

Chief Operating Officer

Candidate information pack

July 2026



Welcome

Thank you for your interest in the role of Chief Operating Officer at East London NHS Foundation Trust (ELFT).



ELFT is an ambitious, values-led organisation with a strong reputation for delivering high-quality care through partnership, innovation and continuous improvement. We are recognised nationally and internationally for our commitment to quality improvement, people participation, co-production and staff engagement, and these principles continue to shape everything we do.

As Chief Executive, I am proud to lead an organisation that is driven by a clear purpose: to improve the the quality of life for all the the diverse communities we serve.

Our newly refreshed strategy sets out an ambitious vision for the future, building on our strengths while responding to the changing needs of our local populations and the wider NHS.

It reinforces our commitment to delivering safe care, reducing health inequities and working in partnership with our communities and system colleagues to create lasting improvements in population health.

Our population health approach recognises that improving health extends far beyond the services we provide. We are committed to understanding the needs of our communities, tackling the wider determinants of health, and working alongside people with lived experience, local authorities, voluntary sector organisations and NHS partners to improve outcomes at both individual and population level.

The NHS 10-Year Health Plan, Fit for the Future, strongly reflects the direction of travel we have already embraced at ELFT. Its emphasis on the three 'left shifts' – from hospital to community, from analogue to digital, and from treatment to prevention – aligns closely with our strategic priorities and our work across the places and systems we serve.

As an organisation with deep roots in community services, mental health and primary care partnerships, we are well placed to help lead this transformation, ensuring care is

equitable, and more joined-up, preventative and centred around the needs of local people.

Quality improvement remains at the heart of how we deliver change. We believe that the people closest to the work are best placed to improve it, and we continue to invest in developing the capability and confidence of our staff to lead improvement every day.

Alongside this, our internationally recognised approach to people participation ensures that people with lived experience are equal partners in designing, delivering and evaluating our services. We are proud of the progress we have made, but we are equally ambitious about what comes next.

We continue to strengthen our partnerships across integrated care systems and place-based collaborations, recognising that many of the greatest opportunities to improve health and reduce inequalities lie beyond organisational boundaries. We are also committed to creating an inclusive, compassionate and joyful workplace where our colleagues feel valued, supported and empowered to deliver their very best.

The Chief Operating Officer will play a pivotal role in helping us realise these ambitions as a voting Board member. This is an opportunity to join a high-performing executive team and to lead operational excellence across a complex and diverse portfolio of services, while ensuring quality, safety, performance and continuous improvement remain at the forefront of everything we do.

If you share our values, our ambition to improve lives and our commitment to working collaboratively with communities and partners, I would be delighted to hear from you.

If you would like to have an initial conversation, please contact Finn McNulty at Hunter Healthcare by emailing fmcnulty@hunter-healthcare.com or by calling 07966 006091.

We very much look forward to hearing from you.

Lorraine Sunduza OBE
CEO
East London
NHS Foundation Trust

About Us

East London NHS Foundation Trust (formerly East London and The City University Mental Health NHS Trust) was originally formed in April 2000.

In April 2007, the Trust was awarded university status in recognition of the extensive research and education undertaken in the Trust.

On 1 November 2007, the Trust was authorised to operate as an NHS Foundation Trust under the National Health Service Act 2006.

In February 2011, we integrated with community health services in Newham making us a healthcare provider of both mental health and community health services.

In 2015, we became the provider of mental health, substance misuse, learning disabilities and psychological services for Bedfordshire and Luton. Two years later, on 1 April 2017, Tower Hamlets community health services became part of ELFT.

This was followed by community health services in Bedfordshire joining the Trust on 1 April 2018. We provide primary care services in Newham (transitional GP practice), Tower Hamlets (Health E1) and Hackney (The Greenhouse) – GP practices specialising in support for homeless people.

The Trust was rated 'outstanding' by the CQC in September 2016 and again in April 2018. In January 2022, the Trust was rated 'outstanding' for the third time in a row, the first community and mental health Trust in the country to attain this. The outcome of our latest inspection is pending.

Our quality improvement (QI) work is nationally and internationally renowned. We are an 'anchor organisation' rooted in our locations alongside our communities.

Working as an anchor organisation means we have a unique opportunity to improve the health of our communities through procurement, as an employer, through use of our land and buildings and by being environmentally sustainable.

We aim to provide benefit to the local community as much as possible throughout our work as a Trust.

Helpful links

- [Our website](#)
- [Trust Board Meeting Papers](#)
- [Annual Reports](#)
- [NHS Staff Survey 2025](#)
- [Population Health Report 2025](#)
- [Central East ICB](#)
- [North East London Health & Care Partnership](#)
- [NHS Leadership Competency Framework for Board Members](#)

About the Trust

The Trust delivers community health, mental health, learning disability & neurodiversity, and substance misuse services across two systems: East London (City & Hackney, Newham and Tower Hamlets), serving a population of more than 950,000; and Bedfordshire and Luton (Luton, Bedford Borough and Central Bedfordshire), serving a population of over 900,000.

We work in some of the most diverse communities in the country, and among the most deprived, with correspondingly high levels of poor mental and physical health. These are also areas projected to see some of the highest population growth in the country over the coming years.

In addition to this core footprint, we are also a delivery partner for North London NHS Forensic Consortium collaborative across north, central and east London, and for North Central East London Provider Collaborative – CAMHS and Perinatal, supporting a wider population of around two million. Being lead provider means we hold responsibility for coordinating and setting the standard for these services across that wider footprint, working with other providers delivering into the pathway this is a distinct role from our direct service delivery in East London and Bedfordshire & Luton.

We also run three primary care inclusion practices in East London, for people experiencing homelessness.

Scale: we deliver from 129 sites, employ nearly 8,000 staff, and have an annual turnover of approximately £750 million.

How services are organised

The Trust structures its services geographically, so they link into local services and support a place-based approach to improving population health. Mental health services are delivered across all our places (City & Hackney, Newham, Tower Hamlets, Bedfordshire and Luton); community health services are delivered in Bedfordshire, Newham and Tower Hamlets.

Specialist services include CAMHS, specialist children's services, talking therapies, and specialist addiction services. Community-based provision includes community mental health teams, home treatment teams, crisis resolution teams, rehabilitation teams, and rapid response and admission avoidance teams.

Our People Participation function sits within our corporate directorate, with participation leads working alongside clinical teams so that the voices of people who use our services, carers and communities shape care design and delivery.

Partnership and system working

We work closely with North East London NHS Foundation Trust to make best use of adult healthcare resources across the system, so people can be cared for locally wherever possible. This is a bilateral partnership, not a shared management or governance structure.

More broadly, we operate within North East London and Central East Integrated Care Systems, where much of our work is delivered in collaboration with partner organisations fellow NHS trusts, local authorities, other public bodies and the voluntary sector. We are an active participant and, in some cases, a coordinating partner in these arrangements; we do not lead or run the ICS itself.

Bedfordshire



London Boroughs



Service availability by area

Area	Regional Forensic Services	Community Health Services	Adult MH Services	Learning Disabilities Services	Specialist Addiction Service	Talking Therapies Services	Mother & Baby Unit	CAMHS Community Services	Inclusion Practices	CAMHS Tier 4
Bedford		✓	✓	✓	✓	✓		✓		✓
Central Bedfordshire		✓	✓	✓	✓	✓		✓		✓
Luton			✓	✓				✓		✓
Hackney	✓		✓	✓			✓	✓	✓	✓
Tower Hamlets	✓	✓	✓	✓		✓	✓	✓	✓	✓
Newham	✓	✓	✓	✓		✓	✓	✓	✓	✓
City of London	✓		✓	✓			✓	✓	✓	✓
North Central London boroughs	✓						✓			✓

Note: Bedfordshire & Tower Hamlets, adults only; Newham, children and adults.

Mission, Vision and Values

Our Trust mission and values have been reaffirmed, and our vision and organisational strengths refreshed, through our strategy refresh process (described below) over the past year.

Our Trust mission

To improve the quality of life for all we serve

Our values

The Trust's values are at the heart of our vision and underpin everything we do.

Our three core values are:

We care

- Everyone is entitled to the highest quality care

We respect

- Everyone should be treated with kindness and respect

We are inclusive

- Everyone should have access to our services when they need them, and we actively seek suggestions from all on how we can improve

Our core ambitions

In all things we do, we are guided by our four-fold aim to improve:

- Experience of care
- Staff experience
- Population health
- Value

The strengths we're building on

- Our kind and caring staff
- People participation
- Quality improvement
- Clinical and care professional leadership
- Our diversity and approach to inclusion
- Responsible use of resources



Our Five Year Strategy

The Trust launched its new five-year strategy in June 2026, setting out how it will work with service users, carers, colleagues and partners to improve health, wellbeing and care for local communities between 2026 and 2031.

The strategy has been shaped through the Trust's "Big Conversation", which engaged nearly 2,000 staff, service users, carers, governors, members and partners over the past year.

The feedback received has informed a strategy focused on what matters most to the people and communities ELFT serves.

Alongside the Strategy, for the first time, the Trust has developed a Strategy Delivery Framework. The framework explains how we will turn our strategy into real change, to support teams across the Trust to make decisions, take action, and improve care in a consistent way.

It addresses what we have learned from the last five years, including with regards to strengthening coordination, ensuring autonomy and accountability, clarity of purpose, and a robust approach to measurement.



Together we're building a future where

People can rely on safe, kind, joined-up care that helps them live well for longer and focuses on what matters to them.

ELFT is a place where staff choose to build their careers, with the freedom to grow, learn and share what works.

People who need it most achieve equitable access, experience and outcomes, shaped through collaboration with partners and communities.



Over the next five years, we will

- 1 Improve the quality and experience of care**
Ensuring that people feel known, are supported through change and transitions, and experience a high standard of care wherever they are and whoever they see.
- 2 Make ELFT a place where people can do their best work**
Creating an environment where staff feel safe and valued, and are supported to grow, learn and shape how we deliver care.
- 3 Advance equity in all that we do**
Improving access, experience and outcomes for people facing barriers to care, and standing with communities to tackle racism and discrimination.
- 4 Strengthen prevention and earlier help**
Working with partners and communities to support people earlier, and developing clear, practical approaches to prevention that improve people's quality of life.



Essentials for the journey ahead

Kind, inclusive and accessible communication so people feel informed, respected and involved in decisions about their care.

Co-production with service users, carers, communities, alongside the voluntary sector and system partners, to improve outcomes and tackle inequalities.

A well-planned, supported workforce, with the roles, development and trust needed to deliver high-quality care.

Responsible stewardship of our resources, supporting financial and environmental sustainability now and in the future.

Safe, welcoming and sustainable places to deliver and receive care, fit for the future.

Digital tools and useful information that can support decisions, and enable joined-up care and fairer access.

Clear and effective systems and processes that reduce friction and support consistency where it matters.

A culture of continuous improvement and innovation using evidence, insight and research to adapt and learn over time.

Find out more about our Trust strategy



▶ Download the strategy

An important set of relationships for us are those with Integrated Care System (ICS) partners.

The Trust is a member of two ICSs: North East London (NEL), and Central East (CE) (formerly Bedfordshire, Luton and Milton Keynes ICS).

Population health

For the past five years ELFT has championed a commitment to population health – improving the health and well-being of the communities we serve alongside providing excellent clinical care.

Ways of working include:

- Being a Marmot NHS Trust – using evidence-based principles to test the boundaries of what an NHS Trust can do to tackle some of the drivers of poor health and health inequity
- Setting out and delivering on a Trust Anchor Plan
- Embedding equity in the work of our clinical care teams.

The publication of three annual reports in 2023, 2024 and 2025 share our population health work and approach alongside measuring impact.

Quality improvement (QI)

At ELFT we aspire to improve the quality of life for all we serve in partnership people who use services and staff. As an organisation we embrace continuous improvement and learning as our way of achieving our mission.

This will mean we have to think differently, be innovative, and give everyone, at every level, the skills they need to be able to make change happen.

Our strategy takes a whole-organisation approach to quality improvement, and is built on over a decade of experience at ELFT, best practice from other healthcare organisations and systems across the globe.

We are partnered with the Institute for Healthcare Improvement (IHI), the world leader in healthcare improvement, to support our improvement journey. This partnership provides not only strategic guidance but also helps equip our staff with the skills needed for successful improvement.

As COO you will be integral in championing continuous improvement methodology, as well as spearheading change workstreams across the organisation and in partnership with system partners, service users and our communities.



People

The post-COVID years have been challenging for our staff, but their resilience, compassion and commitment to delivering high-quality care have remained steadfast.

During this time, we have strengthened our leadership, teamworking, culture and infrastructure to better support colleagues across the Trust. We continue to focus on recruiting from our local communities, embracing apprenticeships as a key pathway into healthcare and supporting career development for existing staff.

We have also established new NHS roles, including Nursing Associates and Psychology Associates, to broaden career opportunities and enhance patient care. Listening to and engaging with our workforce is central to our approach.

We maintain regular opportunities for staff to connect directly with senior leaders through CEO Breakfasts, Trust Talk Live webinars, Executive and Non-Executive Director walkarounds, Directorate Management Team away days and CEO lead discussion sessions with the wider Trust leadership. These complement ongoing engagement with clinical, operational and corporate leaders across all our services.

Following the 2025 NHS Staff Survey, which achieved an improved response rate, we launched an Executive team Trust-wide Staff Experience Programme to ensure colleagues' feedback is heard and acted upon.

The programme focuses on reducing burnout, strengthening line management, improving recognition, and creating a culture where staff feel confident raising concerns.

We created a leadership framework that sets out the behaviours expected of all leaders and established six habits to help teams create healthy, supportive and high-performing workplaces. These principles are embedded throughout our leadership development programmes, appraisals and manager training, with dedicated programmes supporting aspiring and established leaders at every stage of their careers.

We are in the process of aligning the new NHS England People Standards and the NHS Leadership and Management framework that was launched in July 2026. This will enable the Trust to upskill our managers and leaders and to improve the experience of our staff.

Alongside this, we continue to develop our ELFT Anti-Racist Charter as part of our commitment to creating an inclusive workplace where everyone feels valued, respected and able to thrive.



People participation and co-production

ELFT has been at the forefront in involving people with lived experience of either using our clinical services or being carers to those who use our services, as key partners in helping us to improve and refine how we provide care. We have a well established a people participation (PP) directorate and have an extensive PP network across the services that the Trust provides, through which our service users and carers help us to improve, develop, design, deliver and evaluate services.

This extends to recruitment processes, with service users included on all interview panels, on project teams, providing training and committees help to keep us grounded and remind us of our common aim – to do what matters most to people and to do things better.

Our PP team goes from strength to strength and continues to grow. The team is now supporting and leading improvement in corporate services and in our systems.

Research

From its inception, the Trust has invested in research and innovation. We regard research activities not as an appendix of service delivery but as a core part of the Trust's work.

Our five year plan supports the research culture and the interface between medical education and research, and is aimed at:

- Exploring and developing the synergy between research, innovation and education for the benefit of service users
- Linking effectively quality improvement and research
- Reinforcing the importance of clinical academic roles in education and services
- Promoting collaboration, co-production and inclusion across all dimensions, groups, stakeholders



System Leadership and Transformation

Working with NHS providers, primary care, local authorities, the voluntary, community, faith and social enterprise (VCFSE) sector and academic partners, the Trust is committed to improving outcomes, quality, equity and value for the people we serve through collaboration.

In North Central and East London, the Trust leads CAMHS and perinatal provider collaboratives, bringing together five partner Trusts, 13 London boroughs and two ICSs to improve child and parent mental health services. The Trust is a partner to the NCEL forensic collaborative, and to the East of England specialised mental health services Collaborative.

The Trust also plays a leading role in the NEL Mental Health, Learning Disability and Autism (MHLDA) and Community Health Services Collaboratives, working with our partner Trust NELFT and NEL ICB to promote more equitable investment, and improve and transform care pathways including core offer development, and embedding lived experience in decision-making.

Within our six place-based systems, the Trust is working closely with partners to design and deliver integrated care services, including integrated neighbourhood teams and ways of working.

Board of Directors

The Board of Directors is collectively responsible for the strategic direction of the Trust, its day-to-day operations and overall performance, including the quality and safety of services, financial stewardship and governance.

The Board brings together executive and nonexecutive directors with extensive expertise across clinical care, finance, people, digital transformation, integrated care, governance, business, regulation, local government and the voluntary sector.

ELFT has one of the most diverse Boards in the NHS, reflecting the communities it serves and bringing a wide range of perspectives and experience to Board discussions. The Board is committed to inclusive leadership, good governance and working collaboratively with partners to improve outcomes for local populations.

You can read more about our Board [here](#).

Equity, Diversity and Inclusion

During 2025, the Trust strengthened its intersectional approach, acknowledging that people's lived experiences are shaped by multiple and overlapping characteristics.

This includes race, disability, sex, sexual orientation, gender identity, age, religion or belief, pregnancy and maternity, and marriage or civil partnership. It also includes wider determinants such as deprivation, caring responsibilities, migration status, language diversity and experiences of trauma.

This shift is reflected in:

- Stronger alignment between workforce equality standards and patient equity frameworks
- Greater focus in annual planning and service user priority setting.
- Increased use of disaggregated data to identify inequities at place and service level

- Greater involvement of service users and staff networks in co-design and governance
- Clearer accountability through Executive sponsorship and structured reporting

The Trust has continued to embed robust governance mechanisms to identify disparities, monitor progress and respond proactively where inequities persist. These mechanisms are not solely compliance driven. They are designed to improve outcomes, strengthen trust, and ensure that services are culturally responsive and psychologically safe.

By centring equity within strategy, quality improvement and population health, ELFT aims to reduce avoidable disparities, improve experience across protected characteristics, and create an environment in which all staff and service users feel respected, valued and able to thrive.



The Role

Job Title:	Chief Operating Officer
Band:	VSM
Department:	Trust Board
Directorate:	Corporate
Responsible to:	Chief Executive
Accountable to:	Chief Executive

JOB SUMMARY

Responsibilities shared with all directors/senior managers:

- Accept shared responsibility for the Trust meeting its strategic and operational objectives.
- Responsibility to challenge constructively the discussions of the executive director and senior management team and help develop proposals on strategy.
- Within a framework of effective and prudent controls, ensure key risks are assessed and managed.
- Contribute to the delivery of the Trust Strategy, including alignment to the NHS 10 Year Plan.

KEY RESPONSIBILITIES

- Ensure the quality and safety of healthcare services, education, training and research delivered by the Trust and applying the principles and standards of clinical governance set out by the Department of Health and Social Care (DHSC), the Care Quality Commission (CQC) and other relevant NHS bodies.
- 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 with best practice and statutory requirements.
- Establish the Trust's values and standards of conduct, ensuring its obligations to members, service users and stakeholders are understood and met.
- Contribute to the Trust's effectiveness, efficiency and economy and quality of healthcare delivery, and reporting thereof.
- Ensure the Trust and its staff operate in accordance with NHS values and accepted standards of behaviour in public life, which include the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership (The Nolan Principles).
- Work with the Chief Executive and Chair alongside the Council of Governors to facilitate effective working relationships between the Council and the Board.
- Comply at all times with the Trust's established health and safety policies, in particular, by following agreed safe working procedures and reporting incidents.

MAIN DUTIES AND RESPONSIBILITIES

Service delivery

- To lead the delivery of clinical services performance targets.
- To develop a high-performing team of senior managers who work to key performance indicators and who are held to account in terms of delivery.
- To ensure the highest level of clinical engagement and involvement in the development and delivery of the clinical services.
- To work with the Chief Nurse, Chief Medical Officer and Chief People Officer to ensure professional issues are addressed to maximise service performance and delivery of the highest quality clinical services.
- To work with the Chief Executive and the Chief Finance Officer to ensure value for money activities are actioned and audit recommendations are implemented in a timely manner.
- Take strategic responsibility for the implementation of the clinical plan and the effective delivery of high quality clinical operations.
- Ensure that the Trust meets and exceeds all national and local targets and standards.
- To ensure effective operational oversight across ELFT's full portfolio of services, including community health, adult and children's mental health, specialist and secure mental health services, inclusion health, and primary care.

Planning and strategy

- To support the Executive Director Integrated Care to establish and manage external commissioning and partnership relationships to pre-determined standards.
- To lead on the Trust's Emergency Preparedness/Planning strategies and to gain assurance that it is complied with across the Trust, that facilitates ongoing development and delivery of Trust strategy and priorities.
- To contribute to the translation of strategy and corporate objectives, into corporate service plans and budgets as part of the overall planning process.
- Liaise with commissioners and secondary providers to develop new models of working using integrated care pathways where appropriate.
- To play a key role in liaising with stakeholders, monitoring system and population needs, and aligning service planning with system/regional and national priorities.
- To play a key role in delivering the Trust strategy and the aims of the NHS 10-Year Plan including the shifts from hospital to community, analogue to digital, and treatment to prevention and ELFT's role within the North East London and Central East Integrated Care Systems and provider collaboratives.
- Develop an improvement programme that can translate into all areas of the Trust for the benefit of service users and staff. This will support our Trust vision and objectives.
- Scan for new business opportunities, scoping possibilities and leading bids for new services and their ultimate implementation.

Leadership

- To provide strong leadership to director and senior management reports, ensuring that effective management and performance systems are in place.
- To identify and nurture clinical leadership potential and talent.
- To demonstrate positive leadership by behaviours.
- To challenge conventional approaches and driving forward change when needed demonstrating a commitment to creating a learning organisation culture, committed to continuous improvement.
- To lead the transformation agenda across the organisation, working closely with all partner organisations.
- To undertake Trust lead role in working across the local health community to deliver the financial viability and value plan.
- Provide support to all direct reports through objective setting, appraisal, talent management review and the agreement of personal development plans.
- To be the lead change agent for the development of services.
- To embed ELFT's Quality Improvement (QI) methodology and compassionate leadership approach across the organisation leadership community.

Organisational development

- To support the Chief Executive in the further development of an open, engaged and performance driven culture.
- Work with the executive team to develop clinical leadership.
- To contribute to the ongoing review and delivery of an OD strategy for the organisation.
- Take part in the Board development programme and associated activities.

- To promote equity and anti-racist practice across the Trust, in line with ELFT's Patient and Carer Race Equality Framework (PCREF) and equity strategy, and to develop services and working practices that reduce health inequalities and eradicate discrimination.
- To promote a culture of equal opportunities through the development of services that reduce health inequalities and working practices that eradicate discrimination.
- Ensure the development of robust operational management structures and systems within the Trust's clinical divisions.

Governance, quality & risk management

- To be an effective full Trust Board member taking collective responsibility for the corporate governance of the organisation.
- In executing Board responsibilities, to challenge constructively the decisions of the board and help develop proposals on priorities, risk mitigation, values, standards and strategy.
- To share the Board's collective responsibility for:
 - Adding value to, and promoting the success of, the organisation
 - Providing leadership to the organisation within a framework of prudent and effective controls
 - Setting strategic direction, ensuring management capacity and capability, and monitoring and managing performance
 - Safeguarding values and ensuring the organisation's obligations to its key stakeholders are met
- To be the lead director for agreed key performance targets.
- To cooperate with the Audit and Governance Committees of the Trust.
- To facilitate the internal and external auditors as requested.

Corporate management

- To play a strong corporate role within the Executive Team and the Trust Board.
- To use a variety of communication tools to maintain and expand communication channels with staff, service users and partners.
- Maintain effective communications with other directors and divisional staff in order to ensure a corporate approach to the delivery of clinical operations and all other aspects of the portfolio.

Ambassador for the Trust

- As one of the leaders for the organisation, act as an ambassador for the Trust, and to contribute to the wider health economies in which the Trust operates.

General

- To participate in the senior management on-call rota.

Other duties

- Adhere to the Code of Conduct and Accountability for NHS Boards.
- To carry out other duties as may be required by the CEO, Chairman and Trust Board.
- The above list is not exhaustive, and the post holder may be expected to undertake other duties that can reasonably be expected of an executive director of the Trust.
- Comply with the corporate governance structure in keeping with the principles and standards set out by the Trust.
- Ensure that they are familiar with the risk management framework, follow policies, procedures and safe systems of work, make known any hazards or risks that they identify and take all necessary actions to reduce risk. All staff must ensure that they attend appropriate statutory and essential training.
- Assess risks and implement the necessary actions to minimise these risks within their sphere of responsibility. They must also enable staff to attend the relevant statutory and essential training.



JOB DESCRIPTION AGREEMENT

This job description is intended as a guide to the main duties of the post and is not intended to be a prescriptive document. Duties and base of work may change to meet the needs of the service or because of the introduction of new technology. This job description may be reviewed from time to time and changed, after consultation with the post holder.

Statement on Employment Policies

In addition to the requirement of all employees to co-operate in the implementation of Employment related policies, your attention is drawn to the following individual employee responsibilities:

Health and safety

- Under the Health & Safety at Work Act 1974 it is the responsibility of individual employees at every level to take care of their own health and safety at work and that of others who may be affected by their acts at work, and to co-operate with management in complying with health and safety obligations, particularly by reporting promptly any defects, risks or potential hazards.

Equal opportunities

- ELFT is committed to equality of opportunity for all employees, job applicants and service users. We are committed to ensuring that no one will be discriminated against on the grounds of race, colour, creed, ethnic or national origin, disability, religion, age, sex, sexual orientation or marital status. The Trust commits itself to promote equal opportunities and value diversity and will keep under review its policies, procedures and practices to ensure that all employees, users and providers of its services are treated according to their needs.
- For management posts, to ensure that within their service area fair employment practice and equality of opportunity are delivered.

Dealing with harassment/bullying in the workplace

- The Trust believes employees have the right to be treated with respect and to work in a harmonious and supportive working environment free from any form of harassment and / or bullying.
- The Trust has taken positive steps to ensure that bullying and harassment does not occur in the workplace and that procedures exist to resolve complaints as well as to provide support to staff. It is your responsibility as an employee to abide by and support these steps so all employees can work in a harmonious, friendly and supportive working environment free of any harassment or intimidation based on individual differences.
- Disciplinary action will be taken against any member of staff found to be transgressing the Harassment and Bullying Policy.

No smoking

- To refrain from smoking in any of the organisations premises not designated as a smoking area. 'East London Foundation Trust is a Smokefree Trust – this means that staff must be smokefree when on duty or otherwise in uniform, wearing a badge or identifiable as ELFT staff or undertaking trust business.'

Alcohol

To recognise that even small amounts of alcohol can impair work performance and affect ones ability to deal with patients and the public in a proper and acceptable manner. Consumption of alcohol during work hours is not permitted.

Confidentiality

As an employee of the Trust the post holder may have access to confidential information. The post holder must safeguard at all times, the confidentiality of information relating to patients/clients and staff and under no circumstances should they disclose this information to an unauthorised person within or outside the Trust. The post holder must ensure compliance with the requirements of the the UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018, Caldicott requirements and the Trust's Information and IM&T Security Policy.

To safeguard at all times, the confidentiality of information relating to patients/clients and staff.

Data Protection Act

To maintain the confidentiality of all electronically stored personal data in line with the provision of the UK GDPR and the Data Protection Act 2018.

Data protection – your data

As part of your employment with ELFT, we will need to maintain personal information relating to your work on your personal file. You have a right to request access to your personal file via the Human Resources Department.

To carry out as per Data Protection Act responsibilities with regard to the access and Health Records Act 1990.

Safeguarding

All employees must carry out their responsibilities in such a way as to minimise risk of harm to children, young people and adults and to safeguard and promote their welfare in accordance with current legislation, statutory guidance and Trust policies and procedures. Employees should undertake safeguarding training and receive safeguarding supervision appropriate to their role.

Service user and carer involvement

ELFT is committed to developing effective user and carer involvement at all stages in the delivery of care. All employees are required to make positive efforts to support and promote successful user and carer participation as part of their day to day work.

Personal development

Each employee's development will be assessed using the Trust's Personal Development Review (PDR) process. You will have the opportunity to discuss your development needs with your Manager on an annual basis, with regular reviews.

Clinical governance

As an employee of the Trust you are expected to support the Trust's clinical governance framework for monitoring and improving standards of care. You must do this by:

- taking part in activities for improving quality
- identifying and managing risks
- maintaining your continuous professional development

Professional standards

To maintain standards as set by professional regulatory bodies as appropriate.

Conflict of interests

You are not precluded from accepting employment outside your position with the Trust. However such other employment must not in any way hinder or conflict with the interests of your work for the Trust and must be with the knowledge of your line manager.

Risk management

Risk management involves the culture, processes and structures that are directed towards the effective management of potential opportunities and adverse effects. Every employee must co-operate with the Trust to enable all statutory duties to be applied and work to standards set out in the Risk Management Strategy.

Personal and professional development/ Investors in People

The Trust is accredited as an Investor in People employer and is consequently committed to developing its staff. You will have access to appropriate development opportunities from the Trust's training programme as identified within your knowledge and skills appraisal/personal development plan.

Infection control

Infection Control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trust's Infection Prevention and Control Policies and make every effort to maintain high standards of infection control at all times thereby reducing the burden of all Healthcare Associated Infections including MRSA. In particular, all staff have the following key responsibilities:

- Staff must observe stringent hand hygiene. Alcohol rub should be used on entry to and exit from all clinical areas. Hands should be washed before and after following all patient contact. Alcohol hand rub before and after patient contact may be used instead of hand washing in some clinical situations.
- Staff members have a duty to attend infection control training provided for them by the Trust as set in the infection control policy.
- Staff members who develop an infection that may be transmissible to patients have a duty to contact Occupational Health.

Fit and Proper Persons criteria for directors in the NHS

All NHS FTs are required by law to assess that all new and existing directors are fit to be appointed/employed. In addition to the usual requirements of good character, health, qualifications, skills and experience, the regulation goes further by barring individuals who are prevented from holding the office (for example, under a Directors' Disqualification Order) and, significantly, excluding from office people who: "have been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether unlawful or not) in the course of carrying on a regulated activity, or discharging any functions relating to any office or employment with a service provider".

This will be assessed through references, a Disclosure & Barring Service (DBS) enhanced check and a check of the Disqualified Directors Register at Companies House.

The successful candidate will also be required to complete a self-declaration that they meet the requirements of the Fit and Proper Person regulations. You will be required to meet these regulations on a continuing basis.

Person Specification

QUALIFICATIONS

- Qualified to degree level or equivalent experience.
- Post Graduate management qualification or equivalent Clinical profession.

RESULTS ORIENTATION

- Demonstrable experience in developing, delivering and performance management of high-quality services.
- Commits to accomplishing challenging objectives.
- Set objectives measurements; develops and monitors systems for organizing work and information.
- Displays initiative to improve performance.
- Determined, outcome driven completer-finisher.
- A bias for action with high degree of personal drive and motivation.

IMPACT AND INFLUENCE

- Can build professional and personal credibility to win support.
- High level of representational skills.
- Ability to establish positive relationships with Trust Board members and elected members, which generates confidence, trust and respect.
- Ability to motivate and empower managers and staff so as to build effective teams and relationships.
- Able to act as an ambassador for the organisation(s).
- Ability to influence and negotiate effectively.

MANAGERIAL: TEAM LEADERSHIP

- Possession of High Order leadership skills, able to generate a clear sense of direction for the service and its employees.
- Has a vision for community-based, integrated health and care services and the goals of the organisation.
- Successful at building (selecting, training and developing) effective teams as well as leading them.

EXPERIENCE

- Substantial experience of working in an inner city environment and with diverse ethnic communities.
- Extensive experience at director level or equivalent of operational service management in a large complex organisation.
- Knowledge of national trends and developments as they relate to mental health, community health, primary care and social care including best value and partnership working.
- Experience of financial management including the setting and effective control of substantial budgets.
- Successful record of developing and achieving income generation and cost reduction programmes.
- Experience of working successfully at a senior level in a complex multi-disciplinary organisation, contributing to both corporate and departmental goals.
- Experience of management of estates function in a large organisation.
- Experience of partnership working with a range of internal and external bodies / statutory and non-statutory agencies.
- Experience of developing strategies and policies to improve service delivery and achieve change within a complex organisation.
- Experience of operational leadership across a multi-service portfolio, including community health, primary care, inclusion health and/or secure mental health services.
- Proven experience in delivering major service and organisational change.
- Demonstrable experience of delivering large-scale complex projects.
- Experience in co-production and involvement of patients, carers in service development/planning.

VALUES

- Demonstrable commitment to the provision of high quality, responsive and relevant health and care services to the full range of populations ELFT serves, including children, young people, adults and older people.
- Personal commitment to becoming an anti-racist organisation and to promote equity and inclusion both within the organisation and externally, with particular commitment to advancing racial equity and reducing health inequalities.
- A passion for ensuring meaningful involvement of service users and carers in the planning development and monitoring of services.
- Personal integrity.

INTERPERSONAL/COMMUNICATION SKILLS

- Excellent oral and written communication skills.
- Excellent presentation style.
- Effective interpersonal skills and ability to communicate with staff and managers at all levels within the organisation(s), community organisation and service users.
- Ability to present complex information to a mixed audience.
- Capable of expressing ideas persuasively face to face, within management teams, to public meetings, and for the media.
- Expresses ideas clearly and succinctly on paper.

STRATEGIC THINKING

- Able to see key or underlying issues in complex situations.
- Ability to provide vision and direction to individuals and teams so as to gain ownership and commitment.
- Ability to think laterally.
- Able to develop and implement creative and innovative solutions allied with an entrepreneurial disposition solutions to issues.
- Strong analytical skills.

RESILIENCE

- Maintains a high level of performance when faced with opposition or hostility from others, or when working under conditions of stress.
- Has confidence in own ability to deal with challenging circumstances.
- Has the ability to handle failures constructively.

FLEXIBILITY

- Adapts to and works effectively with a variety of situations, individuals, or groups.
- Able to adapt an approach as the requirements of a situation change.



How to Apply

The closing date for applications is **9 August 2026**.

Applications should include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post (**no more than two pages**).
- 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 (**no more than three pages**).
- You will need the following reference code: **ELFT-COO-0726**

All applications will be acknowledged.

For an informal conversation about the post please contact Finn McNulty at our recruitment partners, Hunter Healthcare by email: fmcnulty@hunter-healthcare.com or phone: **07966 006091**.

[CLICK HERE TO APPLY ONLINE](#) ➔

KEY DATES:

Application closing date	9 August 2026
Shortlisting	w/c 10 Aug 2026
Stakeholder sessions & interviews	7 Sept 2026





**East London
NHS Foundation Trust**



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