



Portsmouth Hospitals
University
NHS Trust



Isle of Wight
NHS Trust



Candidate brief for the position of Chief People and Culture Officer Portsmouth Hospitals University NHS Trust and Isle of Wight NHS Trust

March 2025



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Letter from the Chief Executive Officer

Thank you for your interest in joining Portsmouth Hospitals University NHS Trust (PHU) and Isle of Wight NHS Trust (IWT), and for taking the time to read this information pack.

You will join us at a pivotal moment in our development. PHU and IWT first formed a strategic partnership in 2019 to support the delivery of clinically and financially sustainable services on the Isle of Wight. In 2023 the two Trusts deepened the partnership, appointing a single Chief Executive and a single Executive team. We are ambitious and optimistic about the future, working together with a shared vision to deliver excellence in care for our patients and communities.

The Chief People and Culture Officer is a crucial role for our organisations and for our partnership. Redesigning our workforce and the way we work, supporting our people and developing our culture are central themes in our strategy and key to our success.



This is an exciting opportunity to lead large scale transformation that will benefit our staff and patients at a challenging time for the NHS. You will work closely with colleagues to plan and deliver change. You will lead the delivery of the Trusts leadership development, including effective leadership and management thinking, behaviours and values which grows individual and collective capability to enable organisational effectiveness. You will also support the implementation of the shared strategy, Working Together, Improving Together, in relation to culture and OD and the Trusts transformation agenda.

You will professionally lead the People Directorate, ensuring it is fit for purpose, providing an excellent, proactive, efficient service to both Trusts across all aspects of the HR and OD agenda. You will also play an integral role in shaping and delivering the People agenda across the wider geography of Hampshire and Isle of Wight. As the most senior lead for the People agenda, the post-holder will role-model the Trust's values and drive a culture of compassion, inclusion and civility.

Isle of Wight NHS Trust provides NHS services to the 142,000 people living on the Isle of Wight. Delivering both acute and ambulance services brings significant opportunities to integrate care delivery. The population of the Isle of Wight is much older and often managing more long-term health conditions than elsewhere in the country. Projections suggest that by 2041, 70% of adults living on the Island will be aged 65+ (compared to 45% in Hampshire). As well as driving the health needs of the population this also means that the proportion of adults of working age is much smaller than that in Hampshire or the rest of England, with implications for workforce planning and recruitment strategies.

Portsmouth Hospitals University NHS Trust has a well-earned reputation for clinical excellence in many areas. We are recognised as a major acute hospital and are a designated cancer centre, serving a population of approximately 800,000 within southern Hampshire as part of the Central and South Coast Cancer Network. We are proud of our strong military links and host the largest of the UK's four military hospital units, Joint Hospital Group (South). Portsmouth has the second highest population density of veterans in the UK and was one of the first hospitals to be awarded Veteran Aware status.

This is a fantastic opportunity for a senior leader to join our Trusts and have a big impact at a time of change and development. If you are excited by this challenge and think you have the skills and expertise to succeed, we would be delighted to hear from you.

Penny Emerit, Chief Executive



Introduction

Portsmouth Hospitals University NHS Trust (PHU) and Isle of Wight NHS Trust (IWT) provide NHS care for a population of 800,000 people in Portsmouth, South East Hampshire and on the Isle of Wight. Our 11,000 staff operate from two main sites: Queen Alexandra Hospital in Portsmouth and St Mary's Hospital in Newport, Isle of Wight. Both Trusts are rated 'Good' by the CQC.

Portsmouth Hospitals provides secondary care and specialist services to a local population of approximately 675,000 people across Portsmouth and South-East Hampshire and some tertiary services to a wider catchment area in excess of two million people. The Trust has a turnover of £800m and employs over 8,700 staff, making PHU the largest employer in Portsmouth. Queen Alexandra Hospital started life more than a century ago as a military hospital. Today is it one of the largest and most modern hospitals on the South Coast, with 1,100 beds housed in light, bright, ensuite wards. Queen Alexandra Hospital is also the largest of the four military hospital units in the UK. Personnel from all three Armed Services are fully integrated into the Trust, working alongside their civilian counterparts.

IWT provides Acute and Ambulance services to the Isle of Wight population of 142,000 people with its main base at St Mary's Hospital in Newport. The acute and ambulance services have a workforce of 2700 people, approximately 280 beds and a turnover of £203m.

Isle of Wight NHS Trust and Portsmouth Hospitals University NHS Trust first formed a strategic partnership in 2019 and appointed a single chair in 2020 to support IWT to deliver sustainable services and to provide the scale and critical mass needed to overcome the challenges of providing acute care to the small, physically remote island population. In 2023 the two Trusts deepened the partnership further, appointing a single CEO and executive team to work closely together to deliver excellence in care for our patients and communities. Each Trust is a statutory organisation, but with aligned governance arrangements and operating through Boards and Committees in-common.

Portsmouth Hospitals University NHS Trust and Isle of Wight NHS Trust have a shared vision and ambition for the populations they serve. Working together as one provides the best opportunity for both Trusts to deliver this vision.

The Chief People and Culture Officer is part of the single executive team for PHU and IWT and an Executive Director of both Trusts. The post holder will be central to the success of each Trust individually and together, leading the development and delivery of aligned workforce and OD strategies for PHU and IWT, ensuring that both Trusts have enough people, with the right skills and experience, and the right culture, to meet patients' needs.

The following sections describe our shared vision and strategic aims, and provide further information about each Trust and our partnership.



About Isle of Wight NHS Trust

The Trust employs around 3,600 staff and has a turnover of £280m. Operating as part of the Isle of Wight health and care system, IWT currently delivers the following services.

Acute Care Services

Based at the heart of the Island, with 246 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 Emergency Department (A&E), the Urgent Treatment Centre (by referral only), Emergency medicine and surgery, planned surgery, intensive care, comprehensive maternity, Special Care Baby Unit (SCBU) and paediatric services with 1,338 births last year. We have recently invested circa £5m to improve our facilities for patients. We have a new helipad as part of our Trauma Unit status, completely refurbished our Emergency Department and Pathology and also invested heavily in a Communications Centre where all our 999 and NHS111 calls are taken. We are fortunate to have services based within the Communications Centre that enable us to divert the calls to the most appropriate place immediately, which prevents patients needing to make several phone calls to receive appropriate 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. Providing both acute and ambulance services provides IWT with significant opportunities to deliver integrated urgent and emergency care.

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. We also offer some tertiary services (including the Wessex Renal and Transplant Unit) to a wider catchment in excess of two million people. The Trust employs over 8,732 staff and is the largest employer in Portsmouth.

Our busy Emergency Department treats in excess of 166,511 patients each year. We also undertaken 65,000 day cases and carry out over 9,600 inpatient operations. Our maternity services deliver around 5,320 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:

- 28 theatres – with four dedicated endoscopy theatres, robotic and committed funding for a further two theatres.
- Four state-of-the-art linear accelerators.
- Two purpose built interventional radiology suites, two MRI scanners, four 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 – we have one of the largest robotic 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, dermatology and disablement services.
- Gosport War Memorial Hospital – a range of services 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.

PHU is 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. This has been essential to maintain safe services, with recruitment overseas playing its part. Investments have been made to increase staffing levels and we have had a significant focus on improving retention of staff. Increased non-elective activity has resulted in a further increase in nursing and medical staff working in the organisation, specifically within the Emergency Department and medical specialties.

The Trust has been highly successful in apprenticeship schemes and has achieved national recognition for this. This is proving to be a great source for future recruitment and the vast majority of apprentices that have been trained have gone onto 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.



Our shared vision

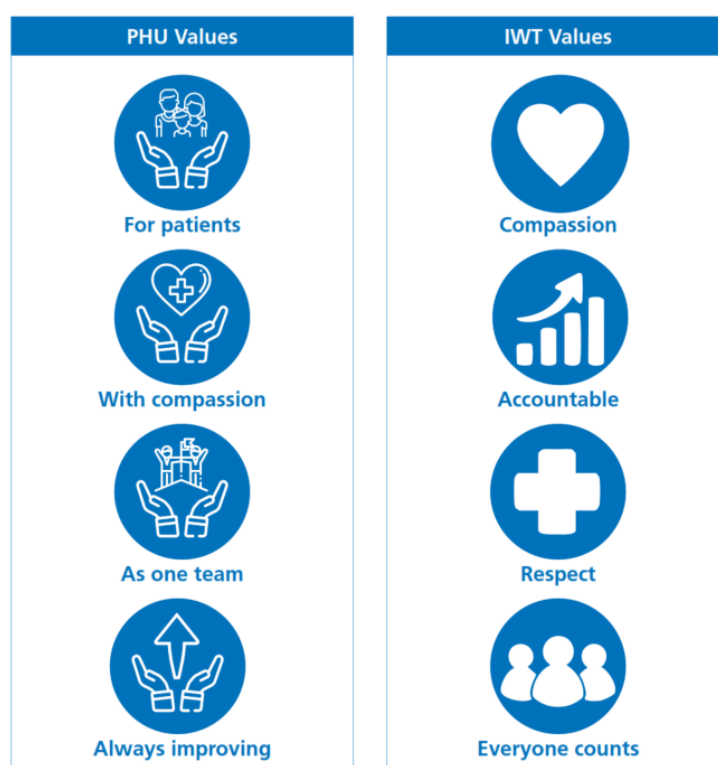
Our shared vision

Portsmouth Hospitals University NHS Trust (PHU) and Isle of Wight NHS Trust (IWT) 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 and 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 PHU and IWT, whatever our role, commit to upholding these values. We seek to create a culture that enables us need 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. We have been working on aligning the description of our behaviours in partnership with our staff. This will further strengthen our work to create the culture we need to deliver our vision, in each Trust and together.



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 **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



Working in Partnership

Whilst the local populations served by PHU and IWT have distinct needs, our hospitals and Trust face similar challenges. The health needs of our communities are growing, which has led to significant increases in demand. Despite increases in our workforce and hospital capacity, the increased demand has placed our emergency care systems under extreme pressure, and generated substantial backlogs for planned care.

Neither Trust can recruit, nor – in the current financial context – afford the workforce that is needed to meet demand in the current model of care. For IWT the situation is exacerbated by scale: the population of the Isle of Wight is too small to independently sustain 24/7 acute services.



Despite these challenges, PHU and IWT are optimistic about the future. Working together and with system partners across Hampshire and Isle of Wight ICS provides opportunities and scale to address the challenges we face, improve services for patients, create attractive places to work and deliver efficiencies that would not be available by working separately.

Our strategy sees the two Trusts working together and with partners to achieve our shared vision for excellence in care, enabled by six cross-cutting transformation programmes, described in the table below.

The Chief People and Culture Officer will play a central role: our workforce and culture is at the heart of our success as individual Trusts, and together, to realise our shared vision of delivering excellence in care for our patients and communities.

Enabling programme	Description
Our clinical model and supporting workforce redesign	The design and implementation of a new clinical model and a redesigned workforce at QAH & SMH which leads to IOW services no longer being fragile (they have sustainable staffing levels and rotas that can be routinely filled) and, for both Trusts, lower risks held in services, lower use of temporary staffing and reduced vacancy rates.
Developing our shared leadership, governance and reporting systems	Creating the leadership and supporting governance arrangements at Board, Executive, Hospital, Division and Service levels, with the consistent reporting and control systems to enable the two trusts to work as one.
Creating a single corporate service across our two Trusts	We have now achieved the creation of a single corporate service across PHU & IWT, supported by an agreed set of identical systems and processes, under single leadership, to reduce duplication and maximise operational efficiency.
Our Digital systems	Creating the digital and data systems that streamlines processes, reduces duplication, enable clinical teams to provide high quality care for patients from either hospital and enables corporate services to work as one across the two sites.
Strategy deployment and improvement	Establishing and embedding a consistent improvement methodology across the two hospitals that translates our vision and ambitions into clear measurable actions that make it easy for our people and teams to see the part they play to improve care for our patients.
System Strategic Plans to rebalance demand and capacity	Working with system partners in Portsmouth & SE Hampshire and the Isle of Wight to develop, agree and implement system strategic plans that ensure patients receive the right care in the right place, leading to capacity and demand in balance & improved patient flow.

Our Chair and Chief Executive

Chair

Jenni will take up the role of Chair from April 2025.

A former chief executive of Hampshire Police Authority and the office of the Hampshire Police and Crime Commissioner, Jenni began her career in the probation service.

She was head hunted into the civil service, at the Home Office, where she spent four years before becoming director of policy and research for the Independent Police Complaints Commission. In the latter role she was responsible for establishing governance of the new police complaints system.

She then spent two and a half years as a resident twinning adviser for the UK, based in Turkey to help set-up a law enforcement complaints system before taking up the role of chief executive of the county's police authority. During her three years in the post, she supported the authority in developing effective governance processes to increase accountability and transparency while also helping the organisation deliver cost-savings whilst still improving performance and develop closer working relations with neighbouring forces.

In 2012, she became chief executive and monitoring officer for the Hampshire Police and Crime Commissioner, where she led the development of the office's vision, mission, values and organisational strategy. She took on the role of investigating committee chair for the General Dental Council in 2014 and, in April that year, founded the Diversa Consultancy, which supports organisations with changes in business, culture and behaviour.

She is also a member of the Judicial Conduct Investigating Office, a public appointment. Jenni holds a non-executive portfolio which includes the English Cricket Board's Regulatory Committee, Hampshire Cricket Board and Hampshire Sports & Leisure Holdings. Jenni became Chair of the Dorset Integrated Care System (ICS) in February 2020. Jenni previously held the role of non-executive director, deputy chair and senior independent director at UHS before taking up her post as the director of quality and inclusion with NHS England in 2020. In July 2022, she began her role as Chair of University Hospital Southampton NHS Foundation Trust.



Jenni Douglas-Todd

Chief Executive

Penny joined PHU in January 2018 as Director of Strategy and Performance and later added the Deputy Chief Executive portfolio to her responsibilities prior to taking on the Chief Executive role in 2021. As CEO, Penny led PHU to a second CQC Good rating in July 2022 following a well-led inspection and core service inspection of medicine and urgent care services. She also led the development of the Trust's 'Working Together' strategy.

In May 2023 Penny was announced as Chief Executive of Isle of Wight NHS Trust alongside her role at PHU.

Penny has almost twenty years of experience in healthcare at national, regional and local levels, covering policy, regulation and service delivery with a credible track record of delivery across the NHS in London and the South. Her expertise in strategy development and implementation alongside regulation and performance improvement drives her passion and commitment to delivering sustainable improvement for the benefit of patients, communities and staff.

On her appointment as Chief Executive at IWT Penny said: "I am proud to have the opportunity to lead two very special organisations. Very different in many respects but both with the same determination and commitment to work in partnership to provide the best possible care to the communities we serve."



Penny Emerit

Job Description

Title: Executive Chief People and Culture Officer

Reports to: Chief Executive Officer

Job Summary:

- The Executive Chief People and Culture Officer is a member of the Trust Board of both Isle of Wight NHS Trust (IWT) and Portsmouth Hospitals University NHS Trust (PHU), sharing corporate responsibility for the strategic direction of both Trusts and delivery of the shared vision and objectives.
- This is an exciting opportunity to lead large scale transformation that will benefit our staff and patients. You will work closely with executive and divisional management teams to drive changes to our culture and ensure that we deliver our strategy.
- The post holder will lead the delivery of the Trusts leadership development, including effective leadership and management thinking, behaviours and values which grows individual and collective capability to enable organisational effectiveness.
- The post holder will also support the implementation of the Trust's Strategy, Working Together, Improving Together, in relation to culture and OD and the Trust's transformation agenda.
- The post-holder will professionally lead the People Directorate, ensuring it is fit for purpose, providing an excellent, proactive, efficient service to stakeholders across all aspects of the HR and OD agenda.
- The post-holder will also play an integral role in shaping and delivering the People agenda across the wider geography of the Integrated Care Board.
- As the most senior lead for the People agenda, the post-holder will role-model the Trust values and drive a culture of compassion, inclusion and civility through a range of initiatives and in all the practices of the People Directorate.

Key Responsibilities:

All Executives

- Board Director for both PHU and IWT.
- 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 and planning 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 PHU and IWT.
- Build shared purpose across statutory organisations of PHU and IWT, 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 PHU and IWT to create clinically, financially, and environmentally sustainable services and organisations.
- Contribute to the collective decision making of the PHU and IWT Boards.
- Act as an advocate for PHU and IWT 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 PHU and IWT, role modelling trusting, collaborative, flexible cross-team working to support the delivery of the strategies and plans of both PHU and IWT.
- Ensure that the governance, structures, policies and cultural environment in place enables people and teams in PHU and IWT to succeed, contributing through their behaviours to the embedding of PHU and IWT values into both organisations.
- Must demonstrate strong alignment to the Trusts' visions and values.

Executive Chief People and Culture Officer

- Leads the development and delivery of the PHU and IWT Workforce and OD strategies, ensuring that both Trusts have enough people, with the right skills and experience to meet patients' needs.
- Advise the Chief Executive Officer and Trust Boards on the current nature of the culture of the Trusts drawing upon information and feedback identifying challenges and recommending strategies for improvement.
- Work with the Executive to lead the development and spread of a culture of continuous improvement through the Trusts Delivering Excellence approach.
- Provides executive leadership to the design and embedding of the values and associated behaviours of PHU and IWT.
- Working with the other executive directors and site directors, provides workforce leadership and direction to the transformation across PHU and IWT to ensure the design and implementation of clinically and financially sustainable services.
- Ensures that PHU and IWT are the best places to work.
- Leads the development of innovative new roles and workforce models that result in a sustainable workforce for PHU and IWT and the delivery from a workforce perspective of the major strategic transformation across the two Trusts.



Main Duties

Culture and Values

Lead the development and delivery of strategies which ensure continuous improvement to our culture; driven by our values and our approach of "Delivering Excellence" which is at the core of everything we do.

Key outcomes:

- Work as a dynamic, innovative and inclusive leader using a positive, strong influencing and coaching style to support improvements in the Trust's culture ensuring that strategies and plans to develop and improve the culture are aligned across corporate and operational service areas and support or strategy of Working Together.
- To promote and support the work of the Delivering Excellence Every Day (DEED) and associated quality improvement approaches. To support the operational implementation of DEED recommendations, guidelines and managing these to standard across the hospitals and divisions.
- To be responsible for ensuring an annual assessment of organisational culture to inform improvement plans aligned to our Strategy, specifically to support the development of the vision and strategy for the Trust with particular responsibilities for input on and design of interventions to support an improved culture.
- To ensure work on culture is aligned and supports wider ICB collaboration and efforts to improve staff and patient experience.
- Act as a thought leader ensuring the strategies of the organisation embody the aspired values and culture throughout everything we do.
- Nurture the development of a listening and learning organisation, ensuring that all staff can be involved and feel that they have a voice. Ensuring that feedback, communication and intelligent data is used to continuously improve.
- Lead on continuous assessment development and improvements in employee engagement, job satisfaction and work climate.
- Delivery of the organisational development programme, which develops people, teams and culture and demonstrates significant improvement against identified measures of success.
- Leading on the development of organisational change readiness including the preparation of leaders as sponsors and agents of change.
- As lead Executive for Diversity and Inclusion enable a culture where everyone feels a sense of belonging, where they are proud of what they do, and can bring their whole selves to work.

Talent & Leadership Development

Lead strategies and plans which identify and develop the talents of all people so that we can attract and retain a diverse workforce. Develop the skills, competence, and mindset of leaders to enable the delivery of the Trust strategy, and to enable an engaged, motivated and high performing workforce who live our values every day.

Key outcomes:

- Be expert in matrix leadership, and comfortable leading in ambiguity and complexity where roles and responsibilities overlap.



- Ensure staff are engaged and empowered to develop, lead and implement changes in their services in line with Trust strategies and agreed Trust objectives.
- Support the development of a culture of continuous improvement in order to meet quality, financial, performance targets and standards ensuring clinical services deliver against their plans, meeting targets within budget.
- Actively help develop for the Trust, role model and promote and apply compassionate inclusive leadership.
- Challenge conventional approaches and drive forward change when needed using leadership skills and influence.
- Creation and leadership of a positive engaging work environment which enables staff to flourish and be the best they can be to deliver good outcomes for patients.
- Develop the leadership pipeline, supporting and coaching leaders with their continuous development.
- Ensure development of a collective leadership style that is aligned with strategic vision, and which promotes a healthy, diverse and values-driven work environment.
- Implement talent management practices that build on everyone's potential ensuring quality feedback, succession opportunity and reinforcement of development at all levels.
- Work with leaders and their teams to increase impact, effectiveness, and performance. Providing access to best-in-class interventions around team development, facilitation, mediation, mentoring, coaching and leadership development.
- Provide leadership to the strategic workforce planning cycle, enabling the people partnering function to be effective in supporting service lines to develop and deliver sustainable workforce plans.

Learning & Career Development

Lead the strategy and delivery plan for learning and career development to promote employee-led learning, to enable people to be at their best at work. To establish the Trusts as a place to work and grow, and to ensure mechanisms for all people to flourish. To be accountable for all organisational requirements in terms of minimum compliance with regard education and training, and ensure professional requirements are met.

Key outcomes:

- Implement the systems and culture that promotes employee-led learning so that people regard the organisation as a place to learn and grow.
- Work with the Chief Nurse and Chief Medical Officer to ensure training, education and learning needs across all professionals are met.
- Ensure that mechanisms are in place to ensure people can be at their best at work, and career development opportunities are clearly available and can accessed by all who choose to.
- Through strategic commissioning, shared use of technology and content delivery drive a step-change in the available programmes of learning and education.
- Build flexible development structures and availability of advice that guide people with their career choices and underpins an agile workforce.



People Management processes

Lead and develop a highly motivated and highly capable People Directorate to provide effective and comprehensive operational and strategic support, thus enabling services to successfully deliver their own place-based people and workforce plans.

Key outcomes:

- Strengthen people practices (HRIS, Employee Relations, Recruitment, Learning Operations) pushing the boundaries of what can be achieved within a wider system context.
- Work in partnership with leaders to develop a comprehensive workforce plan, utilising appropriate planning methodologies, and forecasting workforce requirements based upon operational requirements and organisational changes. Ensure resourcing strategies support a nimble, cost-effective and adaptive workforce.
- Ensure cost-effective HR policies and processes which attract and retain talent, resulting in the right people in the right roles and minimising time to become fully effective in role.
- Continually review the employee value proposition so that it supports the above.
- Define and track appropriate People analytics ensuring they are meaningful measures of organisational health and lead indicators of future organisational performance.

Occupational Health and Wellbeing

Champion wellbeing as a key factor in sustainable workplace performance and engagement, lead the Occupational health and Wellbeing Service and continue to optimise the wellbeing offering.

Key outcomes:

- Lead the provision of the Occupational Health offer aimed at promoting physical and psychological wellbeing and preventing illness and injury arising from work activity,
- Lead the provision of the Wellbeing offer ensuring we support staff to be well, safe, healthy and motivated for work.
- Ensure we are developing behaviours and practice that ensure wellbeing is part of everyone's working life and builds a sustainable workforce fit for the future.

Equality, Diversity and Inclusion (EDI)

Provide strategic leadership and personal action to enable an inclusive and compassionate culture where all people are valued for their individual strengths, views, backgrounds and lived experiences. Ensure the required compliance data and analytics for EDI are fully optimised and provide intelligent information to inform decision making or priority work areas.

Key outcomes:

- Ensure mechanisms are in place for diversity and inclusion to be embedded in our culture, relative to decision making, how our values are lived in action, our recruitment methodologies, our communication, and creating a workforce which is representative of communities.



- Lead on the Equality, Diversity and Inclusion Strategy to ensure that all service lines and corporate services are able to demonstrate advancement in equality of opportunity and meeting our obligations and duties under the Equality Act 2010, Public Sector Equality Duty, Workforce Race Equality Standard (WRES) and the Equality Delivery System 2 (EDS2).
- Promotion of EDI through Trust communications; leading on EDI initiatives to address workforce inequalities and empower staff with protected characteristics; identifying education, learning and development opportunities for the Trust with respect to the EDI agenda; and partnering in the system to work collaboratively to address the EDI agenda.
- Ensure compliance of reporting within the Equality Act 200 including Public Sector Equality Duties, the Equality Delivery System v2, NHSEI Workforce Standards, Workforce Race Equality Standard, Workforce Disability Standard, Sexual Orientation Monitoring and Gender Pay Gap reporting and take necessary actions on areas highlighted from this data to enhance the EDI agenda in the Trust.

Budget Responsibilities

- Manage the People & OD budget, demonstrating an outstanding return on functional spend the organisations overall investment in people.

On-Call

- Take part in the Trust's director Gold on-call rota and provide support/advice to line management as required.



Person Specification

Qualifications

- Educated to a Masters Degree or equivalent post-graduate qualification
- Full membership of the Chartered Institute of Personnel and Development, or equivalent appropriate professional or management qualification or experience.
- Evidence of on-going personal and professional development

Experience

- Substantial experience at a senior management/board level in an organisation(s) of similar size and complexity
- Proven record of leading complex change and modernisation programmes aimed at improving organisational culture.
- Outstanding reputation as a leader, with a proven track record of producing high quality results in the management and leadership of People services
- Proven experience in managing workforce issues arising from significant structural re- organisation or service change, and in successfully working across professional and organisational boundaries, in partnership with a wide range of colleagues
- Experience of workforce planning in a complex environment
- Track record of achievement in a senior role within a consumer services provider operating in a complex environment/sector, where staff development, motivation and involvement were critical success factors
- Demonstrable achievement in the delivery of corporate objectives and performance improvement in a devolved management structure

Skills and Knowledge

- Broad understanding of the current NHS policy context, financial regime and workforce and training issues and of NHS working practices
- Highly developed leadership, negotiation and influencing skills, with the ability to motivate, challenge and engage individuals and teams
- Committed to promoting and maintaining openness, inclusiveness and the highest of professional standards
- Excellent knowledge of UK employment legislation
- Strong delivery and execution orientation
- Ability to set out a clear strategic direction, inspire others and assume command, together with an ability to translate strategic objectives into deliverable operational plans
- Ability to develop effective working relationships with key partners and influence a wide range of internal and external colleagues to bring about positive change
- Credibility and confidence to contribute within a vibrant and diverse academic and professional environment



- Fully committed to the Trusts' values and principles
- Highly resilient

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

This Job Summary is an outline of the key tasks and responsibilities of the post, the post holder may be required to undertake additional duties appropriate to their role. The post may change over time to reflect the developing needs of PHU and IWT and their services, as well as the personal development needs of the post holder.



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. Our most recent exciting schemes are the options 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 tranquillity 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.

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.

Bringing it right up to date Portsmouth has benefited from major investment, widespread redevelopment and a buoyant local economy. Portsmouth now offers impressive new locations, proving highly attractive for relocations. The Spinnaker Tower is a most striking recent addition to the city's skyline and emblematic of just how much Portsmouth has revitalised. It is located in the redeveloped 'stone frigate', which is now a thriving area of shops, restaurants, clubs and bars known as Gunwharf Quays.

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.



Commuting Information

Portsmouth and the Isle of Wight enjoys a prime location on England's south coast, well served by first class air, road, rail and sea connections to the rest of Britain and Europe.

Portsmouth has several mainline railway stations, on two different direct South West Trains routes to London Waterloo via Guildford and via Basingstoke. There is a South West Trains stopping service to Southampton Central (providing connections to Cross-country services to Birmingham and Manchester), and a service by First Great Western to Cardiff Central via Southampton, Salisbury, Bath and Bristol. Southern also offer services to Brighton and London Victoria.

By road, The A3 links Portsmouth to London, with the M27 and M3 providing popular alternative routes. The M25 is around an hour away from Portsmouth. The M27, M3 and A34 provide the other major routes to the Midlands and the North of England.

Portsmouth Harbour has passenger ferry links, car ferry and hovercraft services to the Isle of Wight. Portsmouth Continental Ferry Port has links to Caen, Cherbourg-Octeville, St Malo and Le Havre in France, plus Santander, Cantabria, in Spain and the Channel Islands.

There is a regional airport at Southampton; with flights to many European destinations as well as UK mainland cities.

When it comes to visiting family and friends or even if you choose to commute, there are numerous ways of getting to and from the island. Transport links to and from the Isle of Wight from the Mainland (Southampton, Portsmouth and Lymington) include:

Wightlink operates car ferry services from Portsmouth to Fishbourne and Lymington to Yarmouth with journey times around 40 minutes. There is also a catamaran passenger service from Portsmouth to Ryde with a crossing time of 22 minutes: www.wightlink.co.uk

Red Funnel operates a car ferry service from Southampton to East Cowes taking 60 minutes. The Southampton to West Cowes Red Jet service offers a short journey of 25 minutes for passengers only: www.redfunnel.co.uk



Hover travel operates a passenger hovercraft service from Southsea to Ryde with a journey duration time of just 10 minutes: www.hovertravel.co.uk

From the ferry ports there is easy connection to all main rail links and roads in the UK. There is a free bus from the Red Jet terminal in Southampton to the central railway station.

By train, London is only 96 minutes from Portsmouth and 90 minutes from Southampton.

How to Apply

Key Dates

Closing date for applications – Friday 21st March 2025.

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson.

The final interview process with Portsmouth Hospitals University NHS Trust and Isle of Wight NHS Trust is due to be held on **Thursday 17th April 2025.**

How to Apply

The preferred method of application is online at: <http://www.odgers.com/91372>

If you are unable to apply online please email: 91372@odgersberndtson.com

All applications will receive an automated response.

Any postal applications should be sent direct to Carmel Gibbons, 20 Cannon Street, London, EC4M 6XD.

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 referees, ensuring that the referees cover 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 and Isle of Wight 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.

Contact Details

To arrange a conversation in confidence, please contact:

Carmel Gibbons and Ruth Lewis via Vicky Graham – vicky.graham@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact vicky.graham@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please do not hesitate to contact us response.manager@odgersberndtson.com





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