



Director of Estates

Candidate information pack

October 2025



WELCOME FROM THE DEPUTY CEO

Thank you for your interest in the role of Director of Estates at North East London NHS Foundation Trust (NELFT).



As one of the largest Mental Health and Community Health Trusts in the country, serving a population of approximately 4.7 million people across North East London, Essex and Kent, we are committed to delivering outstanding care and creating the best possible environments for both our patients and our staff. Our values – we are kind, we are respectful, and we work together with our communities – guide everything we do, and we expect all colleagues to live by these values in their daily work.

This role offers a unique opportunity to shape the future of our estate. As Director of Estates, you will provide strategic and operational leadership across our extensive property portfolio and facilities services. You will play a visible and influential role within the Trust, ensuring that our estate is safe, compliant, sustainable and aligned with our clinical ambitions. Central to the role will be the development and delivery of the Trust's Estates Strategy, which includes leading major capital projects such as the redevelopment of Goodmayes Hospital.

A key aspect of the post will be driving forward our Green Plan, ensuring that our estate reflects our commitment to sustainability and supports the Trust's environmental goals.

We are seeking a highly experienced and inspirational leader, with the expertise and resilience to manage complex estates functions and the ability to shape services that reflect the needs of the Trust both now and in the future. Should you join us, you will be part of a supportive and values-driven leadership team, committed to improving outcomes for our residents and service users. We will also invest in your professional development and wellbeing, recognising that compassionate leadership is central to delivering high-quality patient care.

Thank you once again for your interest in joining NELFT. We wish you every success in your application and hope you will consider bringing your expertise to help us shape the future of our estates and facilities services.

Yours sincerely,

Dr Mohit Venkataram

Deputy Chief Executive Officer
NELFT NHS Foundation Trust



ABOUT US

NELFT is an organisation that provides an extensive range of integrated community and mental health services for people living in the London boroughs of Barking & Dagenham, Havering, Redbridge and Waltham Forest and community health services for people living in the south west Essex areas of Basildon, Brentwood and Thurrock. Our teams also provide mental health services for children and young people across the counties of Essex and Kent and Kent's all-age eating disorder services.

With an annual income of £666million, we provide care and treatment for a population of circa 4.9 million. We employ more than 8,000 staff who work across more than 210 locations in London, Essex, Kent and Medway. The Trust is rated 'good' by the Care Quality Commission.

We work across several Integrated Care Systems, collaborative partnerships and networks, all with the aim of improving the health and wellbeing of local populations and the quality of their care. Key to helping us take forward this work is our relationship with our patients and carers, and we are proud to be one of the first NHS Trusts to have created a Patient Leadership Board Committee that is co-chaired by a patient leader and our Trust Chair. In support of our work, we have recently refreshed our strategic priorities and objectives for the future.

We deliver our services with pride in areas with significant social and economic deprivation, working with our communities to improve access for all. To achieve this goal, we endeavour continuously to improve the wellbeing of our staff, ensuring we have an inclusive and empowered workforce at all levels, providing compassionate and effective care.



Who we are and what we do

Striving to provide the best care by the best people



We are kind.



We are respectful.



We work together with our communities.

About our patients



40%

of patients are 65 and older

30%

of patients are under 18

25%

of patients are from a global majority background

Essex

Kent & Medway

North East London

We provide care and treatment for a population of about 5 million people.

Every month we supply 14,000 items of medication across our services.

We employ over 7,000 staff who work across more than 200 locations in London, Essex, Kent, and Medway.

Almost 3 out of 4 of our staff live in the communities we serve.

Adult mental health



Our adult mental health services carry out more than **6,600** appointments a week.

We support over **950** people living with a severe mental health illness have a physical check once a week.

We provide talking therapy to over **400** people a month who live with a range of conditions including depression and anxiety.



Children and young people

Every week we visit more than **250** families after the birth of a child.

Every week we check over **750** babies and toddlers to see if they are reaching their developmental milestones.

We are present in over **550** schools, supporting with mental health in children and young people during primary and secondary education.

Community



Every day our community nurses support with over **2000** people in their own homes every day.

Our therapy services support over **500** people every day.

Every week we deliver more than **700** injections.

Every day we support over **200** people in their own home who would otherwise require a hospital admission.

Would you like to get involved to help us shape services?

Visit: www.nelft.nhs.uk
or call us: 0300 555 1200



DELIVERING OUR NELFT STRATEGY 2025-2030

We will improve the health and wellbeing of our communities by

- Empowering individuals to take care of their health and wellbeing
- Working with our communities to encourage healthy lifestyles
- Offering supportive and inclusive environments for safe open communication
- Recognising inequalities and continually addressing them
- Ensuring service collaboration for timely effective community support



We will improve the quality of services we provide by

- Delivering the right care at the right time
- Co-producing with patient carers and staff, adapting to feedback and our community needs
- Offering safe effective and up to date services for the best results
- Provide compassionate care with dignity in a supportive environment
- Equipping staff with expertise



We will use our resources wisely by

- Use time effectively to meet community needs
- Co-ordinate with organisations to reduce duplication
- Ensure we get value for money
- Minimise wasted resources (people time space)
- Using new technologies and innovations



Our communities are the residents in the places we provide services: our service users and carers, our staff and our patient representatives.

We will deliver our strategy by working with our communities.

We have co-designed this strategy with patient and carer involvement representatives and our staff, and we will continue to prioritise co-production and involvement.

We based this strategy on the NHS triple aims.



GREENER NELFT – OUR VISION FOR SUSTAINABLE HEALTHCARE

We have a vision to be an outstanding provider of healthcare and a great place to work. We can only achieve this through balancing the three pillars of sustainability – finance, social and environmental. NELFT is in a position to be an exemplar organisation in the NHS by developing a culture that supports a Carbon neutral future by encouraging sustainable development in all its forms.

We are conscious of the impact our activities can have on the local community, economy, and environment, and of the role we play as a responsible healthcare provider. Our Green Plan these last three years has focused on the environmental aspects of our impact and acknowledges that by improving them, e.g. by reducing carbon emissions and minimising waste, the Trust will also be contributing to wider population health.

The Trust's Sustainable Development Management Plan (SDMP) was replaced by the Green Plan that matches the increased net zero ambition and renewed delivery focus, with three clear outcomes:

- Ensure our Trust is supporting the NHS-wide ambition to become the world's first healthcare system to reach net zero carbon emissions
- Prioritise interventions which simultaneously improve patient care and community wellbeing while tackling climate change and broader sustainability issues
- Plan and make prudent capital investments while increasing efficiencies.



STRATEGIC SUSTAINABILITY OBJECTIVES

WE WILL COMMIT TO ACHIEVING SIX STRATEGIC OBJECTIVES:

TRAVEL

- **We will provide every opportunity for our staff, patients and their families and carers to access sustainable travel solutions that minimise emissions**
Sustainable travel solutions; encouraging staff and service users to cycle to our bases; electric charging points; pool cars; pool bicycles

DIGITAL

- **We will find innovative and creative digital solutions to reduce waste and unnecessary journeys**
Reducing waste; promoting efficiency, reducing journeys; reducing consumables such as paper

WORKFORCE

- **We will embed sustainability into the culture of our organisation and support our staff to make positive choices**
Actively promoting sustainability in inductions, via forums and visibility at team meetings; training courses; opportunities for staff to engage and share ideas

ESTATES

- **We will explore every opportunity to reduce the environmental impact of our estates**
Energy efficiency within our buildings; renewable energy sources; waste reduction; recycling; greener spaces; fuel poverty and cold homes

MEDICINE

- **We will find innovative ways to reduce clinical waste and embed sustainability within the clinical setting**
Reducing clinical waste; reviewing current practices; encouraging social prescribing

SUPPLIES

- **We will review our supply chains and make positive decisions to reduce waste and single use products**
Procurement; reducing single-use products; reducing the use of plastics; food provenance; waste

These strategic objectives will also integrate the need for community engagement, a priority of the Trust, and will also link into inequalities within healthcare and community health projects within deprived areas. Wherever possible, projects, ideas and plans will be researched and implemented using a QI methodology.



THE ROLE

JOB TITLE:	Director of Estates
BAND:	9
RESPONSIBLE TO:	Deputy Chief Executive Officer

The purpose of this job description is to outline the level of responsibility and accountability of this post. This will ensure that all work undertaken by our staff is clearly identified and carried out under clear lines of accountability.

KEY RELATIONSHIPS:

INTERNAL

- Trust Board
- Executive Management Team
- Place Directors
- Deputy Director of Estates and Facilities
- Associate Directors
- Staff within the Estates and Facilities Department and Trust wide
- Trust Infection Control Team
- H&S Team
- Procurement
- Finance Teams

EXTERNAL

- NHS Property Services
- Land & property professionals (including surveyors/ district valuers)
- NHS Providers
- Integrated Care Board Leads
- Trust Lawyers
- Senior colleagues at other NHS Trusts
- Trust Approved Suppliers
- Trust Approved Consultants
- Care Quality Commission
- Local Authority

AIM OF THE ROLE:

The expectation of this post holder will be to support their team, department and organisation to achieve the Trust's Values in their day-to-day work. These are:

- We are kind
- We are respectful
- We work together with our communities

THE POST HOLDER WILL ACHIEVE THIS BY:

To be professionally accountable to the Trust Board and reporting to the Deputy Chief Executive Officer, the post holder will manage all aspects of the North East London NHS Foundation Trust Estate, its related resources and facilities. Providing strategic leadership and effective management of the Trusts Estates and Facilities and being accountable for the efficient provision of a comprehensive support function across the areas of property management, hard and soft facilities management, strategic development, and other patient support activities, enabling the Trust to provide safe and appropriate accommodation for its patients and staff.



PURPOSE OF THE ROLE:

North East London FT provides Mental Health and Community Health services to approximately 4.7 Million residents in the boroughs of Waltham Forest, Havering, Redbridge, Barking and Dagenham, Mid and south Essex and Kent. As one of the largest MH and community Trusts in the country the Trust is at an exciting stage where our residents have helped shape a new strategy for the Trust and this role will champion the delivery of the strategy for the estates function.

The role will

1. Provide strategic and operational leadership to our estates infrastructure and facilities services and play a key and visible role within the Trust's senior management team to drive our ambitions forward.
2. Be responsible for delivering safe, responsive, and cost-effective estates and facilitates services for the Trust, with a clear focus on quality and customer service.
3. Be responsible for the Trust fire compliance providing leadership to the Fire Manager and the fire accessors
4. Be responsible for the Health and Safety and security function and give leadership to the health and safety manager
5. Be responsible for the assurance and legislative compliance of estates functions.

You will also work closely with colleagues to identify and secure new business opportunities through national projects and collaboration with the private sector, local authority and NHS partners.

JOB SUMMARY

- Developing and managing the Trust's Estates Strategy, including plans for the redevelopment of Goodmayes Hospital, KMAH transaction
- Managing the risks and issues presented by Estates and compliance
- Directing and managing capital projects
- Directing and managing all facilities that relate to clinical and non-clinical services
- Delivering measurable improvement in non- clinical support services: quality, customer service and productivity as well as delivering value for money
- Developing, maintaining, and updating the Trust's Green Plan.
- Working with ICB colleagues to improve chances for residents in the area NELFT services
- Managing the provision of technical support
- Planning and managing a programme of major works for repairs and maintenance
- Overseeing the Trust's property holdings including the legal and administrative aspects of the Trust's property portfolio, acquisitions, disposals, and planning
- Managing the allocation and use of the Trust space within the property envelope
- Developing and managing the handover of the PFI build to the best outcome for our residents and service users
- Providing professional leadership to all the functions within the portfolio



KEY RESPONSIBILITIES:

CAPITAL PROJECTS

- To design, develop and implement with relevant stakeholders a capital development strategy that supports the clinical activity and aspirations of the Trust and ICB
- To work with internal and external partners in business case and strategy development
- To develop, present and gain approval for full business cases for major capital developments including the potential rebuild or replacement of buildings
- To develop and implement a range of mitigation projects at the various sites to manage the risks and issues presented by RAAC concrete
- To work as appropriate with ICB colleagues on capital projects relating to the wider ICB estate portfolio and the 'out of hospital' provision of care
- To lead negotiations where appropriate with internal and external groups and contractors
- To act as project director for a range of capital projects to be delivered within agreed parameters of time, costs, sustainability and quality. This includes all associated aspects of procurement and monitoring in accordance with the Trust's Standing Financial Instructions
- To be responsible for ensuring all construction related procurement activities are undertaken in accordance with established best practise models as prescribed by Department of Health and other Government agencies and using appropriate forms of contract
- To monitor progress and take action to correct poor performance, and to ensure the preparation of regular reporting against key performance indicators and project milestones to meet the information requirements of the Finance & Investment Committee and the Trust Board of Directors
- To manage and co-ordinate design reviews to ensure best quality architectural, design standards and interior design is achieved in all project solutions
- To ensure a patient and customer focus in all design and project management services
- To ensure robust project management mechanisms are in place to deliver significant projects successfully. This includes overseeing the development of risk and issue management tools to be used within all project management activities
- To work closely with Trust clinical stakeholders to ensure the implementation of capital projects has minimal impact on the operations of the hospital



ESTATES

- To develop and maintain an Estates Strategy that reflects the needs and priorities of the Trust
- To ensure the efficient delivery of the Estate Strategy through cost-effective programmes from scheme design to scheme implementation
- To develop a cohesive retail strategy for all sites to maximise commercial and revenue streams for the Trust
- To ensure that the Trust's property portfolio reflects the needs of the Trust and supports the development requirements of the Estate Strategy; and to oversee all aspect of the Trust's property holdings, including acquisitions, leases and disposals, and planning and related matters
- To ensure that the allocation and management of space within the property envelope is optimised to meet the operational requirements of the Trust
- To oversee the administration of all aspects of Estates' record keeping and reporting
- To ensure regulatory and statutory requirements are met for all technical infrastructure requirements, including management of fire risks, electrical supply, asbestos, water quality medical gases. This includes ensuring the sufficiency and competency of Authorised Engineers/ Approved or Responsible Persons to ensure adherence to these required procedures
- To oversee the implementation of the Trust's Green Plan, including the delivery of specific actions relating to the Estates' infrastructure and energy consumption
- To deliver a cost-effective transition plan of the Trust PFI build

HEALTH AND SAFETY RELATED FUNCTIONS

- To develop and support the health and safety infrastructure of the Trust towards best compliance standards
- To provide fire compliance and statutory standards adherence across the Trust through leadership of the fire team
- To provide security compliance and statutory standards adherence across the Trust through leadership of the security team
- Develop support and ensure the assurance of the Health and Safety, fire and security functions through the H&S committee
- To improve the quality of services provided within financial constraints
- To ensure that clear lines of accountability for service performance are in place and that there are measurable objectives for operational, financial, quality and service delivery
- To oversee the transformation of services, ensuring that change plans are translated into concrete working practices which improve outcomes and achieve value for money
- To focus Facilities staff on performance and outcomes, ensuring that performance standards and statutory requirements are achieved, and instil a culture of continuous improvement, risk management, innovation, and value for money



TECHNICAL SUPPORT

- To plan, prepare and lead a programme of targeted repair and maintenance works across the Trust's estate
- To ensure that comprehensive technical information and compliance systems are in place to support the asset management, technical and infrastructure requirements and to minimise risk to the Trust
- To ensure that effective energy management strategies, procurement plans, and installations are in place
- To provide an effective mechanical and electrical maintenance and repair services to the Trust
- To ensure the adoption of policies, procedures, and practices to deliver or exceed national targets and guidance for design and comply with all statutory requirements

FINANCIAL MANAGEMENT

- To be accountable for approved capital and revenue budgets, ensuring that expenditure is within budget, income targets are achieved and that savings plans are produced and delivered
- To report regularly against the financial plan for Facilities and Capital Estates identifying potential variances against the plan and developing any necessary recovery plans
- To manage income achieved from retail outlets and other sources and ensure that maximum benefits are achieved for the Trust
- To manage the maintenance and repair spend and ensure that planned works effectively utilise the budget and back logged activity costs are managed
- To ensure Facilities and Estates are managed in accordance with Standing Financial Instructions and Procurement policies

- To ensure that a suite of measurement systems and performance tracking is in place and maintained to monitor operational and financial progress against budgets and cost targets
- To lead and deliver the Estates delivering value plans each year

PERFORMANCE MANAGEMENT

- To embed a culture of high-performance through effective leadership, management and monitoring across Facilities and Estates via the use of operational plans with agreed annual, quarterly and monthly targets
- To ensure that CQC compliance targets in relation to the infrastructure and patient environment are met
- To ensure that business processes and capability are streamlined to maximise the benefits of working across sites
- To ensure that appropriate strategies, plans, delivery and implementation frameworks are in place to ensure that an excellent environment for patient care is maintained at all times
- To focus facilities and estates upon performance and outcomes for patients, ensuring that performance standards are achieved and instilling a culture of continuous performance improvement, innovation, and efficiency
- To monitor agreed operational targets and service level agreements in place with the Trust, partners and other clients, ensuring they are met
- To keep the Deputy CEO up to date with operational performance through regular and exception reporting
- To ensure the effective monitoring and management of operational risk



LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

- Responsible, with other senior leaders, for the achievement of strategic objectives, including but not limited to those in the delivery of the strategy, and targets in performance and finance, workforce, culture and for the quality of service and care provided to our patients, whilst helping lead the strategic direction of the Trust
- To provide visible and compassionate leadership for all staff and be a champion and role model of our values
- To lead and champion an empowered leadership style which maximises team performance to enable great patient care and develop the skills and capabilities of the operations teams to deliver our people strategy and ensure there is a talent pool to meet the needs of the strategic plans
- To lead the reconfiguration of working practices and the strategic resource level required, to achieve ongoing optimum flexibility in the workforce to meet current services and anticipated services levels
- To invest in the development of all directly accountable employees
- To ensure implementation of consistent performance management for all employees across Facilities and Estates
- To work with colleagues in HR and Finance to ensure that workforce plans match and anticipate performance, service, and activity levels

PERSONAL DEVELOPMENT

- To ensure that professional knowledge is continuously updated, and training undertaken if appropriate
- To participate in an annual individual performance review process where objectives will be agreed, performance monitored, and personal development needs discussed

ADDITIONAL INFORMATION

Additional information about protocols and guidelines while working at NELFT are outlined in [this document](#).

KEY PERFORMANCE INDICATORS (KPI) AND OBJECTIVES

Each individual and service will be set KPIs and achievement against these will be regularly reviewed. Performance against individual and service KPI's will be routinely monitored by your manager.

REVIEW OF THIS JOB DESCRIPTION

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

OTHER DUTIES

There may be a requirement to undertake other duties as may reasonably be required to support the Trust. These may be based at other Trust managed locations.



PERSONAL SPECIFICATION

Please note if you do not meet all the criteria listed in the person specification, we encourage you to still apply and development needs can be discussed at the interview.

AM = Assessment Method: AF = Application Form; I = Interview; A = Application

ESSENTIAL REQUIREMENTS	AM
DEMONSTRATION OF TRUST VALUES	
- We are kind - We are respectful - We work together with our communities	I I I
QUALIFICATIONS	
- Educated to Master's level or appropriate bachelor's degree in estates related engineering discipline - Professional qualification or equivalent experience or currently undergoing full relevant qualification and five years' experience - Membership of a Professional body MIET, IHEEN, COBSE etc - Management qualification such as CMS, DMS, MBA - Project management qualification such as PRINCE2 - Postgraduate management qualification such as MSc in environmental engineering, modern methods of construction	AF//A AF//A AF//A AF//A AF//A AF//A
EXPERIENCE	
- Substantial Estates Operational Management experience either in the NHS or private sector environment in a complex setting - Experience at either director/deputy director level or senior manager in a complex public or relevant complex private sector organisation - Experience in writing detailed business cases/ reports with recommended options to be presented at Trust Board - Experience in developing strategy e.g. in property management across multiple organisational boundaries which supports the achievement of corporate objectives - Experience of managing large contracts in either the commercial or public sector - Experience of developing and implementing policies and standard operating procedures - Proven record of leading, managing and developing a multi-skilled workforce across different sites - Previous experience of working with a healthcare or public sector environment (<i>Desirable</i>) - Experience of managing large contracts in either the commercial or public sector (<i>Desirable</i>)	AF//A AF//A AF//A AF//A AF//A AF//A AF//A AF//A AF//A



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ESSENTIAL REQUIREMENTS	AM
KNOWLEDGE	
• An awareness of NHS priorities.	AF/I/A
• In depth and specialist knowledge of legislation and guidance affecting areas of responsibility	AF/I/A
• Good understanding of data protection legislation and use and safe disposal of information	AF/I/A
• Knowledge of current issues within the NHS	AF/I/A
• Innovative approach to estates service provision to give a modern and effective service (<i>Desirable</i>)	AF/I/A
SKILLS	
• Excellent written and verbal communication skills, to include presentation skills	AF/I/A
• Excellent negotiator to achieve required outcomes in a complex environment	AF/I/A
• Excellent numerical, critical reasoning and analytical skills	AF/I/A
• Excellent project management skills	AF/I/A
• Excellent problem-solving skills with a resilient and decisive approach. Significant complex budgetary management experience (min five years), financial awareness and the ability to meet defined budgetary targets for both revenue and capital expenditure	AF/I/A
• Proven ability to manage change in a multi-skilled workforce	AF/I/A
• Highly developed skills in planning and organisation with the ability to concentrate and work under pressure and balance conflicting demands and competing priorities	AF/I/A
• Good interpersonal skills with a high level of integrity to deal with difficult situations	AF/I/A
• Ability to build effective working relationships with a diverse range of colleagues and external stakeholders	AF/I/A
• Ability to work comfortably on an autonomous basis and to their own deadlines	AF/I/A
• Excellent IT skills to include estates specific software e.g. AutoCAD etc	AF/I/A
• Innovative approach to estates service provision to give a modern and effective service (<i>Desirable</i>)	AF/I/A



AM = Assessment Method: AF = Application Form; I = Interview; A = Application

ESSENTIAL REQUIREMENTS	AM
OTHER	
• To be aware and demonstrate the Trust Values • To be able to travel effectively throughout the Trust • Able to develop and maintain positive working relationships • Excellent organisational skills • Flexible approach to work • Be able to plan and organise own areas of responsibility to ensure the achievement of departmental goals • Able to write sound and concise reports (<i>Desirable</i>) • Ability to travel mainly within boundaries of Trust but some regional travelling • Hold a current UK Driving License • Portray a professional image • From time-to-time able to carry out site inspections / visits, complying with health and safety regimes in place. Occasional exposure to high risk working conditions, complying with health and safety policy, such as confined spaces, height etc.	- I - I - I - I - I - I - AF/I - AF/I - AF/I - AF/I - AF/I



HOW TO APPLY

The closing date for applications is **12 November 2025**.

Applications should include:

- A covering letter – of no more than two pages – 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 email 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: **apply@hunter-healthcare.com**. All applications will be acknowledged.

If you would like to have an initial conversation, please contact **Brendan Davies** at Hunter Healthcare (**bdavies@hunter-healthcare.com**) or on 07585 356985.

KEY DATES:

APPLICATION DEADLINE	12 NOVEMBER 2025
SHORTLISTING	14 NOVEMBER 2025
INTERVIEW / STAKEHOLDER PANEL	TBC





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