model

Shropshire Community Health NHS Trust and The Shrewsbury and Telford Hospital NHS Trust provide community, acute and specialist services to more than half a million people across Shropshire, Telford & Wrekin, as well as acute services in mid Wales and children and young people's community services in the Black Country. Together, we employ around 9,000 staff, are supported by over 300 volunteers, and have a combined income of £850m.

This is an exciting opportunity to build on the excellent and transformative work already happening across both organisations, to drive further integration and enhance the quality of care for all the communities we serve. This includes our £300m Hospitals Transformation Programme, the Neighbourhood Health Transformation Programme bringing care closer to home, and wide ranging cultural and organisational improvements underpinned by our CARE framework and Poppy's Promise. Together, both organisations have already made significant progress. We are building seamless patient pathways, strengthening our workforce and restoring pride and confidence in our services.





Poppy's Promise

Poppy's Promise is a compassionate care initiative introduced within this Trust to enhance communication, respect and empathy across every aspect of patient care.

The initiative was founded by Katie Russell, following the loss of her daughter Poppy, who tragically died at just twelve hours old due to failures in care and communication. Born from that experience, Poppy's Promise serves as a powerful reminder that while clinical skill saves lives, it is compassion, listening and respect that define the quality of care and human connection. By embedding this promise across our organisation, we ensure that no patient or family ever feels unseen, unheard, or uncared for.

Poppy's Promise is a five-stage framework that supports NHS staff to provide compassionate, consistent and patient-centred care. It aims to create a culture where empathy and communication are prioritised at every level – from education and recruitment to daily patient interactions.

At the heart of the initiative lies the C.A.R.E. framework, which outlines four guiding principles for staff to follow. The CARE principles form the foundation of Poppy's Promise. They describe the behaviours, attitudes and values that underpin every interaction – between staff and patients, staff and families, and colleagues with one another.

CARE is not an additional task. It is how care is delivered.

C.A.R.E. Meaning and Practice

Compassion - Demonstrate genuine kindness, empathy and humanity in every interaction. Compassion means recognising the emotional as well as the physical needs of patients, families and colleagues, and responding with care, patience and understanding. Small acts of compassion can have a lasting impact.

Acknowledge - Actively listen and be fully present. Use eye contact, names and open body language, and acknowledge the individual's feelings, concerns and lived experience. Every person should feel seen, heard and taken seriously.

Respect - Treat everyone with dignity, honesty and fairness at all times. Respect individual differences, personal circumstances and lived experience. Trust is built through respectful behaviour, consistency and integrity.

Empower - Enable people to be active participants in their care and work. Communicate clearly, encourage questions and shared decision-making, and ensure patients, families and colleagues feel informed, confident and included. Poppy's Promise is more than a framework - it represents a cultural shift towards human-centred care. By adopting these principles, we:

- Strengthen trust and communication between staff and patients
- Reduce avoidable harm through better understanding and listening
- Improve patient experience and staff wellbeing
- Foster a culture of openness, empathy and shared responsibility

Every member of staff has a role to play in bringing Poppy's Promise to life. Whether you are clinical, administrative or support staff, compassion and communication are part of everyone's role.

In daily practice, you can:

- Take a moment before entering a patient's space - centre yourself, focus on the person, not the task
- Use clear, respectful and kind language
- Listen without interruption and acknowledge emotions expressed
- Be honest and transparent, even when conversations are difficult
- Reflect after interactions - consider how your approach made the patient or family feel

All staff within the Trust are expected to:

- Uphold the values of Poppy's Promise in all patient and colleague interactions
- Attend any training, workshops or refreshers provided as part of the initiative
- Support colleagues in modelling compassionate behaviours
- Raise concerns constructively when communication or respect fall short
- Reflect these principles in both professional and personal conduct within the workplace

Together, we can make every interaction an opportunity to care, listen and make a difference.

That is Poppy's Promise.

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 role helps lead planning and major change work across two NHS Trusts.
- The job supports the Director and represents the team in important meetings and system groups.
- It leads the yearly NHS planning process and makes sure plans are joined-up, realistic, and follow national rules.
- It drives big improvement programmes to save money, boost productivity, and improve services for patients.
- It uses data and benchmarking to spot problems, find solutions, and guide better decision-making.
- It helps find new income and commercial opportunities to support the Trusts' long-term financial health.

Job Description

Job title:	Deputy Director of Planning and Transformation
Grade:	Band 8d (subject to Agenda for Change confirmation)
Site:	The Shrewsbury and Telford Hospital NHS Trust and Shropshire Community Health NHS Trust
Accountable to:	Director of Planning and Transformation
DBS required:	None

Job Purpose

The Deputy Director of Planning & Transformation is a senior strategic leadership role responsible for leading the Planning & Transformation function across two partner NHS Trusts.

The postholder will:

- Deputise for the Director of Planning & Transformation at Board Committee and system level
- Lead the development, coordination and delivery of the annual NHS planning cycle for both Trusts
- Drive transformation and productivity improvement aligned to national policy (including the NHS 10-Year Plan and system priorities)
- Oversee benchmarking, performance analytics, and identification of efficiency opportunities

- Lead the identification and delivery of commercial opportunities across both organisations
- Ensure robust programme governance, delivery discipline, and measurable impact across transformation programmes
- Be responsible for monitoring and reporting progress against the overall transformation programmes
- Provide assurance to relevant stakeholders on the Group's transformation programmes

The role operates across organisational boundaries, requiring system leadership, political acumen, and the ability to influence at Board Committee, system, and regional levels.

Freedom to Act

- Operates with a high level of autonomy within broad strategic objectives
- Interprets national policy and determines local implementation
- Makes complex decisions with significant organisational impact

Financial Responsibilities

- Contribute to the delivery of multi-million pound efficiency and productivity programmes
- Oversee development of business cases and investment decisions
- Ensure financial sustainability through planning and transformation initiatives

Main Duties

1. Strategic Leadership and Development

- Act as deputy to the Director of Planning & Transformation, representing the function at Trust Board Committees, and Integrated Care System (ICS) forums
- Provide strategic leadership across both Trusts on planning, transformation, productivity, and commercial development
- Shape organisational strategy through evidence-based insight, benchmarking, and system intelligence
- Lead the development of long-term transformation strategies aligned to system and national priorities
- Operate with a high degree of autonomy, interpreting national policy and translating into local delivery
- Line management responsibilities for the planning and commercial team

2. Leadership of Planning Function

- Lead the end-to-end delivery of the NHS annual planning cycle across both organisations

- Ensure alignment with national planning guidance, ICS priorities, and financial frameworks
- Coordinate cross-organisational inputs into operational, workforce, activity, and financial plans
- Provide expert advice to Executive teams on planning assumptions, risks, and trade-offs
- Ensure robust planning governance, including scenario modelling and risk management

3. Transformation & Productivity Improvement

- Lead a portfolio of transformation programmes aimed at improving productivity, efficiency, and quality
- Oversee the development and delivery of Cost Improvement Programmes (CIPs) and productivity plans.
- Establish and embed productivity metrics across clinical and operational services
- Identify unwarranted variation using benchmarking tools (e.g. Model Hospital, GIRFT) and translate into actionable improvement plans
- Advise Care Groups and services on evidence-based improvement opportunities

4. Benchmarking, Analytics & Insight

- Lead the use of benchmarking data to identify performance gaps and improvement opportunities
- Oversee advanced analytics to support decision-making, including productivity, efficiency, and service redesign
- Ensure high-quality, triangulated insight is provided to Executives and Boards
- Develop a culture of data-driven decision-making across both organisations

5. Commercial Development

- Lead the identification, development, and delivery of commercial opportunities across both Trusts
- Ensure that all opportunities for income generation, partnership working, and service growth are fully exploited
- Provide strategic advice on commercial viability, risk, and return on investment
- Work with clinical and operational leaders to develop business cases and commercial propositions

6. Programme & Portfolio Management

- Lead the Planning & Transformation team, ensuring effective delivery of a complex portfolio of programmes
- Establish and maintain robust programme governance frameworks

- Confirm the scope, objectives and key metrics for each project and agree project support resources. Ensure that each project has detailed plans, risk analysis and defined milestones
- Ensure all projects have been through the relevant impact assessments and internal assurance mechanisms
- Ensure delivery against agreed milestones, benefits realisation, and risk management
- Monitor and report progress on the transformation programmes to relevant stakeholders, providing assurance on delivery and escalating risk / deviation from plan alongside mitigating measures

7. Innovation and Service Development

- Drive innovation by identifying new models of care and service delivery that generate income and improve outcomes.
- Support services to develop commercially viable offerings, including pricing strategies and market positioning.

8. Stakeholder Engagement, Leadership and Capability Building

- Build strong relationships with internal and external stakeholders, including:
 - Executive Directors
 - Clinical leaders
 - Integrated Care System partners
 - Regional NHS England teams
- Influence and negotiate across organisational boundaries to deliver shared objectives
- Represent the organisations in system-level planning and transformation discussions
- Provide leadership, coaching, and support to the Planning & Transformation team, fostering a high-performance culture
- Lead, motivate, and manage senior staff, including objective setting and performance management
- Promote continuous improvement and innovation
- Develop capability in planning, analytics, transformation, and commercial skills
- Promote a culture of commercial awareness and financial sustainability across the organisations.

9. Governance and Assurance

- Establish and maintain robust governance frameworks for transformational activities.
- Ensure all transformational opportunities comply with legal, regulatory, and ethical standards.
- Provide assurance to senior leadership on risks, compliance, and delivery of benefits.

Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Degree level education or substantial equivalent experience. • Evidence of continuous professional development at an advanced expert level in the appropriate portfolio subject areas. • Programme management qualifications or equivalent expertise 	<ul style="list-style-type: none"> • Educated to Master's degree level in a relevant subject.
Experience	<ul style="list-style-type: none"> • Significant senior management experience within the NHS or a comparable complex organisation. • Proven track record of leading planning processes at organisational or system level. • Knowledge of programme and project management methodologies. • Strong knowledge of productivity, efficiency, and 	<ul style="list-style-type: none"> • Operational Experience within health and/or social care. • Knowledge and understanding of current NHS structures and health and social care delivery systems • Experience in development of policies/procedures and ensuring compliance • Experience of commercial development or

	<p>benchmarking methodologies (e.g. Model Hospital, GIRFT); Experience of driving productivity and efficiency improvements.</p> <ul style="list-style-type: none"> • Experience of using benchmarking and data analytics to inform decision-making. • In-depth understanding of NHS financial frameworks and governance. • Experience of developing business cases and financial models. • Experience of working across organisational boundaries and influencing senior stakeholders. • Experience of leading and delivering large-scale, complex transformation and improvement programmes or projects. • Demonstrable track record of sound financial management and cost improvement. 	<p>income generation within the NHS</p>
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	<ul style="list-style-type: none"> • Demonstrable experience in leading meaningful collaborations with clinicians and multidisciplinary teams. 	
<p>Knowledge and skills</p>	<ul style="list-style-type: none"> • Able to influence, negotiate and persuade regarding complex or sensitive issues. • Confident and able to make difficult strategic decisions and work with others appropriately. • Highly developed communication and interpersonal skills, both verbal and written and presentation and excellent listening skills including facilitation. • Exceptional influencing and negotiating skills. • Highly developed analytical and problem-solving skills. • Ability to manage complexity and ambiguity; intellectual flexibility, ability to think strategically and conceptually, recognise 	

	<p>assumptions and evaluate arguments.</p> <ul style="list-style-type: none"> • Ability to manage complex programmes and competing priorities. • Effective building long lasting relationships with both internal and external stakeholders. • Able to constructively voice challenge. • A highly skilled, facilitative team player, with evident results focus. • Ability to demonstrate a robust performance management approach. 	
<p>Other</p>	<ul style="list-style-type: none"> • Innovative, resilient and committed self-starter able to set and drive the transformation agenda. • High levels of resilience and political acumen. • Strong leadership and people management skills. 	

	<ul style="list-style-type: none"> • Ability to work effectively in a complex and changing environment. • Able to work under pressure and manage competing priorities and stakeholder expectations. • Confident, independent and effective decision maker. • Strong commitment to NHS values and improving patient outcomes. • Willing to work in a flexible manner as and when required. 	
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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.

