

# HEAD OF ESTATES

## 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 role leads the safe and effective upkeep of all Trust buildings and engineering services across every site.
- It makes sure maintenance work is carried out to high standards, including planned checks and urgent repairs.
- It manages staff and resources, ensuring teams are trained, supported and working safely.
- It is responsible for meeting important safety and compliance rules so that patients, staff and visitors are kept safe.
- It oversees budgets, contracts and performance to make sure money is used wisely and services run well.
- It also supports and stands in for the Director of Estates when needed across all areas of the Estates service.

## Job Description

<b>Job title:</b>	Head of Estates
<b>Grade:</b>	8c
<b>Site:</b>	The Royal Shrewsbury Hospital
<b>Accountable to:</b>	Director of Estates
<b>DBS required:</b>	No

## Main Duties

- Expert specialist and professional building and engineering expertise to other Estates staff, Directors, Senior Management of the Trust and may also advise external agencies.
- Take the lead on the provision of an effective programme of Planned Preventive Maintenance (PPM) across the estate, as well as Reactive repair works and estate compliance.
- Takes the lead with proactive risk management, Estates asset management (including life-cycle planning), elimination of critical backlog maintenance, and the undertaking of condition and statutory compliance surveys.
- Undertake 'Authorised Person' responsibilities as defined in HTM00 in relation to specified systems and facilities.

- Accountability for budget setting and ensuring Operational estate budgets are managed and adhered to whilst highlighting changes and managing risk for spend profiling.

The role will require strong resource leadership and planning skills, using effective leadership to engage positively with the workforce, and for the post-holder to ensure that all relevant Trust policies and procedures are in place and adhered to, and that members of staff and Contractors have appropriate training and competencies to undertake their work tasks safely and resource planning is reviewed periodically and arranged for future estate needs. With a strong focus on statutory and mandatory healthcare compliance, the post-holder will ensure that patients, staff and visitors are provided with a safe environment by meeting Health & Safety and other appropriate standards, including the requirements of the Health Technical Memorandums (HTM's), other NHS technical guidance and the relevant British and European standards. The job will include responsibility for ensuring the efficient and effective use of the Trust's resources with robust financial management and budgetary control that is in accordance with the Trust's Standing Financial Instructions (SFI's), plus there will be the need to achieve the Trust targets set for cost improvement, whilst seeking to maintain appropriate quality standards. The post-holder will deputise for the Director of Estates across all areas of Estates including Operational Estates, Energy Services and Business Support functions. The post holder will also deputise for Capital and Medical Engineering Services when the relevant Head is not available.

## **SCOPE AND RANGE**

- Responsible for the safe, compliant, effective and efficient performance of the Estates operations and maintenance function, across all sites and more specifically the direct management of the Estates Operations Managers along with the indirect management of the Estates Maintenance Supervisory and Operational staff, including Fire Safety and Energy Teams.
- Ensures that the Trust's estate is operated as efficiently as possible, by implementing sustainable low carbon solutions wherever possible when procuring equipment, plant and services, plus actively contributes to the Trusts sustainability programme.
- Works collaboratively with all areas across the Estates Department, including the Capital Projects team and all other Trust Departments in order to deliver the Trust's strategic objectives, displaying strong communication skills and active engagement with both internal and external stakeholders.
- Standardises the estate management systems in use and working practices across all sites, ensuring that a consistent and uniform maintenance and repair service is provided across all of the Trust's properties.
- Provide reports and papers as deemed necessary for the committees and group that require such. (For example, Infection Prevention and Control (IPC), H&S, Compliance forums, Finance, Risk etc)

## General

- Lead and ensure appropriate managerial, technical engineering, building resources and associated infrastructure are in place to support the delivery of a cost effective maintenance and repair service in line with corporate objectives, and the relevant Healthcare regulatory standards, guided by broad occupational policies and legislative requirements in the form of HSE (H&S) and Building Regulations.
- Lead and ensure managerial and staff responsibilities and objectives are clearly defined and that staff members are developed and supported to make an effective contribution to the delivery of the corporate objectives of the Trust, and more specifically the Estates Annual Plan and Estate Strategy Documents.

## Planning and Performance Review

- Develops and implements Service Level Agreements (SLAs) with all Directorates/Departments providing maintenance and repair related services to the Groups, to ensure that Service User repair requests are responded to in priority order and in accordance with the agreed standards for Estates responses to emergency, urgent and routine job requests, including the 24-hour emergency on-call arrangements on a 7-day a week basis.
- Continually reviews the performance of the maintenance team, in terms of productivity and customer service, as measured for example by job completion rates, evaluating, and where appropriate, implementing new ways of working to enhance performance.
- Develops asset replacement/refurbishment programmes based on the data obtained from the six-facet estate surveys for the buildings, plant and equipment, aligned to the Trust's overall
- Estates Strategy to smooth out annual investment requirements, and to avoid unplanned breakdowns.

## Resource Management

- Accountable Budget holder for the estate's operations budget and responsible for the maintenance of the Trust's physical assets, including engineering facilities, plant and equipment.
- Ensures the most cost-effective use of resources, taking account of the various competing priorities, and that all maintenance and repair requests are dealt with by the most cost effective means available, in accordance with the agreed service standards.
- Establishes annual budget setting incorporating any cost improvement targets in association with the Finance team and applies suitable expenditure monitoring and budgetary control measures to ensure that the Operations and Maintenance function operates within its allocated budget, and advises the Director of Estates of any risks to achievement of the Department's financial targets. Write reports and present as necessary to achieve the above.
- Responsible for the large resource pool for both Operational Estates and Backlog

## **Maintenance in terms of finance and physical resources.**

- Procures services, works and goods in accordance with the Trust Standing Financial Instructions (SFIs) and where applicable negotiates contracts in order to obtain the best value for the Trust.
- Continually monitors the financial performance of maintenance and repair and other estates related service contracts, in order to identify opportunities to make savings as part of the Trust cost improvement programme (CIP), and to ensure that the Trust receives good value for money.
- Responsible for the production and dissemination of information and benchmarking and reporting on key performance indicator information, finance asset management of the estate (Rate evaluations) via the Department's Computer Aided Facilities Management (CAFM) systems, such as Apollo-FM and Micad to all interested parties, as an aid to continuous performance improvement.

## **Human Resources**

- Line manager for all staff within the estates operations management and maintenance team, including the implementation of the Trust's performance review and development system, which necessitates objective setting for all staff, and identification of individual training and development needs. (Estate Team Performance Management)
- Develops the managerial and supervisory capability within the team maximising the achievement of objectives within the context of the Directorates Annual Business and Workforce Plan, and ensuring that there is a full knowledge and understanding of the Trust's HR policies relating to sickness, disciplinary and performance and that these are applied in a fair and equitable manner.
- Work effectively with Staff side and trade unions to achieve high levels of outcomes.
- Responsible for the management of multi-discipline training across the Estates function.
- Actively support staff Health and Wellbeing and the Cultural journey through monitoring and maintaining adherence to Trust values and expected levels of behaviour.
- Promotes effective staff engagement and involvement, working in partnership with the staff side representatives to develop and maintain good industrial relations and personnel practices.

## **SPECIFIC RESPONSIBILITIES**

### **Estates**

- Responsible for the operation and maintenance and upkeep of the buildings, engineering services and grounds and gardens contained within the Trust's estate, and for ensuring that the Estate is managed in accordance with the best practice guidance contained in the Health Technical Memorandum (HTM) 00 'Policies and Principles of Healthcare Engineering' (DoH 2014).

- Develops short-, medium and long-term strategic plans for managing the operation and maintenance of the estate that impact across the Trust, including the establishment of a strategic Planned Preventive Maintenance (PPM) programme and appropriate Reactive maintenance arrangements, in support of organisational objectives for critical services, which includes production of the Annual Maintenance Plan and Capital Programme in accordance with the Trust's business planning cycle.
- Reviews and develops policies for engineering and building maintenance and other areas of estates operations and ensures their effective implementation.
- Responsible for development of the Estates Service to ensure that this meets Trust objectives and those of its patients in a cost-effective manner, benchmarking the service provide using tools such as Model Hospital data and the annual ERIC returns.
- Ensures that Authorising Engineers (or equivalent) are appointed and fully briefed to meet the Trust requirements and liaises with the Authorising Engineers and Trust Directors to ensure that the training and appointments for all Authorised, Responsible and Competent Persons, or equivalents are up to date.
- Undertakes Authorised and Responsible Person Duties as designated and works closely with the Authorising Engineer (AE) to ensure that actions arising from the annual AE audits are completed within the specified timescales and that the Trust remains compliant with the relevant Healthcare standards, such as the HTMs.
- Acts as lead for Fire Safety for the Trust and work with the Fire Team as defined in Health Technical Memorandum 05-01: Managing healthcare fire safety to ensure that appropriate fire precautions and protective measures are in place across the Trust's estate.
- Plays a key role within the Estates team in formulating and implementing the overall Trust Estates Strategy and developing new policies as required and reviewing and updating existing policies at the appropriate frequencies for the Estates Directorate maintenance function.
- Ensures the Estates asset register is maintained within the Trusts Software Systems and kept up to date and that there are management processes/systems in place to provide effective and efficient management of the assets over their life-cycle.
- Arranges periodic condition assessments and surveys and uses the resulting data to establish appropriate capital and revenue programmes of work to address any backlog maintenance items identified and to ensure that the physical environment of the estate is fit for purpose and Service User/Patient friendly using the Trusts Risk Registers and processes
- Leads the provision of data for the annual ERIC returns and Premises Assurance Model (PAM) and thereafter use these for benchmarking purposes, as tools to identify areas for further improvement.

## **SYSTEMS AND EQUIPMENT**

- Responsible for the management and use of several information systems at both department and Trust level.
- Uses fine tools and equipment as necessary for testing, validation and commissioning purposes of engineering services, along with the Estates CAD and CAFM system for building plans.
- Undertakes estates condition surveys and trials/testing of new innovative systems or equipment to develop and improve the delivery of the estates function and carries out the physical testing of engineering systems in line with the designated 'Authorised Person' duties with the ability to use complex test equipment and where necessary make fine adjustments to equipment using suitable tools.
- Utilises various software packages, including Microsoft Office, Micad, Apollo-FM, AutoCad and BEMS, used as part of a daily routine, to compile and produce reports from the data contained within these systems to monitor and improve service performance.
- Fully utilises the relevant corporate communication and IT systems to maximise productivity.

## **JUDGEMENTS**

- Responsible for estates 365 day / 24 hour operations and takes action in respect of Estates operational issues guided by own interpretation of broad occupational and Trust policies, Health and Safety legislation, and other Healthcare related guidance, without needing to refer to Senior Managers or Directors, other than to keep them informed of any significant incidents or emergencies and the actions being taken to resolve these.
- Works autonomously in ensuring services are delivered and targets are met, interpreting and acting on complex engineering and building information, such as drawings and work specifications.
- Makes judgements across a wide range of highly technical estates issues taking into account the sometimes-conflicting demands of legislation, Health and Safety (H&S) requirements, Healthcare standards and financial constraints.
- Acts in accordance with the requirements of the 'Code of Conduct for NHS Managers' and is the content of expert advice on estates operations matters.

## **COMMUNICATION**

- Provides, receives and analyses complex technical information relating to the Estates function, and uses the data to produce reports and communicates and exchanges maintenance, technical project-related information with specialists, and non-technical staff, including Senior Managers and Directors of the Trust, along with external agencies.

- Presents sensitive, complex or contentious information to groups of staff across the Trust.
- Develops and implements effective channels and systems of communication, including written and verbal, formal and informal to ensure that Corporate and relevant Departmental information is disseminated in a timely and appropriate manner within the maintenance team.
- Facilitates open communication and co-operation with other Trust colleagues and relevant external organisations, working collaboratively to provide a fit for purpose and safe healthcare environment.
- Leads and negotiates with Specialist and Building/Engineering Contractors and Suppliers on technical and financial issues to establish and implement appropriate solutions to Estates related issues, and to resolve disputes arising from contractual obligations.
- Owns, and creates written and verbal reports at the monthly Estates Governance meetings and attends and contributes to Trust Committees as the Estates representative, including forums where patients or their representatives are present, providing feedback on any issues raised and taking away any new concerns for further investigation and feedback.

## **PHYSICAL, MENTAL AND EMOTIONAL DEMANDS**

### **OF THE POST**

- Responds to changing priorities and circumstances on a daily basis, which impacts on working patterns, and is unpredictable, working flexibly and outside of normal hours, as appropriate, in order to meet critical short term and long-term deadlines.
- As necessary participate in the Trust's 'on-call' system, Participate in the management 'on call' rota which includes members of the Estates management team and provides technical advice and support for emergencies occurring outside of normal working hours.
- Frequent concentration required for reviewing paperwork, drawings and undertaking root cause analysis of estates related incidents.
- Able to handle occasional distressing issues in a sensitive manner when dealing with staff matters such as grievances and disciplinary issues, displaying empathy and dealing sympathetically with staff concerns.
- Deals with and resolves contentious issues arising from managing commercial service contracts and maintenance and repair works.
- Has incidental contact with patients and communicates with them in a courteous and sympathetic manner, ensuring that a patient-focused approach is maintained in all estate related activities.
- Visits plant rooms, underground service ducts and roof spaces etc in order to gain a good understanding of any current defects and faults, which may entail working at height and in hot and humid environments, exerting light physical effort, and potentially coming into contact with sewage, pest infestation etc, and other unpleasant conditions, hence necessitating the wearing of correct PPE/RPE as appropriate, plus these locations may be situated some distance

from the work base and it may be necessary to carry bulky test and surveying equipment to these sites.

- Holds a full UK driving licence, and can travel between sites, as necessary, to ensure the effective management of the maintenance and repair service and for attendance at meetings etc.

## **RISK MANAGEMENT**

- Owns Estates Operational Risk and uses the Trust's risk management system in accordance with Trust policy, including creation and management of risks on the risk register, ensure incident reporting is embedded in the Departmental culture, carrying out Root Cause Analysis as required and ensuring that all safety alerts are responded to in a timely manner.
- Participates in the development and implementation of the Trust's risk management strategies across the estate, by developing and maintaining close working relationships with the Trust's Risk Advisors, including the Health and Safety (H&S) and Infection Prevention and Control (IPC) teams.
- Ensures that systems are in place to monitor and review all risk-management related performance concerning the work of the maintenance team, and that there is a robust system in place to notify, investigate and follow up incidents and near misses, in line with the Trust's Incident Reporting Policy, and statutory requirements such as RIDDOR.
- Assists with the production of the Estates Emergency Plan, ensuring that all members of the maintenance team are conversant with this, participating in test exercises undertaken to prove its effectiveness.
- Ensures as far as possible that all staff within their control adhere to health and safety legislation applicable to the work of the Estates Department, together with the Trust's risk management policies (including the Risk Management Strategy and policies for H&S, IPC, Security, and Food Safety etc.).

## Person Specification

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>Professional knowledge in an engineering/building services related discipline acquired through degree or equivalent plus specialist technical knowledge gained through post-graduate courses and experience to masters equivalent level.</li> <li>Membership of an appropriate professional body (IMechE, CIBSE, IET, IHEEM etc)</li> <li>Evidence of previous Health and Safety Training, such as by satisfactory completion of the BOHS P405 'Management of asbestos in buildings' or IOSH Managing Safely.</li> <li>Specialist training, such as that required to hold the position of 'Authorised/Responsible' persons under the Department of Health's Technical Memorandum (HTM)</li> <li>Evidence of continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>Strong track record of managing schemes to time and budget.</li> <li>Experience within an NHS healthcare environment</li> <li>Experience of developing joint and collaborative working with local health and commercial partners.</li> <li>Experience with collaborative working with Staff Side Colleagues and Unions</li> <li>Use of Computer Aided Maintenance Management systems as an aid to performance improvement</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>Working in a similar role within an Estates team.</li> <li>Demonstrable experience of having managed senior teams, operational budgets, and multiple construction or refurbishment projects.</li> <li>Demonstrable experience in leading teams and budgets in an Engineering/Operation Arena</li> </ul>	

	<ul style="list-style-type: none"> <li>• Leading reactive and planned preventative maintenance</li> <li>• systems and the development and delivery of minor capital projects.</li> <li>• Managing a significant workforce in disciplines ranging from electrical, mechanical engineering and trades staff.</li> <li>• Providing expert advice at senior level on engineering and construction matters, in accordance with national and local policies and standards.</li> <li>• Successful negotiation and contract management</li> <li>• Experience of completing business cases for Capital investment. Experience of planning and delivery of complex maintenance programmes.</li> </ul>	
<p><b>Knowledge and skills</b></p>	<ul style="list-style-type: none"> <li>• Significant knowledge in all engineering related matters to a level of subject matter expert.</li> <li>• Good knowledge of industry standard M&amp;E and building construction contracts, along with the ability to effectively manage contractual relationships with Contractors and Consultants.</li> <li>• Detailed knowledge and understanding of Health and Safety legislations and requirements of working within a built environment – CDM regulations and IPAC requirements.</li> <li>• Specialist technical knowledge including legislation relating to construction, development</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of current legislation and guidance for NHS properties, such as HBNs and HTMs</li> <li>• Good working knowledge of Building Regulations</li> <li>• Knowledge and understand of public sector construction frameworks and EU procurement regulations.</li> <li>• Detailed understanding of requirements of HTMs and HBNs and all Professional Standards relating to Estates Operations.</li> <li>• Good understanding of Public Procurement Regulations</li> </ul>

	<p>and property management of Healthcare Buildings.</p> <ul style="list-style-type: none"> <li>• Formal engineering management training</li> <li>• Sound financial acumen and highly developed commercial and contract negotiation skills.</li> <li>• Complex problem solving, decision making and analytical skills.</li> <li>• Good judgement and analytical skills and able to process facts, interpret and provide appropriate advice, often balancing conflicting demands.</li> <li>• A proven ability to come up with flexible and creative solutions to difficult</li> <li>• Knowledge of current legislation and guidance for NHS properties, such as HBNs and HTMs</li> <li>• Good working knowledge of Building Regulations</li> <li>• Knowledge and understand of public sector construction frameworks and EU procurement regulations.</li> <li>• Detailed understanding of requirements of HTMs and HBNs and all Professional Standards relating to Estates Operations.</li> <li>• Good understanding of Public Procurement Regulations 17 OTHER problems.</li> <li>• Excellent collaborative working skills and able to work across Departments, with multiple stakeholders and within multidisciplinary teams.</li> <li>• Able to prioritise, schedule and monitor to completion, multiple projects often running in parallel,</li> </ul>	
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	<p>understanding key priorities, meeting deadlines and maintaining a consistent high-quality output, by allocating time effectively.</p> <ul style="list-style-type: none"> <li>• Effective oral and written skills in the presentation and interpretation of complex reporting and information to directors, senior managers and clinicians, including the effective chairing of meetings.</li> <li>• Ability to think strategically and develop practical plans to implement Estates strategies.</li> <li>• Ability to identify, plan and undertake research and development initiatives to inform strategic objectives.</li> <li>• Evidence of achievement in complex environment including effective management of change.</li> <li>• Understanding risk management and implementing quality management systems.</li> </ul>	
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• Able to provide unsocial hours attendance, either in times of crisis or through participation on the management on-call rota.</li> <li>• Role models our Trust values and behaviours every day.</li> <li>• Full driving license with the ability to travel across all sites</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.

