

Isle of Wight NHS Trust
Portsmouth Hospitals University NHS Trust



Candidate brief for the position Group Chief Strategy Officer

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust

February 2026



Welcome

Thank you for your interest in joining our NHS Group, encompassing Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU).

This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by our organisations.

IWT and PHU Boards have been in a partnership since May 2019. The two trusts moved to a single CEO and executive team in 2023 and established Boards and Committees in-common at the beginning of 2024. Their collaboration has benefited the wider health and care in Hampshire and the Isle of Wight.

Whilst each Trust is a separate statutory organisation, you will join as a Group Executive, responsible for both organisations.

The Group Chief Strategy Officer is a crucial role for our organisations and for our partnership.

Further information about the two trusts and latest reports are available via our websites: www.iow.nhs.uk and www.porthosp.nhs.uk.



Our shared vision

Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU) have a shared vision which sets the ambition for both trusts:

“WORKING TOGETHER TO DELIVER EXCELLENCE IN CARE FOR OUR PATIENTS AND COMMUNITIES”



Working together...

We are ambitious for what we can deliver for our communities and people. We work together – within teams, across teams in each hospital, across our two hospitals and with partners in the wider health and care system – to deliver our vision.

to deliver excellence in care...

We will always pursue excellence. Delivering excellence in care means providing the best possible outcomes and experience, with services that are efficient and sustainable.

for our patients & communities

Listening and learning, we serve alongside families, carers, our people and our partners to meet the needs of our patients and communities.



Our values

Each Trust has four core values that were developed through extensive engagement with staff and that describe how we expect each of us to work together and provide care for our patients. All of us who work at IWT and PHU, whatever our role, commit to upholding these values.

We seek to create a culture that enables us to take prompt action when we observe behaviours that are not in line with our values and support each other to do that. To help us live our values, we have described the behaviours that we expect of each other in each Trust.

Our aligned behaviours were developed with staff, to create the culture required to deliver our vision, in each trust and together.

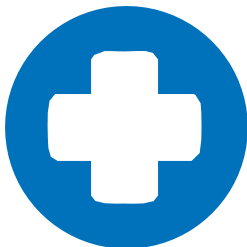
IWT Values



Compassion



Accountable



Respect



Everyone counts

PHU Values



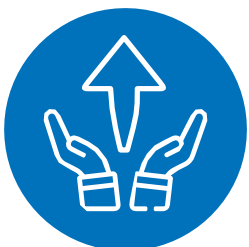
For patients



With compassion



As one team



Always improving

Our strategic aims and true norths

Our shared strategic aims are the key priorities enabling us to deliver our vision, tailored to the next five years, describing what we are committing to do. They define our focus and give clarity to our people, partners and communities about what matters most and how we will do this. Associated with each strategic aim we have a True North, which guides us in assessing the impact and success of our actions in the delivery of our strategy.

Strategic Aim 1: We will meet the needs of the communities we serve

 True North: No avoidable delays for our patients



Strategic Aim 2: We will support safe, high-quality patient-focused care

 True North: Provide the best possible patient experience and eliminate avoidable harm



Strategic Aim 3: We will ensure our services are sustainable

 True North: Live within our means and eliminate waste



Strategic Aim 4: We will support our people to deliver on our vision

 True North: Be the best place to work



Strategic Aim 5: We will enable teams to deliver the best care

 True North: All of us able to improve



Delivering Excellence is how we deliver our vision. It translates our vision and ambitions into a clear set of actions making it easy for our people and teams to see the part they play and the contribution they make. First introduced in PHU, the improvement approach helps us to ensure the problems to be solved and the challenges to be overcome are being addressed in

a consistent way by those people best able to solve them. It breaks down our ambitions into smaller, meaningful improvements and directs our expertise and efforts into those things that are demonstrably going to make the biggest difference. It gives us confidence the actions each of us take every day are contributing directly to achieving our vision.

About Isle of Wight NHS Trust

The trust employs around 2,700 staff and has a turnover of £280m. Operating as part of the Isle of Wight health and care system, IWT provides both acute and ambulance services with significant opportunities to deliver integrated urgent and emergency care.

Acute Care Services

Based on the heart of the island, with 280 beds and handling 22,685 admissions each year, St Mary's Hospital in Newport is our main base for delivering acute services for the island's population. Services include the Urgent and Emergency Department, medicine, planned surgery, intensive care, comprehensive maternity, Special Care Baby Unit (SCBU) and paediatric services with 1,338 births last year.

Over the last three years we have invested in excess of £50m into our estate as part of our Investing in Our Future programme, including over £12m into our new Community Diagnostic Centre. We have also refurbished our Emergency Department and expanded the ICU.

We have also opened a dedicated ophthalmology theatre and recovery unit to deliver high quality and timely ophthalmic care.

Ambulance Services

The island's ambulance service delivers all emergency and non-emergency ambulance transport for the island's population. With 21,712 emergency calls and 25,292 emergency vehicles dispatched each year the service operates from a single base across the Island.

The service is also responsible for transporting patients to mainland hospitals when required.

A new ambulance station was also officially opened by HRH The Duchess of Gloucester in 2023, providing a significant upgrade of training and welfare facilities to support the growing demand on the island's urgent and emergency care services.



About Portsmouth Hospitals University NHS Trust

With a turnover of £800m, PHU provides comprehensive secondary care and a number of specialist services to a local population of 675,000 people across South-east Hampshire.

The trust also offers some tertiary services (including the Wessex Renal and Transplant Unit) to a wider catchment in excess of two million people. The trust employs over 8,700 staff and is the largest employer in Portsmouth.

Our busy Emergency Department treats in excess of 166,500 patients each year. We also undertake 65,000 day cases and carry out over 9,600 inpatient operations.

Our maternity services deliver around 5,300 babies per year, making it one of the largest maternity services on the South Coast. In July 2022 we were rated Good by the Care Quality Commission for the second time.

Most services are provided at Queen Alexandra Hospital in Cosham. Included within the modern buildings are:

- Over 30 theatres – with a dedicated endoscopy centre.
- State-of-the-art linear accelerators.
- Purpose built interventional radiology suites, MRI scanners, CT scanners and a PET scanner.
- State of the art pathology laboratory.
- Neonatal Unit, Level 3.
- Hyper Acute Stroke Unit supporting the third largest stroke service in the country.
- Superb critical care facilities.
- Second generation surgical robots – one of the largest robotic-assisted surgical programmes in the UK.



We also offer a range of outpatient and diagnostic facilities closer to patients' homes in community hospital sites and at local treatment centres throughout Southeast Hampshire: St Mary's Portsmouth – midwifery and dermatology services; Gosport War Memorial Hospital – including the Blake Maternity Unit, Urgent Care Centre, rehabilitation services and diagnostics; Petersfield Community Hospital – we manage the Cedar Rehabilitation Ward and run the Grange Maternity Unit; Fareham Community Hospital – rehabilitation services and outpatient clinics; Havant Community Services – diagnostics and outpatient clinics.

In 2020 PHU was awarded university hospital status. The move has helped to bring significant benefits to patients, students and colleagues in the local community. This trust has also become a major provider of undergraduate and postgraduate education, working with three universities (Southampton, Portsmouth and Bournemouth).

Our hospital also hosts the largest of five Joint Hospital Groups in England. Personnel from all three-Armed Services are fully integrated within the Trust, working alongside their civilian counterparts, helping to treat and care for patients from the local and surrounding communities.

Recruiting and maintaining a high-quality workforce is a major priority. This includes the workforce associated with the Joint Hospital Group, South. Attracting and retaining a high-calibre workforce remains a strategic priority. The implementation of the Single Corporate Service, alongside improvements in our operational practices, is critical to ensuring the continued delivery of safe and effective healthcare services.

In tandem, we are investing considerable effort into strengthening staff retention, recognising its essential role in maintaining service continuity and safeguarding the quality of care.

The trust has been highly successful in apprenticeship schemes and has achieved national recognition. This is proving to be a great source for future recruitment and the vast majority of apprentices that have been trained have gone on to full time employment. This is an area of increasing focus as we aim to grow a local workforce for the future.

Research and innovation thrives within the trust which plays a key role in developing multi-disciplinary research and strengthening nursing research ambitions. There are 150 research staff across clinical specialties, increased participation in clinical trials and we receive £8 million in major grants for our research activity.



Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust

Working in partnership

Although the populations served by our organisations have distinct needs, we both face similar challenges which can be addressed by working together.

We have developed the Group model to reflect our commitment to working at scale, reducing duplication and sharing learning across our organisations, where it benefits patients, staff, and system partners, while retaining our strong local identities as providers of NHS services to our local communities.

As well as unifying our Trust Strategies 'Working Together, Improving Together' and developing our five shared ambitious aims, our joint Clinical Strategy underpins our commitment to putting patients at the centre of everything we do.

The strategy provides a blueprint for us to drive change in the way we think about, plan and deliver our clinical services, driving innovation and excellence to develop care models that prioritise the patient experience.

Our clinical services are supported by single corporate services that work across both organisations to ensure we provide clinically and financially sustainable services for all our patients and communities.

To help us achieve our shared vision and aims, we have several cross-cutting programmes of work that will further release the benefits of our Group model and focus our transformation approach. These are shown below:

Job Description

Title:	Group Chief Strategy Officer
Reports to:	Chief Executive Officer
Base location:	Across sites, both Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust (frequency of visits to each site, to be agreed locally)

Job Summary:

- Lead the development of the strategic frameworks, Trust strategies and the strategy deployment processes at IWT and PHU through which the strategies are executed. Monitor the execution of the strategy.
- Lead the design and continued refinement of the strategy to transform IWT and PHU to achieve clinically and financially sustainable services, and lead the ongoing development of the strategic relationship between the two Trusts that enables the delivery of that strategy.
- Executive lead for the development and maintenance of the IWT and PHU stakeholder relationships and partnerships, and the Trusts' understanding of the external environment, to support achievement of the IWT and PHU aims and objectives and the realisation of the goal of high quality, clinically and financially sustainable services and organisations.

Key Responsibilities:

All Executives

- Board Director for both IWT and PHU.
- Provide strategic leadership for the two statutory organisations with responsibility for strategic decision making and benefits realisation of strategic transformation opportunity.
- Shared accountability for strategic direction delivered through a standardised operating model with consistent systems and processes for standardised and reliable implementation.
- Take shared accountability for the overall success, quality, financial and operational performance and the future direction of IWT and PHU.
- Build shared purpose across statutory organisations of IWT and PHU, providing strong and effective leadership and advice to support both Trusts to deliver consistently safe, effective, sustainable, high-quality care to patients
- Lead the strategic transformation across IWT and PHU to create clinically, financially, and environmentally sustainable services and organisations.
- Contribute to the collective decision making of the IWT and PHU Boards.
- Act as an advocate for IWT and PHU within Trusts and externally support statutory organisations in place.
- Develop and maintain effective partnerships and relationships with external stakeholders, operating with a whole system mindset to meet the needs of patients and communities.
- Work as a team, with a 'team-first' mentality. Work through and with others including through the site teams at IWT and PHU, role modelling trusting, collaborative, flexible cross-team working to support the delivery of the strategies and plans of both IWT and PHU.
- Ensure that the governance, structures, policies and cultural environment in place enables people and teams in IWT and PHU to succeed, contributing through their behaviours to the embedding of IWT and PHU values into both organisations.
- Must demonstrate strong alignment to the Trusts' visions and values.

Person Specification

Qualifications

- Management qualification or equivalent
- Educated to a Masters Degree level or equivalent post-graduate qualification
- Evidence of sustained personal and professional development

Experience

- Operating at Executive Director level in a large complex service organisation
- Demonstrable track record of significant achievements and delivered results
- Developed and delivered a comprehensive strategy and plan
- Developed and maintained good relationships and partnerships with internal colleagues and external agencies, managing those relationships with diplomacy
- Negotiated and influenced on a range of complex financial issues

Skills and Knowledge

- Strategic planner and visionary capable of translating the service strategy into effective policy and objectives
- Analytical astuteness, able to maintain control
- Able to express issues in an easily understood manner for a range of audiences
- Open and participative management

Other

- Tenacity: demonstrates high levels of self-belief, drive, enthusiasm and stamina to achieve goals and see things through
- Intellectual flexibility, ability to think conceptually, recognise assumptions, evaluate arguments and deduce inferences
- Ability to motivate, inspire and provide innovative solutions
- Confidence in achieving results in an inclusive and collaborative manner
- Ability to work effectively in a complex and changing environment
- Confident, independent and effective decision maker
- Ability to work under pressure to demanding timetables
- Understands the need to deliver short-term priorities and achieve long-term goals (sense of balance).
- Displays innovative and lateral thinking
- Prepared to work totally flexibly
- High degree of self-awareness
- Ability to maintain confidence, at all times
- Exceptionally high levels of personal integrity and loyalty
- Intellectual flexibility that enables the reasoned assessment of a situation and the ability to draw pragmatic conclusions
- Ability to 'broad scan' to keep abreast of developments in the Health Care sector
- Ability to deal with confidential issues in a professional and sensitive manner

Leadership Qualities

- Self management
- Personal integrity
- Broad scanning
- Seizing the future
- Political astuteness
- Intellectual flexibility
- Drive for results
- Collaborative working
- Effective and strategic influencing
- Holding to account
- Drive for improvement

Employment Package

Salary

VSM

Tenure

The appointment is substantive. The post holder's contract will be with Portsmouth Hospitals University NHS Trust.

Superannuation

The NHS Pension Scheme is available.

Sickness/Maternity Regulations

NHS Sickness/Maternity Regulations will apply.

Annual Leave

The Trust offers a generous annual leave entitlement where typically most full-time staff will be entitled to 27 days annual leave plus bank holidays. 27 days will increase to 29 after 5 years NHS service and after 10 years' service this will then increase to 33 days.

Relocation

A relocation package is available, conditions apply. Removal expenses are paid in accordance with the Trust policy.

Interview accommodation will be available on request.

Personal/Professional Development

The Trust strongly encourages and supports on-going personal and professional development for all staff.

Car Parking

Car parking is available.

Health and Fitness Centre

The Oasis Wellness Centre provides exclusive gym, indoor heated swimming pool and a series of health and treatment services, available for PHU and QA staff.

Benefits

There are a number of benefits offered to employees of the Trust. One scheme available is the option to lease a brand-new car and to purchase electrical goods via salary sacrifice.

Conditions of Employment

The following conditions must be met before the Trust will confirm an offer of employment:

- Confirmation of eligibility to work in the UK.
- Identity checks
- Disclosure and Barring Service Check
- References and employment history
- Validation of qualifications
- Financial reference clearance
- Bankruptcy & Insolvency Check UK & Ireland
- Disqualified Directors List Check
- Declared a Fit and Proper Person under the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.
- Health Screening
- Social Media Check
- Employment Tribunal Check
- Charity Commissions Register of Removed Trustees
- Professional registration (where applicable)

Criminal Convictions

Employees must declare full details of all criminal convictions or cautions under the Rehabilitation of Offenders Act 1974. The information given will be treated in the strictest confidence and taken into account only where the offence is relevant to the post applied for. Additional checks will be undertaken via the Financial Services Authority.

References

It is a condition of employment that references are provided which are acceptable to the Trust. These must cover the most recent six years of employment history.

The Location

The South Coast is a great place to live and work, benefiting from easy access to London by rail and road. Whether it's the tranquility of the Isle of Wight, the historic naval character of Portsmouth, Southampton or the New Forest, the area has much to offer. Southampton Airport is close by with flights to both domestic and international destinations and direct cross-channel ferry services to France and Spain are also just moments away.

The Isle of Wight offers visitors and residents an amazing coastline with beautiful countryside, year-round sporting events, festivals and award-winning attractions. For those with children, the Island is an ideal place to bring up a family, offering state, private schools and further education.

The Island boasts many picturesque towns and villages within easy commuting distance with house prices remaining significantly cheaper than most regions of the Southeast of England. The island provides access to an enormous range of outdoor pursuits, ranging from surfing, sailing, fishing and sea swimming, to walking, rambling and running across the downs and coastal pathways.

They say that 'good things come in small parcels', and at just 23 miles across by 13 miles high, you'll be amazed by how much the Isle of Wight packs in! Over half the island is designated as an Area of Outstanding Natural Beauty, with its rich variety of distinctive landscapes. The island is full of attractions, from adventure parks and botanical gardens to a steam railway and a garlic farm.

It is often argued that the Isle of Wight is the sunniest place in the UK, averaging 37 hours of sunshine per week, in comparison to a national average of 29 hours. Ventnor in particular benefits from a unique microclimate that has been likened to the Mediterranean.

Island Life means there's always something going on to occupy the mind, body or soul. The headline acts are its world-famous music festival and its annual Cowes Week celebrations.

Portsmouth is the second largest city in Hampshire on the south coast of England. Notable for being the United Kingdom's only island city, Portsmouth is located mainly on Portsea Island. It is a most appealing location, with stunning sea views from the Southsea seafront, where the four miles of beach are backed by the green spaces of Southsea Common. Adding to the "feel good" factor, Portsmouth receives more sunshine per annum than most of the UK and is much milder, with Portsdown Hill to the North deflecting cold winds.

The City of Portsmouth has a population of over 238,000 and the Portsmouth Urban Area, which includes Fareham, Portchester, Gosport and Havant is the 14th largest urban area in the United Kingdom, Portsmouth combines with Southampton to form a single metropolitan area with a population of over a million. Portsmouth is situated 64 miles (103 km) south west from London and 19 miles (31 km) south east of Southampton.

As a significant naval port for centuries, Portsmouth is peppered with fascinating architecture portraying its rich history and inspiring characters like Admiral Nelson and Charles Dickens. England's naval reliance on Portsmouth led to the city becoming the most fortified in Europe. Many of the city's impressive former defences now host museums or events and are popular city attractions. In the historic dockyard lies HMS Victory, the Mary Rose and HMS Warrior.

Although smaller than in its heyday, Portsmouth provides a major dockyard and base for the Royal Navy and Royal Marine Commandos whose Headquarters resides there. The city also hosts the headquarters of BAE Systems Surface Ships.

Port Solent is the south coast's premier destination marina. Boat lovers of all kinds are drawn to this marina and its unique atmosphere of bars, restaurants and boutiques. The city has two theatres with wide ranging programmes including an increasing number of national tours. The Portsmouth Guildhall hosts numerous musical events along with various other established music venues.

Portsmouth offers the most impressive range of activities for sports enthusiasts. The city is home to a professional football team and rugby club. Water sports are very popular here, particularly sailing, yachting and rowing. The Southsea Common is a popular focus for a wide range of leisure activities throughout the year including a kite festival, running events and live music.

How to Apply

Key Dates

Closing Date: Monday 23rd February 2026

Interview Date: Monday 9th March 2026

Applications Should Include:

- A **Covering Letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A **Curriculum Vitae (CV)** with education and professional qualifications and full employment history. It is also helpful to have daytime and evening telephone contact numbers and e-mail addresses, which will be used with discretion. The CV should include names and contact details of three referees, ensuring that the three referee's covers at least the last six year period. References will not be taken without applicant permission.
- All candidates are also requested to complete an Equal Opportunities Monitoring Form which will be available upon submission of your online application. If you submit your application via email, you will receive the Equal Opportunities Monitoring Form via email link during the process. This will assist Portsmouth Hospitals University NHS Trust in monitoring their selection decisions to assess whether equality of opportunity is being achieved. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.
- The successful applicant will be subject to Occupational Health, qualifications and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act.
- This means that the care provider must not appoint a director unless:
 - The individual is of good character;
 - The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
 - The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
 - The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
 - None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws)
 - Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
 - Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
 - Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

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