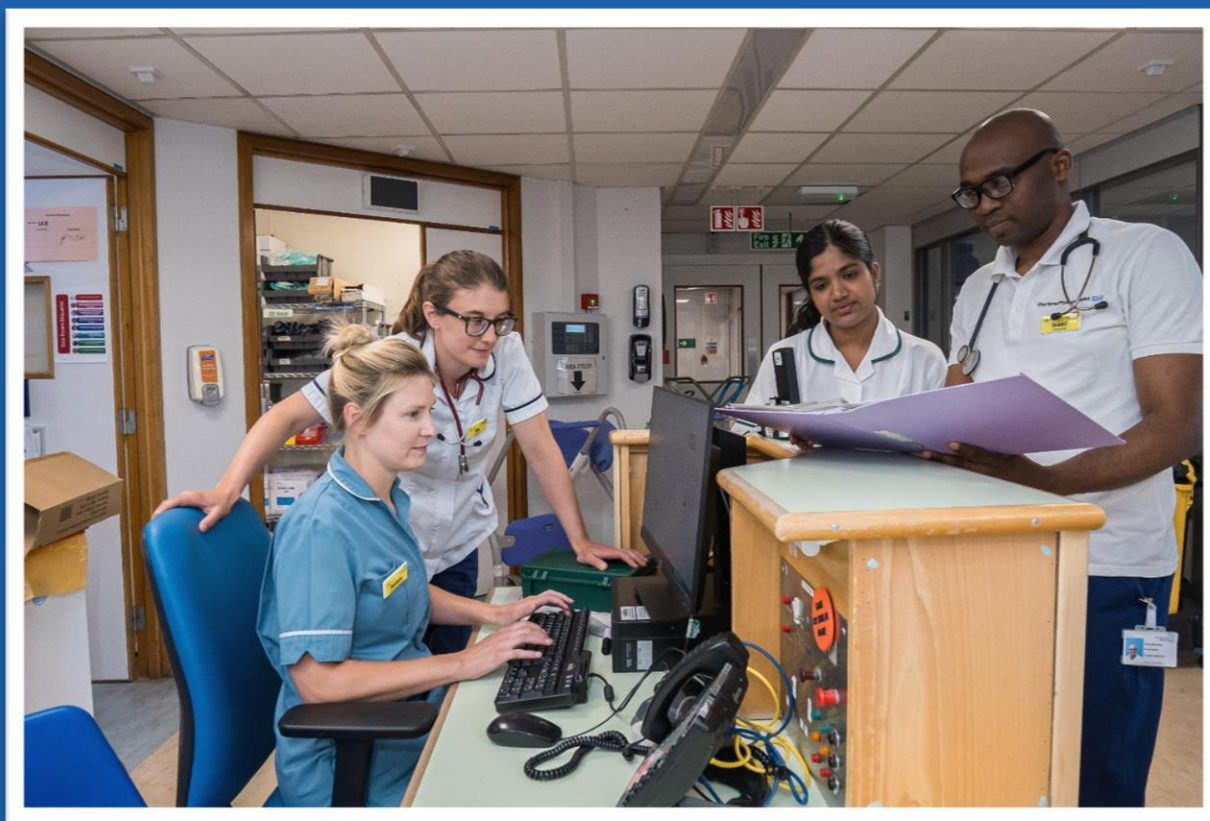


TRANSFORMATION LEAD NURSE

Candidate Pack



Colleague Benefits

General

- 27 days annual leave entitlement, increasing with length of service, plus 8 bank holidays
- Flexible working policies
- Generous maternity pay and 2 weeks full pay paternity leave
- Colleague recognition scheme and long service awards
- Greener travel initiative, including cycle to work scheme and lift share
- Childcare information and support available, including onsite nurseries
- Discounted bus passes with Arriva

Financial

- Access to various local and national discounts via various external websites
- Salary sacrifice schemes
- Generous pension scheme
- Access to a financial support booklet
- Pre-retirement courses
- Free Will writing service
- Savings and Loan schemes

Learning and Development

- Coaching and Mentoring
- Leadership Academy – leadership and management training for all staff
- Access to E-Learning courses
- Apprenticeships – growing number of apprenticeship opportunities across all disciplines
- Secondment and acting up opportunities
- Support to complete qualifications whilst on the job

Wellbeing

- Coaching
- Mental Health First Aiders
- Chaplaincy
- Fast track physiotherapy service
- Free eye test vouchers
- Slimming World referral scheme
- Cervical screening service
- Long Covid support
- Access to wellbeing/rest rooms
- Menopause support
- Men's Health forms and MOT
- Discounts with local gyms



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.

- Lead and support the transformation of Medicine, Emergency and Acute Care services, helping to improve how care is delivered for patients.
- Provide strong nursing leadership, working with clinical and operational teams to deliver service improvements and achieve strategic goals.
- Work with senior leaders to plan and develop a skilled workforce, supporting recruitment, retention, training and career development.
- Lead complex change programmes, using evidence and best practice to redesign services and improve patient care and outcomes.
- Monitor progress, manage risks and ensure strong governance arrangements are in place to support successful delivery of transformation projects.
- Build effective relationships with staff, patients and partner organisations, promoting engagement, collaboration and high-quality care across services.

Job Description

Job title:	Transformation Lead Nurse
Grade:	Band 8b
Site:	The Princess Royal Hospital/the Royal Shrewsbury Hospital
Accountable to:	Divisional Director of Nursing - Medicine Divisional Director of Nursing - UEC
DBS required:	Enhanced

Hospital Transformation Programme

After consulting on the future of acute hospital services across Shropshire, Telford & Wrekin and Powys, plans were confirmed to develop at Royal Shrewsbury Hospital a site specialising in emergency care and at the Princess Royal Hospital (Telford) a site specialising in planned care. In the new service model, key specialist services will be consolidated onto single sites (with the required clinical adjacencies), meaning that when patients need specialist care, they will get the best care available at the right time from the right clinicians. Both hospital sites will provide 24/7 urgent care, and routine services such as outpatients and diagnostics, so that most people will continue to receive care at their local site.

This reconfiguration of services is an essential part of ensuring that the health requirements of our communities can be met in a sustainable way over the long

term. The changes will also mean that our catchment population will receive better quality healthcare and enjoy a much-improved patient experience through;

- Our Telford site specialising in planned care will mean patients wait less time for their appointments and that beds will be protected for planned operations, reducing the number of cancellations.
- Our Shrewsbury site specialising in emergency care will ensure that emergency patients have immediate access to appropriate specialist care, which will provide a better experience for service users and reduce both waiting times and the length of hospital stays.
- The improvement to the hospital environment will make sure that patients receive their care in a modern, fit for purpose environment.

In December 2023, the Department of Health and Social Care, NHS England and HM Treasury confirmed the approval of our Outline Business Case (OBC) and enabling works begun.

At the end of May 2024, the Full Business Case (FBC) was approved, which is the last stage

of the national approval process. The Trust has received national approval of its Full Business Case (FBC) for the Hospitals Transformation Programme (HTP), which is the final stage of approval. This releases the full £312 million investment in local services and means implementation of a new model of healthcare in the county. This investment will help support the Trust's, and wider health and care systems, ambitions of delivering high quality, sustainable services for patients in modern facilities.

On 1st April 2026, The Shrewsbury and Telford NHS Trust and Shropshire Community Health Trust formed a Group model under a shared Executive board.

The Role

Job Purpose

The Division of MEC contains the following Centres/Specialties: Emergency and Acute Medicine, General Medicine, Renal, Cardiology, Stroke, Respiratory, Dermatology, Diabetes/Endocrinology, Elderly and Frailty Care.

Reporting to the Divisional Directors of Nursing (MEC), the post holder will be responsible for the day-to-day oversight and management of service transformation for MEC for the Nurse Stream. Co-Ordinating change with the specialty triumvirates Clinical Director and Centre Manager, the Nurse Lead will be responsible for the implementation and delivery of patient centered service change and promote a culture that is progressive, inclusive and driven by a core set of values.

Medicine and Emergency Care's key Transformation Programs aligned to Group strategic priorities:

- Hospital Transformation (HTP)
- Urgent and Emergency Care Transformation

- Community Transformation (including Neighbourhoods)
- Digital Transformation
- Outpatient Transformation (including productivity)
- Cost Improvement & Efficiency

The post holder will act as Transformation Lead Nurse and will be responsible for:

- Oversight of nursing preparations for changes to clinical pathways and services for MEC.
- Implementing and embedding service change as part of a Transformation Programme using wide ranging best practice care pathways, ensuring service users benefit from consistent, timely, effective, efficient and high quality care.
- Management and oversight of governance protocols implemented as part of the service change
- Representing the Trust at a senior level within the local health economy, working closely with clinical services and partner organisations to institute integrated working in the best interests of patient care for the speciality.

Scope of the Role

Critical to the success of this role is combining highly credible programme and project management skills with insight and confidence to inspire staff, including clinicians, to transformation-level change. With some key stakeholders, the programme will be highly contentious – for example if it challenges existing clinical practice - and the post-holder will require highly developed communications and influencing skills to ensure antagonisms are overcome and secure successful implementation of service change.

The post-holder will take Nursing responsibility for ensuring projects are delivered in line with the agreed scope, time and budget, risks and progress are regularly reported, issues and dependencies are managed, there is appropriate engagement, communication and support from key stakeholders and any changes are embedded and monitored (in terms of positive / negative impacts on outcomes, experience and efficiency). They will provide expert advice and assistance to senior leaders across the organisation, working with them to address significant challenges facing the nurse workforce within the Division of Medicine.

They will be responsible for developing and obtaining agreement to the detailed design of the care pathways programme, ensuring it is consistent with and supports the Trust's strategy for nursing within MEC. They will take responsibility for managing implementation of this programme within the Nurse stream, working collaboratively with Clinical Directors and Matrons who will have medical and nursing responsibility, tracking delivery of agreed schemes and preparing reports and presentations on progress to a wide range of stakeholders aligned to the Division.

The post holder will lead in the development of improved and innovative MEC service pathways, processes and systems to ensure that all patients accessing the services across health and social spectrum will receive the highest quality and most effective care. S/he will also co-ordinate and lead the strategic planning processes,

facilitating the development of services clinical models that are aligned to the Hospital, and digital, efficiency and community transformation programs. Utilising national benchmarking, best practice and business intelligence, the post holder will provide assurance to the Divisional Leadership Team on the strategic planning process against our Transformation agenda.

The post requires exceptional political, influencing, coaching and general management skills. The post holder will be expected to actively promote a culture of staff engagement, using this as a driver for service improvement.

The post holder will be required to implement a management style that facilitates and supports a team approach to service improvement leading the nursing workforce through a portfolio of change and improvement. S/he will be expected to monitor and manage the portfolio of change for nursing whilst ensuring adherence to the overall programme. The post holder will be expected to ensure quality, safety and efficiency control whilst empowering clinicians and front-line staff to make decisions that support a patient focused service.

Provide leadership support and appropriate challenge to clinical/operational leads in the delivery of transformation identified.

Main Duties and Responsibilities

Leadership

The post holder will hold responsibilities;

- To develop and sustain effective working relationships both internally and externally that will deliver a programme of works aligned to the transformation of MEC.
- To provide strong and visible leadership within Multidisciplinary Services to ensure that staff understands the strategic direction and that they play a part in delivering the clinical models defined for the provision of high-quality care
- To demonstrate effective leadership through influencing / facilitating good people management.
- To be responsible for facilitating and supporting the development of local transformation in preparation of the new Hospital Transformation.
- To provide senior nurse oversight in the management and delivery of the MEC transformation plan

Operational Performance and Management

The post holder will be responsible for;

- Developing and obtaining agreement with the Centre Manager, Matron and Clinical Director to the detailed design of the programme, ensuring it is consistent with and supports the Trust's strategy in alignment to the clinical model for MEC.
- Managing the implementation of this programme for the nurse stream, overseeing the maintenance of up-to-date project documentation, tracking

delivery of agreed schemes and preparing reports and presentations on progress to a wide range of stakeholders both internal and external to the organisation.

- Have oversight of Task and Finish Groups aligned to the transformation programme for the Nurse Stream.
- Facilitating the Programme's communications strategy, ensuring this meets the needs of, and encourages positive engagement from, all associated audiences including patients, families, referrers, clinical/operational teams and senior executives/Trust Board.

Workforce Planning and Engagement

The post holder will be responsible for:

- In conjunction with Divisional Leadership Teams, workforce Directorate and Executive Director of Nursing Office, undertake workforce planning for key MEC services as part of an integrated multi-disciplinary approach linking activity, workforce and budgets in line with the Trust's strategic workforce planning model; ensure that plan includes education and development, clinical leadership and supervision, mentoring, appraisal, career development, talent management, succession planning and recruitment and retention. Monitor the effective implementation of the plan to secure optimum workforce utilisation and efficiency to meet on-going quality and productivity challenges.
- Ensure workforce plans to deliver improvements in MEC are developed and monitored to incorporate actions arising from the annual staff survey, focus groups and any other staff interventions and feedback.
- As a member of the senior leadership team, establish a high level of clinical engagement and involvement and a robust process around best practice clinical workforce models including job planning for the effective and sustainable delivery of Medicine, Urgent & Emergency Care services.
- Ensure workforce models promote access to a consistent high-quality care irrespective of the time of the day or day of the week.
- Provide active support to the Trust's recruitment and retention strategy for MEC services in conjunction with the relevant Divisional senior leadership team and participate in Trust-wide initiatives across all staff groups. Ensure the use of bank and agency staff is kept to a minimum to support stabilisation of the Trust's workforce.
- Challenge conventional approaches and drive forward change when needed demonstrating a commitment to creating a learning organisation culture and incorporating published evidence-based best practice for MEC services wherever applicable.

Lead Complex System Changes with Clinical Services

The post holder will be responsible for;

- Leading detailed work, researching and learning from best practice, to develop and implement a comprehensive set of evidence-based Speciality Medicine, Emergency and Acute medicine re-design

- Working with clinical leads in the development of these pathways, managing and coordinating contributions from clinicians and specialty teams.
- Leading work with senior clinical leads, to ensure compliance with all related standards, protocols and guidelines set either by the trust or nationally that informs the clinical models for highest standards of quality of care.
- Ensuring key risks to programme delivery are proactively identified, escalated appropriately and addressed with robust mitigations.
- Supporting the commissioning agenda and the delivery of service transformation to support service change for MEC.
- Implementing effective communication strategies and techniques with internal and external stakeholders to promote effective decision making and a common sense of purpose as part of the capital programme.

Performance Management

The post holder will be responsible for;

- Ensuring that there is adequate governance structure in place to enable delivery of the transformation programme for the nursing stream
- Identifying areas of risks and implementing strategies to mitigate against these.
- Co-ordinating delivery against set targets

General Duties

- To deputise for delegated aspects of the Divisional Director of Nursing remit as requested.
- To cut across specialities to provide assurance of programme delivery
- To develop effective partnerships with Divisions and corporate functions in order to deliver the strategic plans for service transformation in MEC.
- To implement and monitor appropriate governance and risk systems to support services as part of the transformation portfolio.
- To ensuring that all Trust policies and procedures are adhered to.
- To adhere to the standards laid down in the NHS Code of Conduct for Nursing and always act in a manner that reflects and promotes the values of the Trust.
- To manage financial resources in line with Trusts Standing Orders and Standing Financial Instructions.
- To actively seek opportunities to enhance the reputation of the Trust as a service provider and employer of choice.
- To act as a positive role model to promote a professional and well-motivated workforce.
- To recognise and work with professional leads within the Trust to ensure that staff work within their professional codes of conduct and to take account of their responsibilities when affecting change and developing the workforce.

Person Specification

	Essential	Desirable
Qualifications	• Registered nurse. • Educated to Master's level or Postgraduate Diploma level, or able to demonstrate equivalent relevant experience. • Evidence of continuous professional development.	• Formal qualification or training in project management, quality improvement, service redesign or change management. • Leadership or management development qualification.
Experience	• Significant senior nursing experience within an acute NHS provider organisation, at Head of Nursing level or equivalent. • Experience of leading change across complex systems and multiple projects or initiatives. • Evidence of leading significant service redesign, quality improvement or transformation initiatives. • Experience of delivering a portfolio of improvement work related to Medicine and Emergency Care. • Experience of analysing, interpreting and reporting performance information, identifying variance and implementing improvement actions. • Experience of advising, influencing and securing engagement outside direct line management responsibility. • Track record of leading and managing multidisciplinary teams	• Experience of workforce capability development, succession planning or new workforce model implementation. • Experience of working with system partners across acute, community, primary care or local authority settings. • Experience of supporting transformation linked to capital programmes, digital change or hospital reconfiguration.

	through large-scale change in a complex organisation.	
Knowledge and skills	• Specialist knowledge of Urgent and Emergency Care best practice. • Good understanding of national UEC guidance and policy, including NHS England, Care Quality Commission, Getting It Right First Time, Royal College of Emergency Medicine and Society of Acute Medicine guidance. • Understanding of specialty medicine pathways including frailty, dermatology, respiratory, stroke, cardiology, renal, diabetes and endocrinology services. • Knowledge of patient flow, discharge optimisation and capacity management across acute hospital settings. • Understanding of workforce planning and best-practice multidisciplinary workforce models within Medicine. • Knowledge of national policy, guidance and improvement programmes relevant to Specialist Medicine services. • Understanding of quality improvement, Human Factors, PSIRF and patient safety principles within complex healthcare systems. • Knowledge of quality improvement and service development	• Awareness of strategic management processes and their application within NHS service transformation. • Knowledge of digital transformation, productivity improvement or cost improvement methodologies. • Awareness of commissioning, pathway redesign and system-wide transformation priorities. • Confident presenting to senior leadership groups, committees or external partners. • Ability to use data, benchmarking and business intelligence to support decision-making and assurance. • Skilled in developing engagement and communication plans for complex change programmes

	methodologies, tools and techniques. • Excellent interpersonal skills, with the ability to gain and sustain credibility with colleagues from multi-professional backgrounds. • Highly effective communicator, able to communicate complex information clearly and appropriately to different audiences. • Strong influencing, negotiation, facilitation, coaching and conflict resolution skills. • Proven ability to lead and manage change across an organisation. • Ability to communicate clearly in writing, including production of reports for senior committees, Board or equivalent forums. • Ability to manage a diverse workload, prioritise effectively and meet deadlines. • Results-focused, proactive and able to work on own initiative without close supervision.	
Other	• Desire to succeed and make a measurable impact on the quality of care for the population of Shropshire, Telford and Wrekin and Mid-Wales. • Committed to achievement of overall Trust performance and willing to challenge practice or behaviours that undermine working as one team.	• Evidence of compassionate, inclusive and values-led leadership. • Experience of creating a learning culture and supporting staff engagement during periods of change. • Ability to provide constructive challenge while maintaining strong relationships

	• Demonstrable track record of setting high standards and achieving them in complex, pressurised environments. • Motivated by effective teamwork and able to align local and corporate priorities across professional groups. • Committed to living the Trust's values and inspiring others to act in accordance with them. • Comfortable challenging traditional approaches and winning support for new ideas.	with clinical and operational colleagues.
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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.

