



Non-Executive Director

Ashford and St Peter's Hospitals NHS Foundation Trust

Candidate brief

September, 2025



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Welcome from the Acting Chair

Thank you for your interest in the role of Non-Executive Director (NED) at Ashford and St Peter's Hospitals NHS Foundation Trust (ASPH).

We are seeking three NEDs to help us deliver our mission of ensuring the provision of high-quality, sustainable healthcare services to the community we serve across North West Surrey and beyond, along with our overarching ambitions of:

- Improving the health of our communities
- Tackling inequity in healthcare
- Excellent patient and staff experience.



We have published our first Clinical Strategy which sets out our commitments for the next five years for patients, staff and the organisation. We have also recently completed two key developments that will benefit our patients in North West Surrey and across the wider Surrey Heartlands health and care system; a new dedicated centre of surgical excellence at Ashford Hospital, and a community diagnostic centre at Woking Community Hospital, both of which will bring great benefits for our patients. They will help to reduce waiting times for diagnostic and planned surgical procedures, in line with national ambitions.

In October 2024, the Boards of Ashford and St Peter's Hospitals NHS Foundation Trust and Royal Surrey NHS Foundation Trust agreed to establish a group model which commenced on 1 January 2025. The group is a collaboration between the two existing trusts; each of which remain separate organisations and maintain dedicated executive teams, boards and council of governors. This decision is not a merger of the trusts but a fantastic opportunity to be a group model. Ashford and St Peter's and Royal Surrey are natural partners; sharing similar geography and an overlap in the populations served. Both trusts are of a similar size and have complementary services and expertise. The group model enables the trusts to find new and effective ways to deliver the best possible care and experiences for patients and staff.

The NED appointees will play an essential role in our future success, working closely with me and the Board, bringing independence, external skills and perspectives, and challenge to strategy development. You will share a corporate responsibility for the governance and performance of the trust in meeting both strategic and operational objectives. You will actively support and promote a positive culture for the trust in line with our values and will share the responsibility to act in the best interests of the public and communities we serve.

We are seeking exceptional individuals with a proven track record willing to bring your experience and skills to work at board level, in a large, complex organisation, as you will be expected to have had experience of leading within a governance structure. At this time, we are looking to actively seek to move many hospital services closer to the community we serve and partner with many other organisations to support the health and wellbeing of the population with the aim of minimising the need to attend our hospital sites and be able to live meaningful lives at home for as long as possible.

We are seeking individuals who understand governance and regulations relating to NHS legislation and have a track record of thinking about delivering place making, including innovative workplace,

demographic and estates-based thinking and creation that promotes collaboration, health and wellbeing. You should be passionate about sharing, advising and assuring over transformational change for example through leverage of proven digital solutions and innovative ways of working.

If you are enthusiastic and passionate about the challenges this opportunity offers, and believe that you have the skills, experience and ambition to play a key role in delivering our vision, values and strategic objectives, then we would welcome an application from you.

As a Board we firmly believe that strength lies in differences and are keen to strengthen the diversity of our Board so that it is representative of Team ASPH and the population we serve.

Yours sincerely,

John Machin
Acting Chair
Ashford and St Peter's Hospitals NHS Foundation Trust

About Ashford and St Peter's Hospitals NHS Foundation Trust

Ashford and St Peter's Hospitals NHS Foundation Trust (ASPH) is the largest provider of acute hospital services to Surrey residents, serving a population of 410,000 people living in the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, Surrey Heath and beyond.

The trust employs around 4,800 members of staff, with a marvellous team of approximately 400 active volunteers contributing to the overall delivery of services and activities. The funding regime for NHS services continues to be tightened and challenging at both trust and system level. Our turnover increased to £475 million in 2024/25, compared to £444.2m in 2023/24.

The trust provides the majority of its services from St Peter's Hospital, Ashford Hospital and Woking Community Hospital in North West Surrey. A full range of acute hospital services and some specialist services (such as neonatal intensive care and cardiovascular services) provided for a population of up to one million people in central and Western Surrey.

Ashford Hospital in Ashford, Surrey, primarily provides planned care, including day case and orthopaedic surgery, as well as outpatient services, ophthalmology and the Ashford Health Centre and Rapid Access Centre. In 2025, we opened the Surrey Surgical Centre which provides increased capacity for planned orthopaedic procedures, including hip and knee replacements. The service is a collaboration between ASPH, Royal Surrey NHS Foundation Trust, and Surrey and Sussex Healthcare NHS Trust with Surrey Heartlands Integrated Care Board and has been developed to provide additional surgical resources to benefit the people of Surrey.

St Peter's Hospital in Chertsey, Surrey, focuses on delivering more complex medical and surgical care, maternity and emergency services.

At Woking Community Hospital we run several outpatient services, including physiotherapy as well as inpatient neuro-rehabilitation services. We recently opened our Community Diagnostic Centre at the site, which provides the capacity to carry out over 100,000 additional diagnostic tests per year closer to home for some of our patients.

The trust is working in partnership with Macmillan Cancer Support to develop the long-awaited Macmillan Cancer Support Centre, which will provide a non-clinical space within the hospital with free advice and support for people affected by cancer every step of the way from the moment of diagnosis.



Our vision, mission and strategy

Vision

To provide an outstanding experience and best outcomes for patients and the team

Mission

To ensure the provision of high quality, sustainable healthcare services to the communities we serve



Our **Together We Care Strategy Refresh 2022-25** sets out our vision and ambition over a three-year timeframe. With the creation of the Group Model with Royal Surrey, and in light of the NHS 10 Year Plan we have embarked upon a comprehensive refresh informed by our clinical strategy.

Our values

Our values encapsulate the behaviours we respect, expect and commit to. By living our values through our everyday interactions, we build a stronger, more resilient, and forward-thinking organisation, guiding us to achieve success and make a positive impact on how we deliver our services.

Please follow this link for more information about [our values](#).

Equality, Diversity and Inclusion

Equality and diversity are integral to our commitment to delivering exceptional healthcare services.

We strive to create an inclusive environment where all individuals, regardless of background, feel valued, respected, and empowered. Our trust recognises the importance of promoting equality and eliminating discrimination in all aspects of our operations, from recruitment and employment practices to patient care and service delivery. We are dedicated to upholding the principles of fairness, justice, and equity, ensuring that every member of our diverse community receives the highest standard of care and support.

We work tirelessly to address disparities and promote inclusivity within our organisation. We actively engage with staff, patients, and stakeholders to understand their needs and experiences, and we implement targeted initiatives to promote diversity, foster cultural competence, and enhance accessibility. By embracing and celebrating the richness of our diverse workforce and patient population, we aim to create a healthcare environment where everyone feels valued, heard, and respected, ultimately leading to better health outcomes and improved experience for all.

All colleagues and applicants will be considered on their merits and will not be discriminated against irrespective of gender, marital status, sexual orientation, social class, race, ethnic origin, colour, nationality, national origin, religion, disability, age, or gender re-assignment or be disadvantaged by working conditions or requirements which are not relevant to performance.

ASPH in numbers

April 2024 - March 2025



HAD A TURNOVER OF

£475m



SEEN

40,735

EMERGENCY
ADMISSIONS



ADMITTED

54,029

PEOPLE FOR PLANNED
INPATIENT AND DAY
CASE PROCEDURE



SEEN

120,914

PEOPLE IN OUR A&E
DEPARTMENT



SEEN

559,366

PATIENTS IN OUR
OUTPATIENT CLINICS



HELPED DELIVER

2,753

BABIES



105,932

PATIENTS SEEN
IN VIRTUAL
OUTPATIENT CLINICS

Further information

Should you require any further information about ASPH, our hosted services or the localities we serve, please follow the links below:

- Staff Survey results: www.nhsstaffsurveys.com/results/local-results/
- Annual Report: www.ashfordstpeters.net/annual-reports/
- CQC report: www.cqc.org.uk/provider/RTK
- Equality Diversity and Inclusion: www.ashfordstpeters.nhs.uk/about-us/equality-and-diversity
- Leadership Teams and Structures: www.ashfordstpeters.nhs.uk/meet-the-directors
- Our services: www.ashfordstpeters.nhs.uk/about-us/our-services
- Our career website: www.ashfordstpeters.nhs.uk/jointheteam/our-vacancies
- Emergency Services: www.ashfordstpeters.nhs.uk/accident-and-emergency

Job description

Job title:	Non-Executive Director
Division:	Trust Board
Term:	Fixed term up to three years
Reports to:	Chair
Accountable to:	Council of Governors
Work location:	All sites

Scale and scope of role

- Our constitution comprises a Board of Directors with eight Non-Executive Directors (including a Non-Executive Chair), and seven Executive Directors (who are employees), all of whom are voting. In addition to the Board of Directors, the foundation trust has a Council of Governors. The Council is important and influential in the way that it represents the public, workforce colleagues and stakeholders, guiding the Board of Directors on the organisation's future direction. It does not run the trust or get involved with the day-to-day operational issues.
- The Council of Governors is responsible for appointing the Chair and Non-Executive Directors of the trust. Under the Health Act it also has additional responsibilities to hold the Non-Executive Directors individually and collectively to account for the performance of the Board.
- Non-Executive Directors play a crucial role in bringing an independent perspective to the boardroom in addition to any specific knowledge and skills they may have
- Non-Executive Directors have a duty to uphold the highest standards of integrity and probity and to foster good relations in the boardroom. They should apply similar standards of care and skill in their role as a Non-Executive Director of a foundation trust as they would in similar roles elsewhere.
- Non-Executive Directors are expected to participate fully as members of committees of the Board of Directors to which they are appointed and to take the role of Committee Chair when so appointed.

Key working relationships for the Board

- As a key Member of the Board there will be times where you will be expected to interact with key partners working with the Trust, such as Surrey Heartlands Integrated Care Board, North-West Surrey Alliance and neighbouring hospital trusts.
- Internally this will include other Non-Executive Director colleagues, Council of Governors, Group Chief Executive and Executive and Divisional Directors, all staff and volunteers

Core responsibilities

Non-Executive Directors have a duty to:

- Represent the organisation to patients, governors, members, suppliers, government, fellow NHS bodies, regulators, the media and wider stakeholders.
- Ensure effective communication with governors, members and other key stakeholders, ensuring that all Directors are aware of the views of those who commission or choose to use the foundation trust's services.
- Scrutinise the performance of the executive management in meeting agreed goals and objectives.
- Satisfy themselves as to the integrity of financial, clinical and other information.
- Satisfy themselves that financial and clinical quality controls and systems of risk management and governance are sound and that they are operated effectively.
- Commission and use external advice as necessary.
- Ensure that they receive adequate information in the form that they specify and to monitor the reporting of performance.

Non-Executive Directors have a responsibility to:

- Support the Chair, Chief Executive Officer (CEO) and Executive Directors in promoting the foundation trust's values.
- Work with the Chair, CEO, governors and other board members to create an effective and insightful unitary board supporting a culture that encourages visionary and innovative thinking, acting on and promoting transformation and ideas generated within the organisation.
- Support a positive culture throughout the foundation trust and adopt behaviours in the boardroom and elsewhere that exemplify the corporate culture.
- Constructively challenge the proposed decisions of the Board and ensure that appropriate challenge is made in all circumstances.
- Help develop proposals on priorities.
- Help develop proposals on risk mitigation.
- Help develop proposals on values and standards.
- Contribute to the development of strategy.

Board Logistics

Non-Executive Directors are responsible (acting in the appropriate committees) for:

- Determining appropriate levels of remuneration of Executive Directors.

- Participating in the appraisal of Executive Directors, their fellow Non-Executive Directors and the Chair.
- Appointing the Chief Executive (with the approval of the Council of Governors).
- Appointing other Executive Directors along with the Chief Executive.
- Where necessary removing Executive Directors.
- Succession planning for key Executive posts.
- Effective working relationships with the Council of Governors and fellow Board members.

Non-Executive Directors should:

- Attend meetings with the Council of Governors with sufficient frequency to ensure they understand and consider the views of governors on key strategic and performance issues facing the foundation trust as well as matters that concern the interests of the members of the foundation trust and the public
- Encourage governors to attend board meetings so that they may observe the contributions of the Non-Executive Directors.
- Have an on-going dialogue with the Council of Governors to provide opportunity for governors to question and gain assurance from the Non-Executive Directors that the board's decisions comply with the triple aim duty – better health and wellbeing for everyone; better quality of health services for all individuals and sustainable use of NHS resources; as well as on the progress in delivering the foundation trust's strategic objectives and plans.

Appointment and tenure of office

- The Non-Executive Director appointment is for an initial term of up to three years and will be subject to annual performance reviews. Renewable on review for a further term of three years.
- This post is a public appointment or statutory office and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the National Health Service, you are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial Instructions for the foundation trust.
- As Non-Executive Director you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS board on which you serve are set out in the Codes of Conduct referenced above.
- You will be required to declare any conflict of interest that arises during board business and declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies.

Remuneration and time commitment

- The time commitment for a Non-Executive Director role is around 3-4 days per month although it is possible that more time may be required given the strategic change agenda set out in the NHS 10 Year Plan and in the context of the group model.
- The remuneration for a Non-Executive Director is currently £13,316 per annum and will be reviewed annually in April.
- The successful candidate will need to devote sufficient time to ensure satisfactory discharge of their duties. This will comprise a mixture of set commitments (such as a monthly board meeting and committee meetings) and more flexible arrangements for ad hoc events.
- Remuneration is taxable and subject to National Insurance Contributions. It is not pensionable.
- The successful candidate is also eligible to claim allowances for travel and subsistence costs incurred whilst on trust business.

Fit and Proper Persons Test

NHS England has developed a Fit and Proper Person Test (FPPT) Framework in response to recommendations made by Tom Kark KC in his 2019 review of the FPPT (the Kark Review).

We must be able to provide evidence that appropriate systems and processes are in place to ensure that all new and existing Chairs and Non-Executive Directors are, and continue to be, fit for purpose and that none of the criteria of 'unfitness' set out in the regulations apply.

For further information and eligibility and criteria to be assessed as part of the Fit and Proper Person Test, please review [here](#).

Criteria for disqualification

The following may not become or continue as a member of the Board of Directors, a person who:

- Has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged.
- Has a moratorium period under a debt relief order applied (under Part 7A of the Insolvency Act 1986).
- Has made a composition or arrangement with, or been granted a trust deed for, their creditors and has not been discharged in respect of it.

Person specification

CRITERIA (NB: as we are seeking to appoint three NEDs, individual candidates may have a blend but not necessarily all of the following.

<p>Skills, knowledge and abilities</p>	<ul style="list-style-type: none"> • Legal skills including healthcare law, public law, and commercial law, with a need for strong analytical, communication, and negotiation skills • Estate based thinking - integrating the management and planning of healthcare facilities with the delivery of healthcare services • Financial and commercial acumen. • Digital and transformational experience, for example through leverage of proven digital solutions and innovative ways of working. • Skills in strategic or operational management such as strategic business planning, real estate, marketing and communications, customer focus or wider business services experience (e.g. customer services, change management, mergers and acquisitions and restructuring). Capable of chairing a committee, understanding the needs of our local patient community, the roles and responsibilities of the Council of Governors, statutory and regulatory requirements, risk management and board assurance processes. • Specific expertise relating to the work of the organisation in one or more of the following, such as patient advocacy consumer/customer focus, market management, organisational development, commissioning, contract management, local government, economic analysis, change management, HR, education and training or legal expertise.
<p>Experience</p>	<ul style="list-style-type: none"> • Experience of operating at senior or board level within a large and complex public or private sector organisation, and may have a background in marketing or communications • Clinical experience, both within and external to acute settings either in primary or tertiary care • Senior leadership experience within a large, complex operating environment • Strategic partnership / strategic alliance experience • Experience of leading within a governance structure • Voluntary sector
<p>Qualifications</p>	<ul style="list-style-type: none"> • Educated to degree level or equivalent qualification, e.g. ACCA qualified • Membership of the foundation trust or eligible for membership of the foundation trust.

Competencies required

Patient and community focus	High level of commitment to providing quality service and care to service users, carers and the community and to tackling health inequalities.
Strategic direction	The ability to think and plan, balancing needs and constraints.
Holding to account	The ability to accept accountability and probe and challenge constructively, whilst understanding the boundaries of confidentiality.
Effective influencing and communication	The ability to influence, persuade others and interact constructively with multiple stakeholders and senior managers
Team working	Commitment to working as a team member.
Self-belief and drive	The motivation to improve NHS performance and confidence to take on challenges. The ability to undertake specific projects as appropriate.
Intellectual flexibility	The ability to think clearly, creatively and objectively.
Analytical skills	The ability to understand and evaluate a complex range of information and evidence.

How to apply

The closing date for applications is midnight Wednesday 15th October 2025. Applications should be made by completing the short application form and attaching:

- A full and up-to-date CV.
- A personal statement of no more than one side of A4, which should explain why you are interested in applying for the role and what you believe you will be bringing to it.
- Contact details for three referees (who will not be contacted without your permission).

For an informal conversation about the post, please contact Sal Maughan, Associate Director of Corporate Affairs and Governance, sal.maughan@nhs.net, Tel: 01932 722551, Mobile: 07970 921827

Key Dates

Post Opens	Wednesday 17 th September 2025
Application Deadline	Midnight, Wednesday 15 th October 2025
Longlisting	Wednesday, 22 nd October, 2025
Shortlisting	Tuesday, 28 th October, 2025
Interview (in person)	Thursday, 6 th November, 2025

