



Head of Estates and Developments Job Description

Salary: £50,000 – £55,000

Purpose of Role

The Head of Estates and Developments is a senior leadership role responsible for the safe, compliant and sustainable stewardship of the physical estate, land and infrastructure of Camphill School Aberdeen (CSA).

The postholder ensures that CSA's buildings, land use, infrastructure, utilities and fleet provide environments that are safe, dignified, well-maintained and appropriate for those who live, learn and work within the community.

This role provides clear leadership, coordination, and assurance across the estate. It enables the Chief Executive and Board to be confident that CSA's physical environment is:

- safe and compliant
- responsibly managed
- aligned with organisational priorities
- environmentally sustainable

The role is strategic and enabling in nature, with accountability for standards, planning and oversight, rather than direct operational delivery.

Reporting Line and Structure

Reports to: Chief Executive

Direct Reports:

- Facilities Manager (responsible for maintenance, land, and grounds teams)

The Facilities Manager leads day-to-day operational delivery.

The Head of Estates and Developments is accountable for:

- setting direction and priorities
- ensuring standards and compliance
- overseeing maintenance and investment decisions
- providing assurance to the Chief Executive and Board

Scope of Accountability

The role has oversight of CSA's full estate and infrastructure, including:

- Residential, educational, and operational buildings
- Land, grounds and wider estate use
- Infrastructure (roads, drainage, access, and services)
- Utilities (energy, water, waste and site systems)
- Fleet and transport assets
- Planned and reactive maintenance systems
- Maintenance budgets (oversight, prioritisation and value)
- Capital development and estate improvement projects
- Environmental sustainability and carbon impact

Key Responsibilities

1. Estate Stewardship and Built Environment

- Ensure all buildings are safe, compliant and suitable for their intended use
- Promote environments that reflect dignity, care and community living
- Maintain clear visibility of estate condition and risk
- Take timely and proportionate action where environments are no longer appropriate

2. Land Use and Estate Stewardship

- Provide strategic oversight of land use across CSA
- Ensure land supports community, therapeutic and educational activity
- Balance opportunity with safety, sustainability and long-term stewardship
- Oversee responsible management of rural and noncore assets

3. Infrastructure and Utilities

- Maintain oversight of core infrastructure, including:
 - roads and site access
 - drainage and civil systems
 - utilities and service networks
- Ensure infrastructure is understood, documented and proactively managed
- Promote resilience and reduce reliance on reactive repair

4. Maintenance Systems and Budget Oversight

- Ensure a structured Planned Preventative Maintenance (PPM) approach is in place
- Maintain oversight of maintenance delivery through the Facilities Manager
- Ensure a complete and accurate asset register
- Oversee maintenance budgets, ensuring:
 - prioritisation reflects risk and condition
 - resources are used effectively and proportionately

- decisions align with service need and organisational priorities
- Improve visibility of backlog, risk and future investment need

5. Capital Development and Estate Planning

- Act as organisational lead for estate capital development
- Develop a clear and proportionate approach to estate planning and investment
- Ensure projects align with organisational priorities and community needs
- Ensure proposals are evidence based, including:
 - building condition and safety
 - service demand
 - environmental impact
 - long-term sustainability
- Provide clear recommendations to the Chief Executive and Board
- Maintain oversight of delivery quality, outcomes, and learning

6. Fleet and Transport Oversight

- Maintain oversight of fleet and transport arrangements
- Ensure vehicles are safe, compliant, and fit for purpose
- Support effective and responsible use across services
- Identify opportunities to improve efficiency and reduce environmental impact

7. Environmental Sustainability and Utilities Performance

- Lead an estate-based approach to carbon reduction and sustainability
- Improve efficiency in energy and utilities use
- Integrate sustainability into maintenance, infrastructure and development decisions
- Monitor and report progress in a practical and proportionate manner

8. Health & Safety (Physical Environment)

- Provide senior leadership for health and safety relating to the estate
- Ensure systems are practical, understood and embedded
- Ensure learning from incidents is captured and acted upon
- Provide assurance to the Chief Executive and Board

9. Compliance, Assurance and Reporting

- Maintain oversight of all statutory and regulatory requirements relating to the estate
- Ensure CSA can demonstrate compliance clearly and proportionately
- Provide regular reporting to the Chief Executive and Board, including:
 - estate condition and emerging risks

- infrastructure and utilities performance
- maintenance priorities and budget alignment
- capital development progress
- sustainability performance
- Escalate significant risks or concerns appropriately

10. Standards and Consistency

- Set clear expectations for estate condition, safety and presentation
- Reduce reliance on informal practices or individual knowledge
- Promote consistency across sites while respecting CSA's character
- Support a culture of stewardship and long-term care

What Success Looks Like

- Safe, compliant and well-maintained buildings and infrastructure
- Clear visibility of estate condition, risk and investment need
- Effective and controlled use of maintenance budgets
- A planned and proportionate approach to capital development
- Reliable infrastructure, including roads, drainage and utilities
- Appropriate and sustainable use of land
- A safe, compliant and well managed fleet
- Demonstrable progress in sustainability and energy efficiency
- Strong confidence from the Board, regulators, residents and families

Person Specification

Experience

- Experience of leadership in estates, facilities, infrastructure or asset management
- Experience operating in a complex, multisite or mixed-use environment
- Experience of compliance, health and safety and risk management
- Experience overseeing maintenance programmes and associated budgets
- Experience contributing to or leading capital or estate development projects

Knowledge and Skills

- Understanding of estate management, infrastructure and maintenance systems
- Knowledge of relevant statutory and regulatory requirements
- Ability to interpret technical issues and provide clear, practical advice
- Strong planning, prioritisation and decision-making capability
- Ability to lead through others and hold delivery to account

- Ability to present clear, concise information to senior leadership and Board

Leadership and Approach

- Able to operate effectively at senior leadership level
- Clear, consistent and proportionate in judgement and decision-making
- Able to balance risk, practicality and organisational values
- Focused on stewardship, sustainability and long-term thinking
- Committed to environments that support dignity, care and community life