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Prifysgol Felindre
Velindre University
NHS Trust



new Velindre Cancer Centre (nVCC) Senior Responsible Officer Candidate Information Pack



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Welcome from the Chief Executive Officer

Thank you for considering joining Velindre University NHS Trust as our Senior Responsible Officer.

You will join us at a challenging, but exciting and important time in our history as we seek to provide high quality, safe, sustainable services within Blood across Wales and Cancer in the South-East Wales Region.

Destination 2033, our Trust Strategy, sets out important priorities that have been co-produced with people and partners within our regional and national context. It is an ambitious, ten-year strategy, that focuses on a vision to deliver Excellent Care, Inspirational Learning and Healthier People across all our areas of service delivery and influence. This is underpinned by our Trust Values of:

- Caring
- Respectful
- Accountable

You will lead the delivery of the new Velindre Cancer Centre (nVCC) in Cardiff. When complete, the new Velindre Cancer Centre will be a world class facility which provides specialist tertiary oncology services to patients across Southeast Wales. It will also be an exemplar healthcare facility which demonstrates what patient led, sustainable design can achieve; with an all-electric solution supporting the achievement of BREEAM excellent.

You will be responsible for working with the nVCC Project Director to deliver the capital elements of the project and operational commissioning; ensuring the first patient is treated in the summer of 2027.

You will be an exceptional leader with a diverse range of skills and experience in managing large, complex transformation programmes; building effective relationships; establishing robust and efficient governance processes; managing significant budgets and resources; successful project delivery; and benefits realisation.

You will work closely with the Chief Executive Officer and the Executive Team in delivering the project, together with a wide range of stakeholders including Local Health Boards, the Welsh Government, patients, staff and the local community.

This is an exciting opportunity for someone with passion for changing the clinical outcomes for patients across a region.



I hope you enjoy reading this information pack and learning more about Velindre University NHS Trust and the role. I equally trust that you will be inspired to make an application and, if you believe you have the necessary experience and qualities, I very much look forward to receiving your application.

Vacancy Details

Role Title	Senior Responsible Officer for the new Velindre Cancer Centre Project (nVCC)
ESP Scale:	Competitive Salary 2 days per week
Location:	Velindre University NHS Trust Headquarters, Nantgarw
Closing Date:	Sunday 19 th January 2025
Interview Date:	10 th February 2025
Application Process:	Suitability Letter and CV

About us:

The Trust was established in 1994 and is one of 12 statutory health organisations in Wales. We are responsible for providing a number of services:

Velindre Cancer Services

Non-surgical tertiary oncology services: we are a specialist treatment, teaching, research and development centre for non-surgical tertiary oncology services to patients from across South-East Wales serving a population of 1.7million.



Welsh Blood and Transplant Services

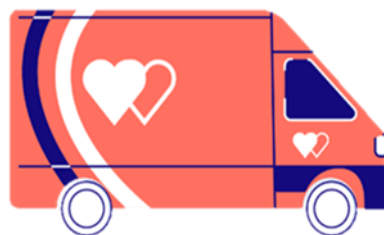
A range of essential and highly specialised services including the collection and production of blood and blood components to treat patients; and supporting the transplant programmes through the Welsh Transplantation and Immunogenetics Laboratory services. This is a national service supporting the 3.3million population of Wales.

NHS Wales Shared Services Partnership (NWSSP)

We host NWSSP who provide a wide range of support services to NHS Wales including procurement, recruitment and wider system wide services.

Health Technology Wales

We host HTW which is a national body working to improve the quality of care in Wales. It collaborates with partners across health, social care and the technology sectors to identify, appraise and advise on the adoption of technology or models of care to ensure an all-Wales approach.





Destination 2033

Our ambitious [Destination 2033](#) strategy sets out our vision for the future and outlines how the Trust will strive to deliver excellent care, inspirational learning and healthier people.

It is based around a new purpose and vision for the Trust and sets out what we aim to achieve by the year 2033, and how we will set out to realise our goals.

The strategy is underpinned by five strategic goals, which are for the Trust to be:

Outstanding for quality, safety and experience

An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed, expectations

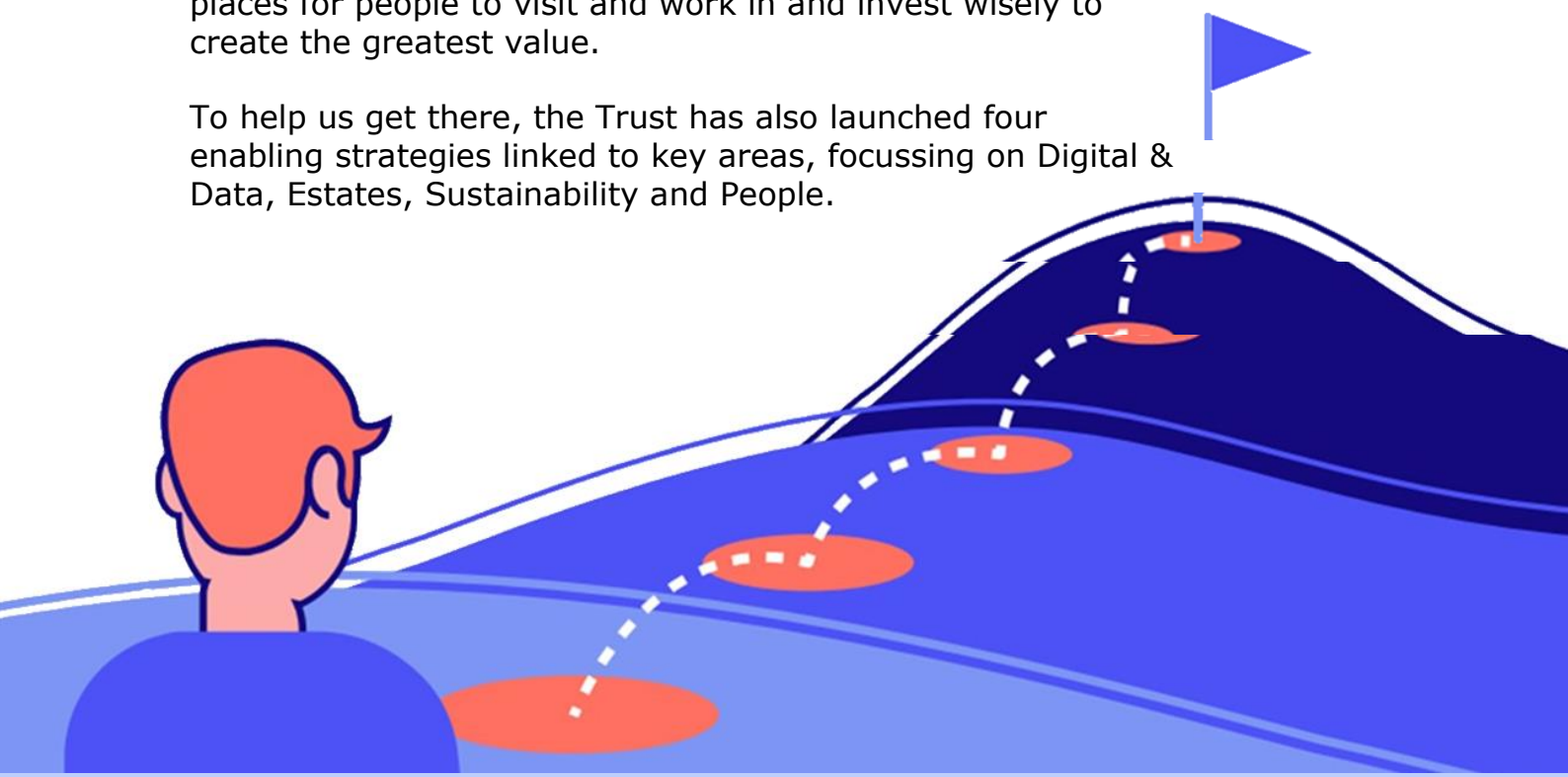
A beacon for research, development and innovation in our stated areas of priority

An established University Trust which provides highly valued knowledge and learning for all

A sustainable organisation that plays its part in creating a better future for people across the globe

In addition to these, the strategy also details how we aspire to be an employer of choice, connect people digitally to create better services and wider benefits, create more value from our resources, provide great places for people to visit and work in and invest wisely to create the greatest value.

To help us get there, the Trust has also launched four enabling strategies linked to key areas, focussing on Digital & Data, Estates, Sustainability and People.



Our Values

In 2024, Velindre University NHS Trust refined its organisational values, which capture what's important to us and how we should all behave. Everyone has a stake in them because they were developed by our workforce, patients and donors.

Our values are a mix of continuity and change, reflecting our commitment to delivering and developing our services, and we're proud to have them in place.

We aim to live and breathe our values in what we do every day.

Caring

We are always kind, supportive, approachable and show compassion to all.

Respectful

We seek to understand other people's perspectives. We are always open and transparent.

Accountable

We always take personal responsibility for what we do and how we do it.



About you

Velindre University NHS Trust is seeking to recruit a Senior Responsible Officer (SRO) to lead the delivery of the new Velindre Cancer Centre (nVCC) in Cardiff. When complete, the new Velindre Cancer Centre will be a world class facility which provides specialist tertiary oncology services to patients across South East Wales. It will also be an exemplar healthcare facility which demonstrates what patient led, sustainable design can achieve; with an all-electric solution supporting the achievement of BREEAM excellent.

The nVCC project is one of the largest healthcare projects in Wales and of local, regional and national importance to cancer care. The capital cost of the project is circa \$310 million plus equipment. It is being delivered through the Welsh Government Mutual Investment Model policy framework. The Trusts' partner in the project is the Acorn Consortium.

As SRO, you will be responsible for working with the nVCC Project Director to deliver the capital elements of the project and operational commissioning; ensuring the first patient is treated in the summer of 2027.

You will be an exceptional leader with a diverse range of skills and experience in managing large, complex transformation programmes; building effective relationships; establishing robust and efficient governance processes; managing significant budgets and resources; successful project delivery; and benefits realisation.

You will work closely with the Chief Executive Officer and the Executive Team in delivering the project, together with a wide range of stakeholders including Local Health Boards, the Welsh Government, patients, staff and the local community.

This is an exciting opportunity for someone with passion for changing the clinical outcomes for patients across a region.

About the role:

As SRO you will be accountable for the delivery of the nVCC project on time, to quality and budget. You will also be accountable for ensuring the range of benefits set out in the Full Business Case are realised.



Our Board Structure:

Velindre University NHS Trust provides specialist services to the people of Wales. The operational delivery of services is managed through Velindre Cancer Service and the Welsh Blood Service.

Velindre University NHS Trust delivers specialist cancer services for South East Wales using a hub and spoke model. The hub of our specialist cancer services is Velindre Cancer Centre. This is a specialist treatment, teaching, research and development centre for non-surgical oncology. We treat patients with chemotherapy, Systemic Anti-Cancer Treatments (SACTs), radiotherapy and related treatments, together with caring for patients with specialist palliative care needs.

The Welsh Blood Service plays a fundamental role in the delivery of healthcare in Wales. It works to ensure that the donor's gift of blood is transformed into safe and effective blood components, which allow NHS Wales to improve quality of life and save the lives of many thousands of people in Wales every year.

The Trust also hosts two organisations, NHS Wales Shared Services Partnership and Health Technology Wales.

The Trust Board is accountable for Governance, Risk Management and Internal Control for those services directly managed and those managed via hosting arrangements. As Accountable Officer, the Chief Executive has responsibility for maintaining appropriate governance structures and procedures as well as a sound system of internal control that supports the achievement of the organisation's policies, aims and objectives, whilst safeguarding the public funds and this organisation's assets for which the Chief Executive is personally responsible. These are carried out in accordance with the responsibilities assigned by the Accounting Officer of NHS Wales.



	Donna Mead Chair		David Donegan Chief Executive
	Stephen Harries Vice Chair		Carl James Executive Director of Strategic Transformation, Planning & Digital and Interim Deputy Chief Executive Officer
	Hilary Jones Independent Member		Matthew Bunce Executive Director of Finance
	Gareth Jones Independent Member		Jacinta Abraham Executive Medical Director
	Andrew Westwell Independent Member		Nicola Williams Executive Director of Nursing, Allied Health Professionals & Health Science
	Vicky Morris Independent Member		Sarah Morley Executive Director of Organisational Development & Workforce
	Lindsay Foyster Independent Member		Lauren Fear Director of Corporate Governance & Chief of Staff
	Vacancy Independent Member (Finance)		Anne Carey Interim Chief Operating Officer
	Rachel Hennessy Interim Director of Velindre Cancer Services		Alan Prosser Director of the Welsh Blood Service
			Carl Taylor Chief Digital Officer

Selection process

The selection process for the Senior Responsible Officer for VUNHST will include a formal panel interview.

Formal Interview:

The formal interview will be conducted in person. The following individuals will make up the panel.

It is anticipated that the interview will take around 1 hour.

Name	Role
David Donegan	Chief Executive Officer
Carl James	Executive Director of Transformation, Planning and Digital, Interim Deputy Chief Executive Officer
Ian Gunney	Welsh Government
Matthew Jenkins	Welsh Government
Hilary Jones	Independent Member
Stephen Harries	Independent Member

If you would like to discuss the role in more detail, please contact:

Carl James, Executive Director of Transformation, Planning and Digital, Interim Deputy Chief Executive Officer:

Carl.James2@wales.nhs.uk | 02920 196161



JOB TITLE Senior Responsible Officer for the new Velindre Cancer Centre Project (nVCC)

Salary: competitive

<ul style="list-style-type: none"> • Be accountable for the delivery of the nVCC Project to time, cost and quality. • The nVCC project is a high value (circa £312million capital), complex construction with multiple interfaces and is the first health project to use the innovative Mutual Investment Model (MiM) policy. • Chair the nVCC Project Board. • Hold the nVCC Project Director to account for project delivery. • Develop and manage a positive and effective partnership with the Acorn Consortium. • Ensure development and maintenance of stakeholder relationships with staff; local residents; the Welsh Government; local politicians; and wider. 		
Responsible to		
Reporting: Chief Executive Officer	Accountable: Chief Executive Officer	Professionally: Chief Executive Officer
Responsibilities and Duties		
<p>Duties and Responsibilities</p> <p>The Senior Responsible Owner is accountable for the nVCC project meeting its objectives, delivering the projected outcomes and realising the required benefits within the policies set by the Trust Board and Welsh Government Officials, SRO's and Welsh Ministers. The Senior Responsible Owner is the owner of the business case and accountable for all aspects of governance relating to the nVCC Project.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Providing assurance to the Trust Board on the nVCC Project delivery. • Supporting the Project Director in the implementation of the project. • Holding the nVCC Project Director to account for successful project delivery (on time; to cost and quality). 		

Provides Oversight and assurance:

- Effectively chairs the nVCC project board and makes decisions regarding the future of the project while considering changes to the overall political, social, environmental or technological context and prevailing risk.
- Ensures corrective and preventative actions are taken as needed.
- Ensures the solution fulfils government policy (MiM) and maintains its ONS classification.
- Ensures the nVCC project delivers all the outcomes, solutions and benefits as defined in the contract and the Full Business Case.
- Keeps the sponsoring body (WG) informed of progress, risks and issues and refers to them any decisions which are within or above their delegated authority.

Project Specific Accountabilities:

- Is accountable for the delivery of all the design elements included in the contract.
- Is accountable for the effective oversight of the nVCC construction. Highlighting formally any concerns raised by the Project Director and team.
- Is accountable for the delivery of the Trust's commercial obligations as set out in the Project Agreement as to prevent any unnecessary compensation events.
- Is accountable for the oversight of key interdependencies including the Equipment interface and for putting in place mitigations.
- Holds Acorn to account for their delivery and contractual obligations.
- Is accountable for providing a building fit for occupation and use by clinical teams from across the service.

The post holder will be a committed team player and a credible leader and is expected to make a significant contribution to strategic leadership in the corporate management and governance of Velindre's Trust Board and the emerging Regional and National agendas. The remit is key to the development of the strategic vision for the organisation and the achievement of operational success across the whole NHS agenda and takes shared accountability for this. The role is a strategic assurance one and the postholder is not expected to become involved in delivery of the project.

Fully utilise their extensive and comprehensive specialist knowledge and diverse experience of operational management to establish clear, ambitious, cutting edge, owned and resourced delivery plans.



Ensure co-ordination between regional and national approaches to Transformation Programmes performance and delivery, including leading pan-Wales and national initiatives, for the benefit of NHS Wales as a whole.

Act as the Senior Responsible Officer (SRO) on behalf of NHS Trust on relevant NHS Wales Programme Boards associated with the nVCC project.

Communications

The Senior Responsible Owner must be able to:

Use their influence in and outside of the organisation to champion the project to ensure ongoing support and to create the necessary conditions for success.

Lead on the engagement process with strategic stakeholders making a significant contribution to the development and implementation of Trust Strategy and support transformational change and Quality Objectives.

Develop a strategic vision for the nVCC Project cascaded across the organisation and the achievement of operational success across the wider NHS. The SRO will be a committed team player they will build and maintain effective working relationships with relevant stakeholders and other NHS and external professionals to achieve operational success of the strategic vision for the nVCC Project.

Communicate with NHS staff and external partners at all levels in a friendly, constructive and professional manner. There will be a wide variety of stakeholders with differing barriers to communication therefore the post holder will be required to use tact, empathy and reassurance skills as well as adapt their communication skills to meet the needs of their colleagues, especially where English is not their first language. Some stakeholders may be in disagreement and be hostile towards the Trust's plans.

Engage professionally with colleagues when communicating delivery of service/projects, sensitive information or effectively solving problems, by using a range of communication skills including tact, empathy or negotiation skills to ensure acceptance of strategic plans and implementation of same.

Have the ability to communicate highly complex information governance and legislative matters effectively both verbally and in writing ensuring co-ordination between regional and national approaches to performance are agreed with communication tailored appropriately for the audience.

Be assertive and confident, with drive and enthusiasm. The SRO will also possess a strong sense of urgency, be flexible, and thrive in a challenging environment e.g. staff resistance to change, redeployment issues, new ways of working, on strategic vision delivery and negotiate resolution of obstacles to progress requiring expertise where opinions may differ.

Be responsible for ensuring that the strategic vision meets its objectives and delivers its projected benefits. The SRO will ensure that the delivery plan maintains its vision and service focus, has a clear accountability and governance framework and that the context, including risks, is actively managed.

Ensure that all relevant stakeholders are fully engaged in the strategic vision through the delivery of project delivery and change plans, and an agreed strategy for communication across the Board and wider health system economy.

Use coaching and personal skills, including empathy to motivate and inspire staff to drive service improvements from within their own teams, demonstrating an awareness of the potential barriers to understanding.

Engage professionally with staff seeking compromise where necessary and at all times able to demonstrate best value.

Requires persuasive negotiating, diplomacy and change management skills to overcome barriers to understanding that can at times be in an antagonistic atmosphere when there are proposed major changes.

Effectively deal with conflict resolution on the telephone, virtually, or face-to-face where the post holder will use a range of skills including negotiation and persuasive skills required for effectively communicating within the team to assist in the efficient delivery of the service in meeting the needs of patients.

Practice and promote confidentiality and dignity at all times.

Demonstrate the ability to effectively listen to other points of view.

Service Management and Work Demands

The Senior Responsible Owner must be able to:

Contribute to long term strategic plans for the nVCC Project ensuring that these dovetail with operational service plans, these plans will involve uncertainty, impact on organisation Develops business plan, strategy for area of activity, makes major contribution to corporate policies and strategy.

Effectively manage multiple competing timescales and the need to respond to unexpected requests for reports or information which often have short timescales, the post holder will be required to prioritise and reprioritise their diary to meet these unpredictable demands on time.

Respond effectively to unforeseen and unforeseeable issues e.g. unforeseen project issues and/or risks that require contractual / commercial formalities, project change, project budget, contractual (formal) early warning notices.



Arrange and facilitate meetings and workshops that enable delivery of the strategic plan objectives, as some workshops will be ongoing and complex in nature the post holder must therefore have highly developed organisational skills that can be responsive to short notice changes.

Formulate an annual report demonstrating nVCC Project Performance and the activities undertaken to ensure alignment with the operational service requirements for future service provision and developments.

Service Improvement Innovation and R&D

The Senior Responsible Owner must be able to:

Interpret and relate highly complex information providing reliable input and identifying issues that need to be taken forward at both Welsh and UK levels as well as locally within NHS.

Collect, and analyse data/information for consistency and accuracy before forwarding to colleague's e.g. Finance Department or Senior Management.

Using own judgement as well as management and negotiation skills provide expert opinion when colleagues express a difference of opinion to help resolve the situation or reach a satisfactory conclusion.

Manage a large volume of information (including commercial contracts), understand complex situations and analyse data to suggest methods and outcomes for improvement e.g. performance targets or financial targets.

Frequently monitor strategic plans, performance and measurement of deliverables will be required to enable the post holder to develop ongoing strategies to meet agreed plans and formal reporting. Reporting will usually focus on data on the uptake.

Participate in providing support to establish a sustainable and resilient service which is committed to value, quality improvement, safety and putting people (staff and patients) at the centre of what we do. This would involve identifying risks across the service delivery pathway and develop and deliver enablers to support redesign of services and roles, ensuring sustainable and resilient solutions that mitigate risks and significant challenges.

Support delivery of service specific service delivery changes as appropriate. This would involve identifying risks and develop and deliver enablers to support delivery of the agreed Plan and to support redesign of services and roles, ensuring sustainable and resilient solutions that mitigate the key challenges. This will require the post holder to facilitate discussion about very different ways of working in the nVCC.

Adhere to health and safety issues actively promote a good working position by implementing risk assessment skills to identify actual and potential risks and action appropriately within the office environment.

Use research methodologies to provide comprehensive statistics for the audit process associated with planning the service as and when necessary.

Ensure that innovation and good practice is disseminated between teams, services, groups and organisations/Boards so as to maximise efficiencies and good practice.

There will be a requirement for the post holder to regularly undertake R&D activity to develop surveys associated with the evaluation of the nVCC project. This will include the post-project evaluation.

On a regular basis facilitate and implement audit and research as appropriate within own area integrating evidence into practice and presenting findings at meetings. This will include learning from 'project early warning notices', 'project compensation events', and whole system (national) audit and learning from other projects and programmes across NHS Wales.

Autonomy

The Senior Responsible Owner must be able to:

Be clear on what their extent and limit of authority to act is and make sure that it is agreed with the accounting officer and ministers, where appropriate, and recorded in their appointment letter.

Interpret complex national/Board policy and processes ensuring policies are implemented consistently within their area of responsibility across the organisation.

Influence and interpret overall health service policies to strategically plan and create objectives and set long term goals aligned with the nVCC.

Assimilate and summarise complex documents, compare facts and analyse situational data from a range of sources, develop options, assess risks and opportunities to the organisation and facilitate consensus building and decision making.

work autonomously within the work plan and will require the ability to prioritise appropriately given the time and financial constraints.

Address complex issues for the organisation and be able to involve and guide specialist input as needed.

In addition, requires specific expert programme, project and technical expertise.

Be Accountable to the NHS Board for all elements of project and programme delivery and will be line managed by the Chief Executive Officer.

Resources and Relationship with Project Director

The Senior Responsible Owner's relationship with the project management organisation is through the nVCC project director. The project director is a full-time role, accountable to the senior responsible owner for establishing the governance framework and for the day-to-day management of the project, to deliver the outputs and desired outcomes and realise the benefits. The SRO steers and champions the project, whereas the project director directs the project.

The Senior Responsible Owner and project director should discuss and reach a clear and common understanding of their respective accountabilities and responsibilities. Where the project director does not report directly to the senior responsible owner, it is recommended that the project director's line manager is also included in these conversations.

The Senior Responsible Owner will:

Interpret information and provide clarification, especially in the context of the organisation and government priorities, to the nVCC project director to facilitate a focus on delivery.

Address issues or risks that are outside the authority of the nVCC project director to do so and escalate them as appropriate in a timely and efficient manner.

Provide support and direction to the project director through the change control process, especially where changes could impact the time, cost or quality of the project.

Make decisions in a timely manner and provide the required authorisation for the project director to act.

Work with a number of teams, services and finance to work within available funding envelope and where appropriate create a case for using this resource differently to meet the necessary requirements, outcomes and vision agreed.

Be accountable for the management of the nVCC Project Budget of up to £312m (capital value) plus the equipment and other ancillary matters.

Ensure continuous and frequent monitoring of any project expenditure against budget to provide early warning of any variances to enable corrective actions to be taken.

Make suggestions where cost efficiencies can be made and participate in supporting staff to action these efficiencies or introduce change to current ways of working to achieve goals.

Will act at all times in accordance with NHS Trust Standing Financial Instructions in an effective and consistent manner.

Work with the Chief Executive Officer and Project Director as they review/set budgets and workforce planning.

Information Processing

The Senior Responsible Owner will:

Have excellent working knowledge of project specific and bespoke software systems that support complex project and programme management including databases, report analytical tools & packages, and various technical support packages.

Regularly work with computer software to provide relevant detailed statistical reports to key stakeholders e.g. Trust Board, Welsh Government, Project Board, senior management reports, High Light Reports, etc.

Ensure robust systems of governance and risk management are in place including data sharing protocols.

Update and maintain electronic non-clinical records. They will be proficient in data entry ensuring all personally generated written communications are accurate, appropriate and promptly recorded.

Be required to work with databases on a regular basis, they are required to adhere to the Information Governance policies as appropriate.

Be regularly required to design, set up and provide analysis of complex reports in response to specific requirements and ad-hoc queries e.g. FOI requests, performance management reports, Project Stocktake Reports, Highlight Reports, risk registers and reports, etc.

Regularly use Excel to collate information and manipulate data using formulae, analysing and presenting data in a format easily understood at meetings.

Governance and Assurance

The Senior Responsible Owner will be:

Accountable for ensuring that the nVCC project has in place a governance and assurance regime that is effective, proportionate, and appropriate. This will enable the project to deliver successfully and allow them to discharge their duties in terms of accountability.

The senior responsible owner chairs the nVCC project board and is responsible for ensuring there is the right representation throughout the life cycle of the project. When designing the governance of the project, the senior responsible owner needs to make sure they apply departmental and external governance arrangements,

policies and procedures or to obtain formal approval where there is justification to not apply some or all of these arrangements.

Whilst the project director or project office might recommend how governance is designed for a particular project and put such governance in place, it is the responsibility of the senior responsible owner to ensure that it is effective, proportionate, and appropriate and also dovetails seamlessly into the Trust's wider Governance arrangement.

Accountable for joined up governance between the nVCC Project, the TCS Programme and the wider Trust Portfolio. Although directly accountable for the nVCC Project the SRO is also expected to support delivery of the organisations overall strategic objectives. This means the SRO is expected to support the delivery of the organisation's totality of change, working with other projects to manage:

- dependencies
- resources
- schedules and
- funding

PERSON SPECIFICATION

Qualifications and Knowledge

Essential

- Masters degree or equivalent in a relevant subject
- In-depth extensive specialist knowledge and experience across a range of disciplines –
 - PFI/PPP/MiM policy and procurement methodologies (of at least one of these)
 - Finance, budget management and accounting,
 - Programme and Project Management qualification (MSP; PPM; Prince 2)
 - Effective management of teams
- Extensive knowledge and expertise with diverse experience of operational management to establish clear, ambitious, cutting edge, owned and resourced delivery plans.

Experience

In depth extensive end to end experience in leading and implementing major NHS projects and programmes with a track record of service improvement and of leading the implementation of change. In particular the successful candidate must have extensive experience of

- Delivery of complex/high value construction projects.
- Experience of PFI/PPP/MiM projects.
- Effective management of client/provider relationships in PFI/PPP/MiM projects.
- Development Management
- Commercial Acumen
- Stakeholder Management
- Contract Management
- Capital Project Management
- Procurement Management
- Participates in Gateway Reviews / CAP processes
- Risk Management

Skills and Attributes

- Excellent written and verbal communication skills
- Excellent communicator/ presentational skills
- Excellent report writing skills
- Understanding of financial matters
- Excellent negotiator, able to take strategic perspective on issues

- Change management skills
- Strong numerical and verbal reasoning and analytical skills
- Ability to analyse and interpret information from a variety of sources
- Ability to work independently and as part of a team
- Excellent written and communication skills.
- Ability to multi-task
- Influencing and leadership skills
- Performance Management skills
- Ability to use own initiative and meet multiple deadlines
- Ability to use various NHS IT Systems
- Advanced IT skills required to operate the following software: word processing, databases, spreadsheets, power point, and web browsing software, with knowledge of Microsoft project, Excel, Word, Access, Datix, ESR, and the Internet.



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