



**WORLD CLASS CARE
FOR OUR COMMUNITY**



Royal Surrey
NHS Foundation Trust



Non-Executive Director (Charity)

Candidate Information Pack

August 2025



Welcome from the Chair

Thank you for your interest in joining the Royal Surrey Foundation Trust as a Non-Executive Director

I recently completed my second year as Chair here, I remain in awe of the commitment, passion and sheer hard work colleagues right across the Trust demonstrate every day. The past year has been a challenging one for all of us in the NHS and there is more change to come; but at the Royal Surrey we are determined to make the most of the many opportunities these changes will create for us, our staff and – crucially – for the communities and individuals we serve.

At the Royal Surrey we never stand still: in the past year alone, the CQC rated us Outstanding after a Well-Led inspection; we reopened our re-furnished cancer centre, and delivered a new Community Diagnostic Centre at Milford Hospital. The new Cancer and Surgical Innovation Centre is starting to take shape, and we launched a new group model partnership with neighbouring Ashford & St Peter's Hospital.

The staff survey results showed further improvement, seeing us move into the top 5% of trusts nationally, demonstrating that despite the myriad of challenges the RSFT remains a content family. However, we are never complacent and know that there is still much more for us to do be sure that we are delivering the best possible care for all our community.

We are ambitious, but we are also clear that we will need help in achieving our goals. One element of this is the appointment of a new Non-Executive Director (NED) to join the Board, which is an inclusive and collegiate space, where colleagues support, but also challenge each other to deliver better outcomes and experiences for our staff and patients.

Applicants must have a genuine commitment to patients and the promotion of excellent health care services; they must be able to embrace and champion the Trust's values; and they must be able to add value, independence and rigour to strategy development.

Beyond these more generic skills, we are specifically looking for an innovative, forward looking, and engaging NED, with the ability to Chair our Charitable Funds Committee and provide independent challenge to the charity management: our expectation is that the successful candidate will come with knowledge/experience of the charity sector and a good understanding of charity governance and – ideally – also an understanding of NHS structures and governance.

We are keen to consider candidates who can also bring diversity of thought, background, and protected characteristics – while the Board as a whole currently has good age and gender diversity, we are less representative, for example, of the ethnic diversity we see in our staff and in the communities we serve.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: 07939 250362

Joss Bigmore
Chair
Royal Surrey
NHS Foundation Trust



About Us

The Royal Surrey NHS Foundation Trust is an award winning, multi-site healthcare organisation. We are unique in the NHS as we provide three levels of integrated care:

- District General Hospital (DGH) services dedicated to serving the health needs of our local population of around 400,000 people.
- Adult Community Services – allowing us to provide co-ordinated case management, assessment and treatment of patients, either close to or in their own homes
- We are also a leading specialist cancer provider, serving more than three million people across the South East of England.

As a regional cancer centre we already provide many world class services and aspire to deliver more for our patients in the future, as evidenced by our recent investment in the Royal Surrey Cancer Centre and a brand new Cancer and Surgical Innovation Centre, which will bring state of the art facilities to the Royal Surrey and increase our surgical capacity.

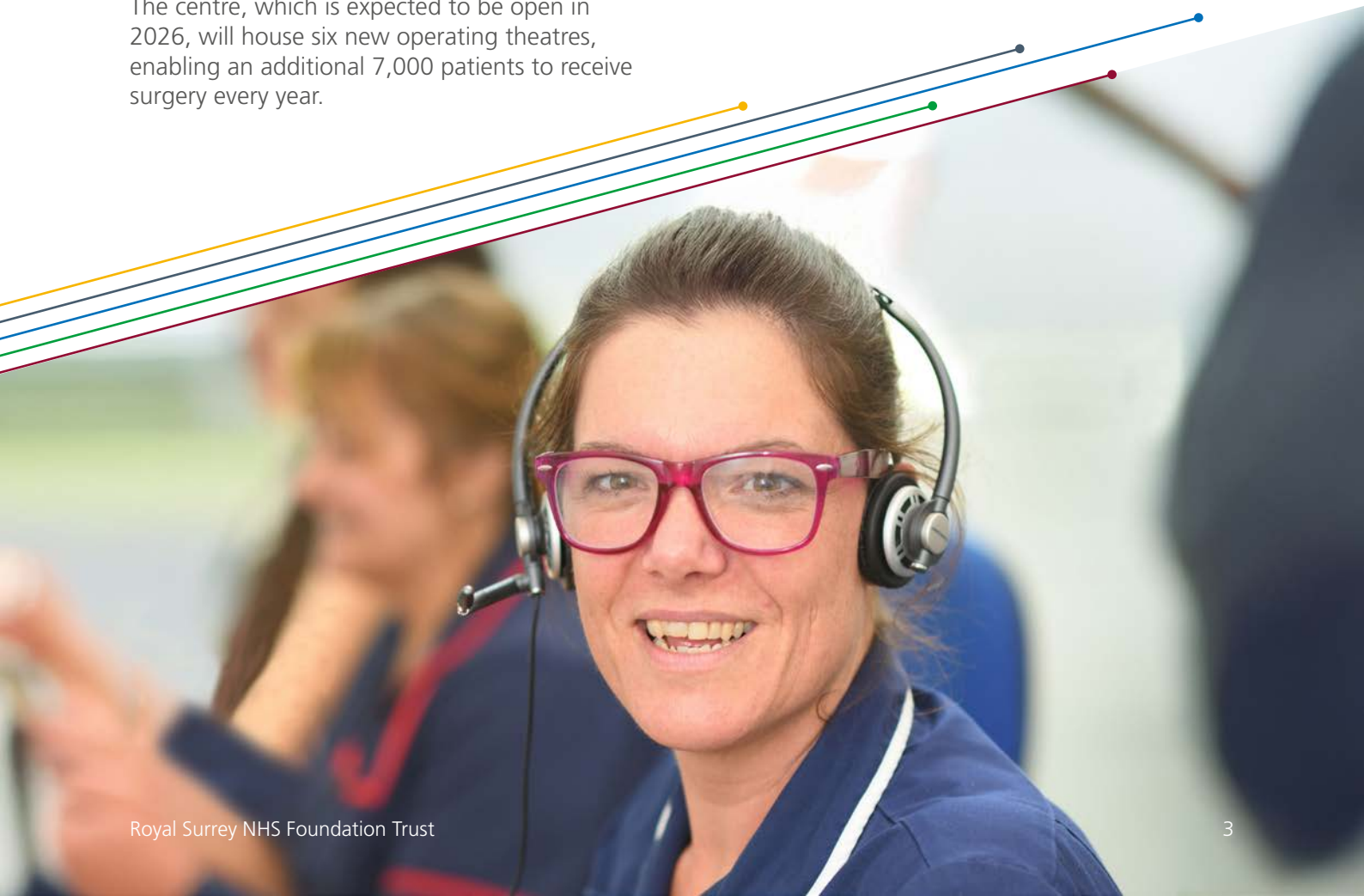
The centre, which is expected to be open in 2026, will house six new operating theatres, enabling an additional 7,000 patients to receive surgery every year.

In January, our CEO, Louise Stead, became Group Chief Executive across Royal Surrey and our neighbour and long-term partner, Ashford and St Peter's.

Our two Trusts are natural partners, sharing similar geography and with an overlap in the populations we serve; we are of a similar size and have complementary services and expertise, all of which led the Boards to decide to establish a group model.

The group is a collaboration between the two existing trusts rather than a merger and each remains a separate organisation, maintaining a dedicated executive team, board and council of governors.

This new arrangement enables us to find new and effective ways to deliver the best possible care and experiences for our patients and staff.



Partnership remains a key theme for the Royal Surrey – since 2023 we have worked with all of our neighbouring trusts as part of the Surrey Heartlands Trust Provider Collaborative (TPC).

One key area of focus for the TPC has been the development of the Surrey Surgical Centre at Ashford Hospital, which treated its first patients in March. This new facility provides patients with greater choice in where they receive care and we believe it will significantly reduce waiting times across the region.

The Trust's urgent and emergency care services include a high demand Emergency Department at the Royal Surrey County Hospital and an exceptional Minor Injuries Unit at Haslemere Hospital, both performing well nationally.

The Trust provides adult community services in partnership with Procure, the local GP Federation.

Royal Surrey is a hub for a network of services with neighbouring hospitals. The Trust is investing through the Cancer Alliance in mechanisms to enable joint working, for example, by providing better digital connectivity across all the Trust sites.

The Trust is one of seven participants in NHS England Vital Signs, a quality improvement programme, which focuses on continuous process improvement as a route to improved quality of services for patients and experience of work for staff.

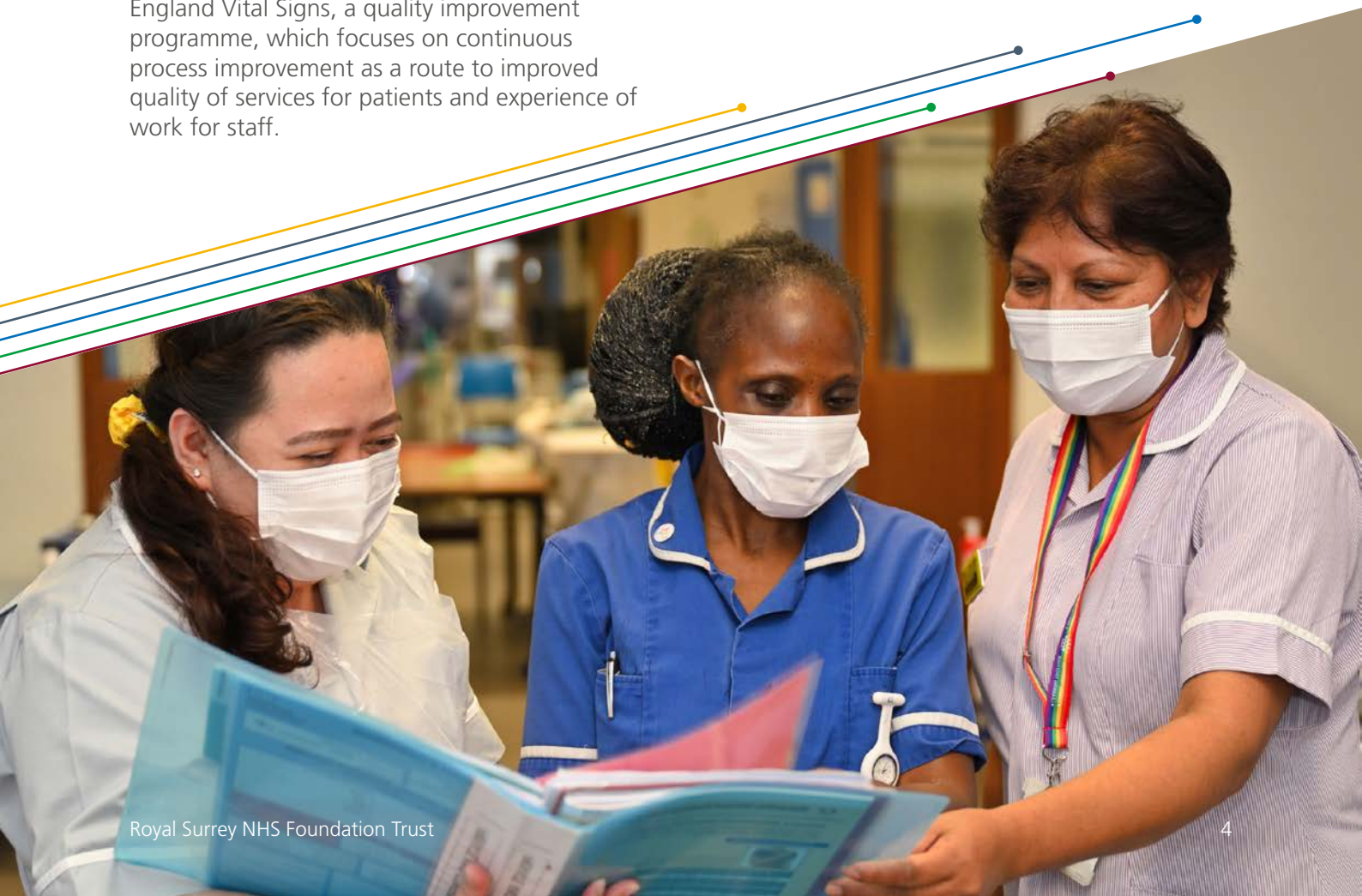
Quality Improvement methodology is becoming part of the DNA of the Trust with staff being supported to acquire the tools and culture to make changes which will benefit patients.

In February 2024 the CQC awarded us an Outstanding rating for the whole Trust. They found no areas of concern at all and provided positive feedback about the Trust's "inclusive and positive culture of continuous learning and improvement where innovations were encouraged".

Our leaders were praised for their "integrity and honesty" and our culture was described as "belonging to a family".

The CQC also praised our processes for staff to raise concerns and noted that staff felt supported to speak up without fear of detriment. It also reported good levels of community engagement, saying that members of the local population had direct influence on how the Trust was run.

There was also praise for levels of equality within the workforce and for our commitment to achieving goals around sustainability.



A year in numbers

EMERGENCY & URGENT CARE



90,000

patients treated in our
Emergency Department



17,000+

patients supported through
the Minor Injuries Unit

PLANNED CARE & DIAGNOSTICS



3,267

babies delivered



504,000

people cared for in
outpatient clinics



14,275

surgical procedures
performed



70,000

CT and MRI scans
carried out

SPECIALIST CANCER SERVICES



8,000+

patients treated at our
specialist cancer centre



4,800

chemotherapy patients
provided with care



3,800

radiotherapy sessions
delivered

Our Mission, Vision and Values

Our mission is:

Together we deliver compassionate, safe care every day.

Our vision is:

To provide nationally celebrated, community focused health and care.

Our values are:

Caring together

Caring together is more than just a phrase; it's a reflection of our commitment to putting patients at the heart of everything we do. We believe that the best healthcare is delivered with empathy, compassion and respect. Our teams recognise individual needs when supporting patients and work tirelessly to make sure each patient feels cared for throughout their experience with our Trust.

This level of care and kindness is also reflected between our colleagues who work together and support each other. Together we create a nurturing environment where patients and their loved ones can trust our care.

Continuously improving

Continuously improving reflects our commitment to enhancing our services and the way we work. We believe that there is always room for improvement and proactively seek feedback from our patients and the people we work with to identify areas where we could do better.

We listen carefully, respect people's insight and react appropriately. We're not afraid to try new ways of improving our hospital experience and actively encourage our teams to be innovative and creative about ways to improve practice. Working together, we can embrace innovation and change to keep our healthcare current and responsive to the evolving needs of our community.

Learning together

Learning together confirms our belief in education and collaboration. We foster a culture of continuous learning, where our teams are nurtured and encouraged to expand their knowledge and skills. Our people are enthusiastic about their personal progress and encouraged to continuously identify areas where they can improve their own and their team's performance.

Together we grow, adapt and provide the best possible care to our patients.

Excelling together

Excelling together is about pushing boundaries, setting high standards and striving for excellence in everything we do. We are committed to providing a service that is second to none and put the desire to provide the best possible outcome for our patients at the heart of our activities.

In all areas of the Trust, our colleagues work collaboratively to inspire and motivate each other to deliver an excellent service. We support each other, celebrate successes and inspire people through example. It's our commitment to excellence that drives us to go the extra mile every day.

Our Strategic Objectives

Our current Trust Strategy 2022-25 is based on the concept of True North which underlines our commitment to continuous improvement as part of everything we do.

Our True North objectives were agreed in early 2019 and describe an ideal state that the Trust should always be striving towards. They continue to provide the framework for our strategy, and our corporate objectives are mapped to represent our True North as the priorities for our operating divisions and corporate services across the Trust.

For the first time this year we expanded on the True North methodology by identifying key corporate projects and strategic initiatives that will be implemented across this and future years.

Consequently, our True North objectives are a blend of operational delivery and advancement of longer term projects which deliver our strategic goals.

The coming year will see us review and refresh our True North as we update our Trust Strategy in consultation with our staff, leaders, partners, and local populations.

With much change to the NHS system already announced, we will be thorough and robust in ensuring that our updated True North objectives enable our organisation, workforce, and the care we provide to be the best it can be.



Zero harm

To cause no harm to patients, staff or the Trust by eradicating errors and continuously improving the quality, effectiveness and safety of our services



To deliver financially and environmentally sustainable services

Being as efficient as possible in all we do and delivering value for money – removing duplication and waste allow us to invest in sustainable services and facilities



Top 10% NHS Staff Survey engagement score

We want our staff to be motivated, supported and valued so we continue to attract, recruit and retain the best people



Deliver all constitutional targets

Transforming our pathways and investing in our facilities so that our patients have access to care in a timely way



With system partners; improve population health, patient experience and reduce per capita cost

Working with our system partners to improve care for all our population



Royal Surrey Charity

At the Royal Surrey Charity we are working to deliver exceptional care in a welcoming and safe environment for patients at the Royal Surrey Hospital.

Our vision is to transform healthcare for people in South West Surrey and beyond and we do this in many different ways: from providing state of the art equipment and redeveloping wards, to investing in staff development and funding in innovative research.

We work collaboratively with medical and support staff and fund projects that can make the biggest impact on our patients.

Our mission is to deliver exceptional care in a welcoming and safe environment for patients at Royal Surrey County Hospital.

Exceptional care

- By funding cutting edge equipment and development opportunities, we can provide the most effective and least invasive treatments available, so that our patients experience excellent care.

Enhanced experience

- From wall art and new furniture to make wards more welcoming, to major redevelopment works, we're always looking at how we can make an impact and improve our patients' experience.

Innovative research

- We want to continue to be at the forefront of advancements in medicine so that people in South West Surrey and beyond receive extraordinary care. But we can't do it alone.



The Role

A Non-Executive Director is a member of the Trust Board and, together with other Board members, is responsible for the strategic leadership, direction, and development of the Trust.

Board members share a corporate responsibility for the governance and performance of the Trust in meeting both strategic and operational objectives.

Each NED role includes attending and/or chairing at least two of the Board's Committees – specific duties will be agreed between the Chair and NED as required, in addition to those set out below, dependent on the particular role.

Key Accountabilities & Responsibilities

- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements.
- Behave in accordance with the Trust's values, and in furtherance of its mission, vision, and strategic goals.
- Assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Ensure that the commitment to patient safety, experience, and outcomes is at the heart of the Trust's strategy, change programmes and improvement plans so that patients consistently receive high quality care that is commensurate with the Trust values.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources, and standards of conduct and constructively challenge, influence and help the Executive Directors develop proposals on such strategies.
- Consider information with an open, growth mindset and ask curious questions.
- Hold the Executive team to account for the delivery of the Trust's strategy and the performance of the Trust, while providing guidance and support
- Hold the Charity management team to account for the delivery of the Charity's strategy and its performance objectives, while providing guidance and support.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Be assured that financial information is accurate and that financial controls and risk management systems are robust and fit for purpose.
- In respect of the particular Board Committee role (Charity NED) – to chair Committee meetings, liaise with relevant Executives and other members of the relevant teams as required, and provide assurance to the Board and Council of Governors on the work of the Committee.

- Take an active part in other Committees established by the Board of Directors to exercise delegated responsibility.
- As a member of Board Committees, appoint, remove, support, encourage and where appropriate 'mentor' senior executives.
- Bring independent judgement and experience based on a senior Board and governance expertise to apply for the benefit of Trust, its stakeholders, and its wider community.
- Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed.
- Assist fellow directors in providing entrepreneurial leadership within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media when appropriate.
- Work collaboratively with the Council of Governors to enable them to fulfil their statutory role and represent the views of their members and stakeholders.
- Attend Council of Governors meetings and Governor Committee meetings as required by the Trust's Chair, Committee Chair, or Council of Governors.
- Contribute positively to discussions and activity around the Trust Provider Collaborative (TPC) and the Group Model with Ashford and St Peter's Hospitals NHS Foundation Trust (ASPH) as required – including inputting in TPC and Group strategy, gaining assurance on TPC and Group governance and performance, and supporting effective discussions between TPC and Group trusts.

Time commitment

Non-Executive Directors are expected to commit one day per week to Trust activities. This includes attending meetings of the Council of Governors, Board, and committees, as relevant to the role. Meeting attendance required for this role is as follows:

- Council of Governors meetings in public – second or third Thursday of every third month (beginning in March), 18:00-20:00, alternating between in person and virtual;
- Trust Board meetings & seminars – last Thursday of every month (except August and December), full day, in person;
- Board Committee to chair – Charitable Funds Committee;
- Board Committee to attend – Quality and People Committee.

Remaining time will be spread across the month undertaking other activities, including reading meeting papers and wider information, agreeing agendas, proofing minutes, writing chair's summary reports to Board, and divisional/service visits.

Non-Executive Directors may be asked to attend additional Committees as required to share additional responsibilities across the Non-Executive Director team. These may include shorter and less frequent meetings such as the Remuneration Committee or Governance Working Group.

Further reading

The following websites and documents will provide you with useful background into the NHS and the Trust:

- The Trust's [website](#) includes information such as business plans, annual reports and further information about services.
- The NHS England [website](#), the regulator of healthcare providers.
- The Care Quality Commission [website](#), the quality regulator for the health and social care sector.
- The [King's Fund resources](#) for understanding the NHS in England, particularly policy, finance and performance.

Person Specification

Essential criteria

- Membership of the Foundation Trust (see Trust's web site for membership qualification).
- Meet the Fit and Proper Person Regulations.
- Educated to degree level, or able to demonstrate an equivalent qualification or level of experience.
- Experience of operating at senior or Board-level within a large and/or complex public or private sector organisation.
- Experience in a senior management role, ideally with strategic and delivery experience of a broad range of communications disciplines.
- Other specific knowledge and expertise particularly including communication and the ability to support collaboration with partners across the Trust Provider Collaborative and group model.
- This individual will most likely have worked at executive Board level and will bring experience and seniority of view to provide guidance on their area of expertise to the wider Board, and challenge and support to Executives involved in these areas.
- High-level communication and/or mediation skills.
- The ability to solve complex problems in a calm and considered manner.
- The ability to maintain an objective perspective, considering all perspectives in order to form a resolution to any difficulties or disagreements between members of the Board, Council of Governors, and senior managers.
- The capacity to understand the needs of our local patient community, the roles and responsibilities of the Council of Governors, and the statutory and regulatory requirements, risk management, and Board assurance processes.
- Specific knowledge, skill, and/or experience of the charity sector and a good understanding of charity governance.
- The capability to effectively chair the Charitable Funds Committee and provide independent challenge to the Charity management.
- The competencies required to be effective in this Board-level role:
 - The 7 Nolan Principles of public life – selflessness, integrity, objectivity, accountability, openness, honesty, and leadership;
 - Patient and community focus;
 - Strategic direction;
 - High level of commitment to providing quality service and care to service users, carers and the community and to tackling health inequalities;
 - The ability to think and plan ahead, balancing needs and constraints;
 - Holding to account, and ability to probe and challenge constructively;
 - Effective influencing, persuasion, and communication;
 - Team working and commitment to working as a team member;
 - Self-belief and drive;
 - The motivation to improve NHS performance and confidence to accept new challenges;
 - Intellectual flexibility;
 - The ability to think clearly and react creatively.

Desirable criteria

- An understanding of NHS structures and governance

How to Apply

The closing date for applications is
26 September 2025.

For a confidential discussion please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: **07939 250362.**

All applications must quote the reference RSNED2025 and 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. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to:
applications@hunter-healthcare.com.

All applications will be acknowledged.

Key Dates:

Closing date	26 September 2025
Longlisting	3 October 2025
Shortlisting	17 October 2025
Stakeholder Sessions	3-7 November 2025
Interview Panel	24 November 2025





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NHS Foundation Trust



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