

Dear xxx

Freedom of Information request: Service Improvement Manager within Welsh Blood Service (CORP 25/26 – 051)

Thank you for your request for information which the Trust received on 10th June 2025.

Your Request:

Please could you provide the current job description, including responsibilities and pay band, for the position of Service Improvement Manager within the Welsh Blood Service, part of Velindre University NHS Trust.

If the role has multiple levels or bands, I would be grateful if you could clarify that as well.

Please find below the job description, which describes duties of the role and the pay band.

I trust this answers your request for information, however, should you not be satisfied with the information supplied or the process of supplying it, you have a right to complain and request a review. Please note that you must submit a request for a review within 40 days of the date of this letter.

You should forward your complaint to:

Mr Ian Bevan via FOI.VUNHST@wales.nhs.uk
Head of Information Governance
Velindre University NHS Trust
2, Charnwood Court
Heol Billingsley
Parc Nantgarw
Cardiff, CF15 7QZ

Should you wish to take your complaint further, if you are still unhappy with the decision after review, you can contact the:

Information Commissioner's Office - Wales
2nd Floor, Churchill House
Churchill Way
Cardiff, CF10 2HH
Telephone: 0330 414 6421
email: wales@ico.org.uk

Mae Ymddiriedolaeth GIG Prifysgol Felindre yn hapus i dderbyn gohebiaeth yn y Gymraeg neu'r Saesneg.
Velindre University NHS Trust is happy to receive communication in Welsh or English.



Yours sincerely

**Non Gwilym
Interim Director of Corporate Governance**

Velindre University NHS Trust
2 Charnwood Court
Heol Billingsley
Parc Nantgarw
Cardiff
CF15 7QZ

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CAJE REF 2025/0048

APPROVED 23/04/2025

JOB TITLE : Service Improvement Manager
BAND : 7

Job Summary

The Service Improvement Manager (SIM) will report to the Head of Service Improvement of the Welsh Blood Service (WBS) and be responsible for overseeing the day-to-day delivery of the Service Improvement (SI) Team's activities. The post holder will manage the planning, development, and delivery of routine SI activities, projects, training and will work in conjunction with the Head of Service Improvement to develop and deliver the Service Improvement Strategy.

The post holder will be a key change agent, working closely with the Head of Planning and Performance Services & Head of Service Improvement. The post holder will be responsible for the planning & delivery of key aspects of the SI Strategy, all aspects of the SI Business As Usual activities and the delivery of SI projects. The post holder will work closely with the SI Team, Senior Managers and staff at all levels across the WBS to deliver SI in line with departmental, divisional and Trust objectives and develop the service in line with the organisational IMTP.

The Service Improvement Manager will work alongside colleagues from across the WBS to help drive the delivery of improvements that improve outcomes for patients, donors and staff and the WBS.

Key Responsibilities:

- **Oversee Daily Operations:** Plan and manage the day-to-day activities of the SI Team, ensuring smooth and efficient delivery of services
- **Drive SI:** Empower staff at all levels to take ownership of SI activities and provide necessary tools and training
- **SI Strategy:** Act as a key contributor to the development and delivery of the SI strategy
- **Manage SI Projects:** Support the implementation of SI projects and programmes, providing guidance and oversight
- **Deliver SI Training:** Plan and deliver SI training sessions to build capacity and capability across the WBS
- **Monitor Performance:** Track and report on the progress of SI initiatives, ensuring objectives are met
- **Communication:** Maintain effective communication within the team and across the WBS.

The post holder would be expected to work autonomously and independently to meet defined objectives.

Responsible to

Reporting: Head of Service Improvement

Accountable: Head of Service Improvement

Professionally: Head of Service Improvement

Responsibilities and Duties

The Service Improvement Manager will be accountable for the planning and delivery of SI Business As Usual (BAU) activities and SI Projects. In addition, the post holder will act as a key contributor to the SI Strategy.

The responsibilities of the role include, but are not limited to:

Strategic

- Act as a key contributor to the ongoing development of the Service Improvement rolling 2 year strategy and the long term SI Training Strategy
- Autonomy and responsibility for the long term strategic approach to the SI Reps Groups
- Accountable for the planning, development and delivery of agreed aspects of the SI Strategy
- Plan and manage the delivery of new initiatives and challenges
- Lead lesson's learned activities in relation to the SI strategy and analyse results to make informed decisions in relation to the SI Strategy and BAU activities
- Advise the Senior Leadership Team and other senior managers in relation to the strategic approach to SI
- Autonomy to plan the SI Team's strategic approach to BAU activities using a rolling 12 month approach
- Develop services in line with the IMTP

Management and Leadership

- Full line management responsibility for the Service Improvement Team including recruitment, PADRs, Grievances, sickness etc
- Autonomy to plan and oversee the day-to-day delivery of the Service Improvement Teams activities & long term objectives
- Work in conjunction with the Head of SI to engage in external SI networks and promote the WBS SI Strategy and achievements including presentations at national conferences where appropriate
- Encourage staff to take ownership of SI
- Encourage a culture of improvement throughout the WBS
- Drive participation in SI activity and events across the WBS
- Use persuasion and negotiation skills to encourage engagement of staff resistant to change
- Lead the development of organisational policy in relation to Service Improvement

Planning

- Responsible for the planning and delivery SI events and awards
- Responsible for the planning and delivery of initiatives related to the SI Strategy and BAU activities
- Analyse feedback from previous events, awards and initiatives to inform decisions around future activity
- Drive participation in SI activity and events across the WBS
- Act autonomously in relation to managing risks and issues, escalating to the Head of Service Improvement only if appropriate

Projects

- Utilise specialist SI knowledge and experience to lead and manage Service Improvement Projects
- Manage SI Projects using appropriate methodologies

- Guide on SI methodology and encourage staff engagement
- Analyse complex data and make recommendations to staff at all levels (including the Senior Leadership Team) regarding SI projects

Communications

- Provide and receive highly complex, sensitive or contentious information relating to SI Projects, utilising persuasion and negotiation where there is resistance to SI projects.
- Present highly complex, sensitive or contentious information to the Senior Leadership Team and senior managers across the services in relation to the SI Strategy, BAU activities and SI projects
- Manage the SI Team Communication Strategy
- Lead and manage communication activities relating to SI BAU, awards, events and initiatives
- Ensure effective communication and engagement with staff

Training

- In Conjunction with the Head of SI, plan, develop and deliver SI training relating to the SI Training strategy, providing specialist knowledge and education to staff at all levels across the WBS.

Research

- Undertake research activities in relation to the SI strategy, SI BAU and SI Projects when identified as appropriate.

Financial and Physical Resources:

- Monitor and manage the SI Budget
- Ensure procurement activities associated with SI BAU Activities or SI Projects adhere to NHS procurement processes and advice.
- In liaison with SI project leads, monitor and manage project budgets, ensuring financial projections are accurate and in line with project plans.
- Liaises with financial / procurement / business case specialists as appropriate.
- Manage the procurement of the SI Warehouse as appropriate ensuring all local policies are adhered to e.g. procurement and information governance

Digital Information

- Accountable for the planning and management of the strategic approach to the Improvement Warehouse
- Manage the SI Teams development and maintenance of the Service Improvement SharePoint site
- Use of Microsoft Office suite to assist in compiling reports, comms etc

PERSON SPECIFICATION

Qualifications and Knowledge

Essential

- Masters level education or equivalent experience

- Recognised SI Qualification e.g. Improvement in Practice
- Understanding of NHS business planning
- Knowledge of SI and project management principles.

Desirable

- Project management experience
- Previous NHS experience

Experience

Essential

- Experience of line managing staff
- Experience of managing the delivery of a team's BAU activities
- Demonstration of a degree of responsibility and autonomy of actions
- Business cases, written reports and action plans
- Experience of communicating with all levels of staff and the public
- Experience of dealing with confidential and sensitive data and appropriate maintenance and storage of records

Desirable

- Experience of working on organisation strategies

Skills and Attributes

Essential

- Experience in the application of Service Improvement tools and methodologies
- Excellent IT Skills and experience of using Microsoft Office
- Ability to manage competing priorities
- Excellent communication and interpersonal skills
- Planning and organisational skills
- Team management
- Continuous improvement ethos.
- High Able to work under pressure
- level of professionalism and able to maintain confidentiality at all times
- Produces work with attention to detail
- Strong analytical skills

Desirable

- Welsh Language Skills are desirable levels 1 to 5 in understanding, speaking, reading, and writing in Welsh

Other

- Willingness and ability to travel between sites in Wales
- Drive and enthusiasm for continued personal development
- Personable and able to work within many multi-disciplinary teams, good team player
- Calm and professional; ability to work under pressure, delivering to tight deadlines and budgets and adapt direction as goalposts change