JOB DESCRIPTION

Job Title: SIaM IT Service Performance and Improvement Manager

Pay Band: AfC 8A

Hours: 37.5

Accountable to: Service Integration and Management (SIaM) Lead

Responsible for: Governance of the technology service management processes, management of continual service improvement and IT service performance.

Location: London, Leeds, Hybrid

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| Purpose:  Values: | The post holder is expected to fully understand, embrace and uphold NHS Resolution’s Purpose and Values:  *“To provide expertise to the NHS on resolving concerns fairly, share learning for improvement and preserve resources for patient care.”*  **Professional**  Being an organisation which operates to the highest possible professional standards.  **Expert**  Being the centre of expertise for resolving claims, disputes and concerns about performance.  **Ethical**  Having high standards and doing the right thing.  **Respectful**  Dealing with customers, colleagues, patients and the public in a considerate and respectful way. |

Key Working Relationships

*Internal*

* All NHS Resolution staff

*External*

* IT Service Providers and 3rd Party Suppliers
* NHS Bodies
* Panel firms
* Arms’ Length Bodies
* Other external stakeholders

Job Summary

NHS Resolution is an arm’s-length body of the Department of Health and Social Care managing a balance sheet of over £84bn relating to claims. We provide expertise to the NHS on resolving concerns and disputes fairly, sharing learning for improvement and preserving resources for patient care. Every year NHS Resolution manages an expenditure of over £2 billion in relation to Clinical Negligence and NHS liability schemes, processes over 14,000 new claims, administers a case load of more than 50,000 cases, and manages many millions of documents.

Led by the organisation’s Chief Information Officer, the Digital, Data, Technology and Transformation Directorate has embarked on a major transformation programme which will radically improve our service delivery, improve the day-to-day experience of our users both internally and externally and put in place a technology foundation which provides us with a secure foundation for the future. This will be achieved by combining a collaborative organisation wide approach to service & system design with a new cloud based, software as a service platform with support from a third-party systems integrator partner.

With the recent growth of NHS Resolution, combined with changing working practices, an ambitious digital roadmap and greater use of external suppliers, there is increased need for Technology to take a more standardised and consistent approach to the management of our IT service.

This is an exciting time to join the DDaTT Team in a key role within the Service Integration and Management (SIAM) team. It offers a unique opportunity in helping to shape how the team and NHS Resolution works in the future.

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As IT Service Performance and Improvement Manager you will play a key role in the design, development and on-going management of our independent technology governance to be aligned to structured industry standard Service Management framework (ITIL). In this role you will demonstrate a range of Service Management skills enabling a more holistic approach to service management and improving internal and external user experience through:

* Managing of the IT Service Performance and Improvement team
* Design and development of a structured ITIL aligned service management framework - supporting its adoption across the organisation
* Developing of the continual service improvement approach and plans.
* Developing a comprehensive trend analytics and reporting to monitor service performance and inform improvement plans
* Ensuring that ITIL process ownership is in place and regular assessment of Service Management Process Maturity is undertaken
* Working with process owners to define and implement improvement action plans.
* Managing Major Incident Management process
* Ownership of the central IT Knowledge Base
* Ownership and maintenance of the ITSM toolset
* Defining and implementing a Service Portfolio/Catalogue in the ITIL Service Management toolset with documentation, standard templates.
* Management and monitoring of DDaTT service performance through metrics, measures and reporting
* Managing key service provider and 3rd party supplier performance and reporting
* Managing support and maintenance services across the business, DDaTT and third-party providers for core applications
* Liaising with Procurement and Supplier Management in the creation of service schedules associated with new or amended services

Organisation Chart



Main Duties and Responsibilities

Communicates Effectively

* Lead discussions with internal and external stakeholders in developing an environment and culture which is focused on improving our IT services to all service users.
* Instigate cross domain collaborative working to improve service/performance where there may be resistance to change.
* Constructively challenge the current IT protocols, processes and practices to develop robust plans for service improvement.
* Develop opportunities for improvements that maximise the involvement of all staff and services across the organisation.
* Communicate effectively with both technical and non-technical internal and external stakeholders potentially resistant to change demonstrating excellent negotiation and persuasive skills.
* Communicate clearly in a timely fashion often under pressure complex, sensitive and contentious information during service outages which may impact our ability to operate as an organisation.
* Identify areas of poor performance and working in partnership with senior management and training teams to disseminate and implement good practice.
* Develop working relationships with IT Service Providers, 3rd party suppliers, NHS England and other external stakeholders.
* Manage key supplier relationships ensuring that performance meets or exceeds expectations and improvements identified or recommendations made deliver maximum benefits.
* Produce highlight reports, exception reports, project plans and other documentation to convey complex concepts clearly, support stakeholders in understanding key decisions and outcomes and enable actions to be managed effectively and transparently.

**Analytical and Judgmental Skills**

* Analyse performance/service data including highly complex facts or situations and the interpretation of data to provide a range of option/solutions for performance/service redesign or improvement as well as developing best practice.
* Resolve highly complex issues where there is a lack of precedent, and which call for the innovative and creative development of potential solutions/options.
* Make and justify decisions characterised by high levels of risk, impact and complexity.
* Identify of areas for collaborative working.
* Analyse performance and/or service redesign in cutting edge situations
* Understand the digital vision and strategy and NHSE policies in relation to meeting user needs and their impact on our policies, processes and procedures.
* Assist in examining trends/potential issues/risk alerts liaising with Information Management and Technology and Operations as appropriate to support through to conclusion/resolution.
* When required, act at pace and with autonomy to resolve live highly complex technical issues impacting many hundreds of users and significant volumes of live data.
* Escalate potential “red flag” issues with senior management emanating from the DDaTT function that may have reputational or financial consequences.
* Sample IT activity to ensure compliance with agreed standard operating process.

**Planning and Organisational Skills**

* Contribute to, plan and lead the successful implementation of interventions to mitigate risk and build operational resilience.
* Contribute to the implementation of a comprehensive operational risk management strategy to assess, identify, monitor, manage, mitigate and report pertinent operational risks/issues, particularly those involving fraud, information governance and business continuity.
* Proactively use data to monitor operational performance and to target assurance activity.
* Facilitate collaborative working across sectors and functions.
* Design, develop and implement the long-term strategic plans for service performance and service improvement.
* Operate within the organisation’s corporate governance controls to ensure safe delivery of continual improvement to include effective risk and issue management and safe procurement practices.
* Manage the resolution of complex technical issues and incidents drawing on the appropriate resources in an effective manner.

**IT Performance and Service Improvement**

* Develop and implement the strategic plan to deliver a comprehensive service management and technology governance framework aligned to industry standards (ITIL).
* Ensure the adoption of a more consistent, standardised ways of working with clearer accountabilities and responsibilities in managing our IT services within Technology.
* Work across DDaTT and its supply chains to conduct a comprehensive assessment of service management processes, identify risk, introducing or reengineering processes where required and support activity to work cross team.
* Conduct regular process reviews and audits to ensure adherence to core process and policies so that best practice is maintained and to identify further improvements to maximise effectiveness.
* Contribute to the creation of a continuous improvement environment engaging with DDaTT teams to support the delivery of efficient & effective services.
* Identify more efficient and effective IT service delivery techniques.
* Contribute to change management and change implementation by working closely with the Digital Project and CMO teams.
* Identify and resolve service-related process and activity within DDaTT which is sub-optimal.
* Identify innovation opportunities to deliver greater efficiency and effectiveness.
* Ensure service improvement changes are integrated into work practices and improvements are maintained, thus becoming ‘business as usual’
* Identify & contribute towards the delivery of service improvements to operational processes, systems and procedures.
* Provide the necessary expertise to support and challenge operational managers in the development of business cases to improve services using established service improvement methodologies.
* Use the outputs from performance monitoring activity to identify opportunities for improvement.
* Lead on continuous improvement activity by developing, maintaining and improving service management processes, systems and procedures using established service improvement methodologies.
* Draft clear and understandable service management policies and procedures with the ability to effectively deploy these to internal and external stakeholders.
* Identify and report on a range of service improvement options.

**Develop Self, Others and Team**

* Manage and develop the IT Governance and Improvement team to include recruitment and selection of new employees, contribution to annual appraisals and objective setting and sickness absence management.
* Coach team members and others as a major part of the role facilitating continuous improvement and applying the most appropriate tools and techniques to aid development.
* Support, coach and mentor other members of staff in the ITIL Framework and service management techniques to aid their understanding and personal development.
* Encourage knowledge sharing both within and cross teams.
* Participate in the Annual Performance Appraisal process, sourcing and undertaking training as identified in the Personal Development Plan.

**Responsibility for Financial Resource**

* Budget holder for the team ensuring deadlines and targets are met.
* Responsibility for SIaM with budgetary responsibility in the absence of the SIaM Lead and, for contributing to planning strategy. Identify cost improvement measures to contribute to the annual financial planning cycle.

**Information Management**

* Manage service performance against the agreed service levels, KPI's and standards for all key IT services, analysing trends and identifying areas for improvement to maximise the delivery to support and meet agreed standards.
* Monitor and report on a number of areas including agreed service levels, KPI's and standards generating reports to agreed frequency, methods and processes.
* Ownership of the central IT Knowledge Base
* Ownership and maintenance of the ITSM toolset

**Freedom to Act**

* Understanding all of NHS Resolution’s products and services and, where they fit within the wider NHS.
* Understanding NHS Resolution’s strategy and direction.
* In depth knowledge of a ITIL Service Management Framework and service management best practice.
* Creating a network across functions to share best practice.
* The post holder will have the autonomy to act on own initiative and making difficult decisions within the boundaries of organisational policies and procedures
* Responsible for engagement and communication with key stakeholders including securing buy-in for service improvements and appropriate representation and collaboration in the resolution of IT major incidents
* Responsible for maintaining the quality of IT services

**Effort and Working Environment**

*Physical effort*

* Office based post which requires the post holder to sit in a restricted position for much of the working day; the post holder will be required to undertake light physical effort when carrying laptop and documents between NHS Resolution offices or meetings and events.

*Mental effort*

* Concentration for long periods of time frequently required, paying meticulous attention to detail for analysis of highly complex and sensitive issues.
* Analysing highly complex streams of information to model into critical information for key decisions.
* Flexibility is required due to the unpredictable nature of demands on workload and interruptions on a daily basis.
* Working in a fast-paced environment

*Emotional effort*

* Exposure to distressing or emotional circumstances will be infrequent; the post holder will however be required to be sensitive when influencing stakeholders and ensuring engagement with a range of users.
* Works under considerable pressure when dealing with major incidents which may affect hundreds of users, will often involve complex, sensitive communication with senior stakeholders and need to be resolved in a timely and effective manner.
* Deals with performance, capability conduct and disciplinary issues

*Working conditions*

* Normal office conditions with a requirement to use a computer for the majority of the working day. The post holder will be required to travel to attend external meetings on an occasional basis via public transport.

Further Information

1. The post holder must ensure that personal information for claimants, members of staff and all other individuals is accurate, up to date, kept secure and confidential at all times in compliance with the *Data Protection Act/General Data Protection Regulations 2018* and the *Common Law Duty of Confidentiality*.
2. The post holder must follow the record keeping guidelines established by NHS Resolution to ensure compliance with the *Freedom of Information Act 2000*.
3. The post holder is expected to take responsibility for self-development on a continuous basis, undertaking on-the-job and other training as required.
4. The post holder is required to become familiar and comply with NHS Resolution’s policies and procedures.
5. The post-holder must be aware of individual responsibilities under the *Health and Safety at Work Act* and identify and report, as necessary, any untoward accident, incident or potentially hazardous environment.
6. The post holder is expected to develop IT skills.
7. The post holder may be required to undertake duties at any location within NHS Resolution, to meet service needs.
8. This job description and person specification are intended as a guide to the main responsibilities and profile of the post and not as an exhaustive list of duties and tasks. The post holder may be required to undertake other duties appropriate to the post’s grades, which are not listed above, at the direction of a manager. The job description may be amended from time to time after consultation with the post holder.
9. NHS Resolution operates *No Smoking Policy* and *No Alcohol policies*.

Person Specification

| **Category** | **Criteria** | **Essential (E) Desirable (D)** | **How tested\*** |
| --- | --- | --- | --- |
| **Education and Qualifications** | Information Technology or Business degree or equivalent relevant experience | E | A |
| ITIL v3 or v4 Foundation certification | E | A & I |
| Lean Six Sigma qualification or equivalent demonstrable service improvement experience | D | A |
| Certification in Agile Service Management | D | A |
| Working towards ITIL v4 Managing Professional accreditation | D | A & I |
| **Skills and Abilities** | Excellent analytical skills and the ability to identify and implement process change | E | A & I |
| Ability to innovate in the management of IT service and operational processes and to identify opportunities for more effective service delivery | E | A & I |
| Excellent written and oral communication skills, with the ability to communicate at all levels and sometimes in sensitive and/or hostile environments | E | A & T |
| Highly developed negotiation skills with the ability to be authoritative and persuasive | E | A, I & T |
| Good interpersonal skills with the ability to use tact, diplomacy and professionalism | E | A, I & T |
| Ability to manage several priorities at the same time | E | A & T |
| Ability to work under pressure and to tight and immovable deadlines | E | A, I & T |
| Ability to develop good working rapport within and across teams | E | A & I |
| Ability to draft legal documents and complex legal correspondence a concise and professional manner | E | A, I & T |
| Proficient IT skills and ability to use Microsoft  Office packages (ie  Outlook/Word/Excel/PowerPoint etc) | E | A & I |
| **Experience** | Leading and managing staff to deliver organisational goals and objectives | E | A & I |
| Service Desk Management including in depth knowledge of Major Incident Management, Incident Management, Problem Management, Service Request Management, IT Change Management and Continual Service Improvement | E | A & I |
| Managing contracted suppliers against a KPI and service management/improvement framework. Managing Service Reviews and approval of supplier delivered reports. | E | A & I |
| Delivery of internal service management reports | E | A & I |
| Multi-tasking, working across multiple projects, analysing opportunities, defining successful approaches and proactively solving problems. | E | A & I |
| Engaging and building relationships with a range of internal stakeholders and suppliers, working collaboratively, to support business outcomes | E | A & I |
| Development, implementation and support of improvements to service management toolsets | E | A & I |
| Service management delivery within a recognised ITSM operating model | E | A & I |
| Exposure to and understanding of ISO27000 | D | A & I |
| **Knowledge and Understanding** | Knowledge of implementing or working under ITIL framework | E | A & I |
| General and broad knowledge of current issues and advances across core service management disciplines | E | A & I |
| Good understanding of NHS Resolution, its strategic aims and service users. | E | A & I |
| Good understanding of the challenges faced by the NHS. | E | A & I |
| Knowledge and understanding of confidentiality within the workplace (particularly within the NHS) | E | A & I |
| Knowledge and understanding of Equality Act (2010) | E | A & I |
| Knowledge and understanding of Freedom of Information Act (2000) | E | A & I |
| Knowledge and understanding of Data Protection Act/General Data Protection Regulations (2018) | E | A & I |
| **Other** | Confident with a high level of drive, enthusiasm and commitment | E | A & I |
| Self-motivated and focused approach | E | A & I |
| Commitment to own personal and professional development | E | A & I |
| Strong leadership, motivational and coaching skills with the ability to influence others | E | A & I |

\* A – application form; I – interview; T – test