

# Group Director of Estates and Facilities

VSM | Group Executive Director

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CANDIDATE PACK



# Welcome!

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**Thank you for taking the time to consider this post. The Group Director of Estates and Facilities is one of the most strategically significant appointments we will make as we establish the Norfolk and Waveney University Hospitals Group.**

Our Group was formally established in May 2025, bringing together three acute hospital trusts – Norfolk and Norwich University Hospitals NHS Trust (NNUH), James Paget University Hospitals NHS Foundation Trust (JPUH) and Queen Elizabeth Hospital King's Lynn NHS Foundation Trust (QEH) – under unified strategic leadership for the first time.

Together, we serve a population of approximately 1.2 million people across one of the most rural, sparsely populated, and geographically dispersed healthcare footprints in England, with significant pockets of deprivation and one of the oldest demographic profiles in the country.

The estates and facilities portfolio you would inherit is large, complex, and transformationally important. It spans three acute hospital sites and a growing number of community and diagnostic facilities, covering over 200,000 square metres of clinical and non-clinical space. The NNUH is home to a first-generation PFI contract that will require expert contract stewardship through to its first break clause in 2037. At JPUH and QEH, both hospitals are among the seven nationally prioritised Reinforced Autoclaved Aerated Concrete (RAAC) sites in the New Hospital Programme, making this one of the most consequential estate briefs in the NHS today.

We are in the early and exciting phase of building a single Group leadership model, and this role will be central to that endeavour – shaping a unified Group Estates and Facilities Strategy, harmonising operations across three sites, and ensuring our estate becomes an enabler of, rather than a constraint on, the best possible care for our patients.

This is a genuinely rare opportunity – to lead at the highest level across one of the NHS's newest and most ambitious groups, with transformative capital investment on the horizon and a leadership team that is genuinely committed to making the Group model work. We look forward to hearing from you.

## **Marcus Thorman**

*Group Chief Financial Officer and Deputy Chief Executive  
Norfolk and Waveney University Hospitals Group*



To find out more about the organisation, the opportunity, and to apply, visit the campaign site at [www.insightexecutive.co.uk/NWUHG](http://www.insightexecutive.co.uk/NWUHG)

# About the Group

## OVERVIEW

The Norfolk and Waveney University Hospitals Group was formally constituted in May 2025. It is a Group model of operation – not a merger – in which each of the three constituent trusts retains its own legal identity, local board, and statutory responsibilities, while coming together under a single Group Executive Team for strategic leadership, shared services and corporate governance. The Group Board provides oversight and assurance across all three organisations.

The Group serves a population of approximately 1.2 million people across a predominantly rural and coastal geography stretching from Norwich, to King's Lynn in the west and Great Yarmouth and Lowestoft in the south-east. The region carries above-average disease burden, particularly for cardiovascular disease, cancer and long-term conditions, compounded by significant health inequalities, rurality and an older-than-average population.

## OUR THREE HOSPITALS

NORFOLK AND NORWICH UNIVERSITY HOSPITAL (NNUH)	JAMES PAGET UNIVERSITY HOSPITAL (JPUH)	THE QUEEN ELIZABETH HOSPITAL KING'S LYNN (QEH)
<ul style="list-style-type: none"> <li>· 1,200 beds</li> <li>· University Teaching Trust</li> <li>· PFI estate – 106,000 sq m</li> <li>· Norwich Research Park</li> <li>· 8,000+ substantive WTE</li> </ul>	<ul style="list-style-type: none"> <li>· 500 beds</li> <li>· University Teaching Trust</li> <li>· Great Yarmouth and Lowestoft</li> <li>· 4,000 substantive WTE</li> <li>· Built 1982 – RAAC</li> <li>· New Hospital Programme</li> </ul>	<ul style="list-style-type: none"> <li>· 500 beds</li> <li>· King's Lynn, West Norfolk</li> <li>· 4,000 substantive WTE</li> <li>· Built 1980 – RAAC</li> <li>· New Hospital Programme</li> <li>· £63m RAAC programme underway</li> </ul>

Combined, the Group employs over 16,000 whole-time equivalent staff and incurred combined workforce costs of £1.1bn in 2025/26. Group income is approximately £1.9 billion. All three trusts are currently rated as 'Requires Improvement' by the Care Quality Commission, and the formation of the Group is central to the shared improvement journey each organisation is committed to.

The Group is working to deliver three major enabling programmes simultaneously: a shared Electronic Patient Record (EPR) system, due for roll-out from 2026; New Hospital Programme rebuilds at JPUH and QEH; and the Group model transition itself, including the harmonisation of corporate services across three organisations.

# Our Estate Portfolio

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## Norfolk and Norwich University Hospital

The NNUH estate is one of the most complex PFI assets in the NHS. The main hospital was developed under a first-generation PFI contract and opened in 2001, situated on the Norwich Research Park – a nationally significant life sciences campus shared with the University of East Anglia, the Quadram Institute Bioscience and a growing cluster of biomedical organisations.

The PFI covers approximately 106,000 square metres across the main hospital building, which provides 1,200 inpatient beds. The contract runs until 2060, with a first break clause in 2037. Ensuring the hospital is handed back in the contractually specified condition by that date is a significant medium-term strategic and operational objective. In addition to the PFI estate, the Trust operates 14 further properties – a mixture of owned and leased administrative, community and satellite clinical facilities – which sit outside the PFI boundary and are managed as part of the Trust's retained estate.

NNUH is one of the busiest trauma units in the East of England and has ambitions to become a Major Trauma Centre. It hosts one of the largest endoscopy units in Europe and provides a range of tertiary services to patients across Norfolk, North Suffolk and beyond.

## James Paget University Hospital

JPUH is a 500-bed district general hospital serving Great Yarmouth, Lowestoft and the surrounding coastal communities of East Norfolk and North Suffolk. The hospital was built in 1982 and is constructed primarily from Reinforced Autoclaved Aerated Concrete (RAAC). It is one of seven RAAC hospitals nationally that are a priority for replacement under the government's New Hospital Programme, with construction planned to commence in the 2025–2030 wave. Active mitigation and make-safe works are ongoing, anticipated to be completed in 2028, and a dedicated NHP Programme Director carries overall accountability for the rebuilding programme. The Group Director of Estates and Facilities will provide essential site-level support and interface with the NHP team, ensuring operational estate continuity and enabling preparatory works.

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## Queen Elizabeth Hospital, King's Lynn

The QEH is a 500-bed acute district general hospital serving approximately 375,000 people across West Norfolk, North Cambridgeshire and South Lincolnshire. Built in 1980, the hospital is also constructed from RAAC and is similarly prioritised within the New Hospital Programme. In 2025/26 the Trust delivered a £63 million capital programme, a significant element of which was the installation of steel failsafe roof panels as part of the RAAC programme, maintaining safety while the longer-term rebuild programme progresses.

The QEH estate extends to a number of community and diagnostic sites across West Norfolk, including North Cambridgeshire Hospital, Swaffham Cottage Hospital and the newly opened King's Lynn Health Hub.

### Group Estates and Facilities: Scale Table

PORTFOLIO INDICATOR	APPROXIMATE SCALE
Combined estate floor area	200,000+ sq m across three hospital sites
E&F revenue budget (combined)	~£130m+ per annum (across revenue, PFI unitary charge and lifecycle)
Capital programme	Substantial annual programme; NHP investment at two sites
Soft FM workforce	1,500+ staff (portering, cleaning, catering, housekeeping) excluding PFI
PFI contract	NNUH – first-generation, to 2060; break clause 2037
RAAC hospitals in NHP	Two sites (JPUH and QEH) – both prioritised nationally



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## Job Description

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**JOB TITLE:** Group Director of Estates and Facilities

**BAND / GRADE:** Very Senior Manager (VSM)

**ACCOUNTABLE TO:** Group Chief Financial Officer and Deputy Chief Executive

**PROFESSIONALLY TO:** Group Chief Financial Officer and Deputy Chief Executive

**LOCATION:** Primary base: Norfolk and Waveney University Hospitals Group Headquarters, Centrum, Norwich. Regular presence required across all three Group sites.

**DEPARTMENT:** Group Leadership Team

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## ROLE OVERVIEW

The Group Director of Estates and Facilities is the most senior professional in estates, facilities and capital matters across the Norfolk and Waveney University Hospitals Group. The postholder will be a member of the Executive Team, attending Board meetings in that capacity as the principal professional adviser on all land, property, estate and facilities matters across the Group.

Reporting to the Group Chief Financial Officer and Deputy Chief Executive, the postholder will provide authoritative, board-level leadership across an estate portfolio of exceptional complexity – encompassing a first-generation PFI contract at NNUH, two RAAC hospital sites engaged with the New Hospital Programme at JPUH and QEH, a combined facilities management workforce of 1,500+ staff, and a combined E&F budget in the region of £150+ million.

The postholder will be directly line managed by the Group CFO and Deputy CEO and will line manage three Deputy Directors of Estates and Facilities, one at each hospital site. Operationally, each Deputy Director leads their respective site's E&F function within a framework of Group-wide strategy and standards set by this postholder.

This is a pivotal moment to join the Group. The three trusts are in the process of building a unified corporate service model, and the Group Estates Strategy – the first of its kind spanning all three organisations – will be one of the postholder's earliest and most significant deliverables. Alongside this, the postholder will play an important supporting and interface role in relation to the New Hospital Programme at JPUH and QEH, where a dedicated Programme Director holds overall accountability for the rebuild programmes.

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## KEY AREAS OF RESPONSIBILITY

### Group Estates Strategy and Leadership

- Develop, implement and own the Group's first unified Estates and Facilities Strategy, ensuring it aligns with the Group's clinical and corporate strategies, the NHS Long Term Plan, national sustainability commitments and the distinctive needs of each site.
- Provide authoritative professional leadership to the three site-based Deputy Directors of Estates and Facilities, setting clear expectations, performance frameworks and a culture of continuous improvement.
- Act as the Group's principal professional adviser to the Group Board on all estates, facilities, property and capital matters, providing clear and timely assurance on statutory compliance, risk and performance.
- Chair the Group Estates and Facilities Committee and represent the Group on relevant regional and national forums, including NHS England and DHSC estates and capital networks.
- Lead the benchmarking, market-testing and evaluation of all major E&F services across the Group, ensuring value for money and high-quality outcomes for patients and staff.

### PFI Contract Management – NNUH

- Exercise expert contract stewardship of the NNUH PFI – one of the NHS's largest first-generation PFI contracts – ensuring operational, financial and contractual compliance throughout its lifecycle.
- Maintain a robust monitoring and governance framework for PFI performance, including planned preventative maintenance, lifecycle delivery and service quality.
- Drive forward planning for the 2037 break clause and ultimate hand-back of the hospital in the contractually specified condition, ensuring the estate is appropriately maintained and documented throughout.
- Negotiate effectively with the PFI Special Purpose Vehicle and service providers to protect the Trust's interests and deliver best value from the contract.

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## KEY AREAS OF RESPONSIBILITY

### New Hospital Programme – Interface and Support

- Act as the Group's Estates and Facilities professional point of interface with the New Hospital Programme for both JPUH and QEH, supporting the dedicated NHP Programme Director who holds overall accountability for the rebuild programmes.
- Ensure the operational estate at both RAAC sites remains safe, compliant and functional while mitigation and make-safe works progress, providing expert input on preparatory estate planning.
- Support the development of estate requirements, functional content, and operational commissioning planning for the new hospital facilities as the programme advances.
- Ensure RAAC mitigation programmes, including ongoing structural monitoring, are rigorously managed and reported to the Group Board.

### Capital Programme Delivery

- Oversee the Group's annual estate capital programmes across all three sites, ensuring delivery to budget, timeline and quality standards.
- Lead the development of each Trust's capital plan and five-year capital programme, ensuring coherence with Group strategy and NHS capital governance requirements.
- Ensure appropriate professional resources, procurement frameworks (including ProCure23 and other NHS routes), and CDM compliance arrangements are in place for all capital projects.
- Oversee the appointment and management of Consultant Architects, Surveyors, Engineers and other professional advisers, ensuring they are properly briefed and held to account.

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## KEY AREAS OF RESPONSIBILITY

### Facilities Management

- Provide strategic and operational leadership for all facilities management services across the Group, including both directly provided and contracted services – cleaning, catering, portering, waste, security, linen and patient transport.
- Act as the informed client for all contracted-out FM services, ensuring contracts deliver to specification, offer value for money, and are subject to regular benchmarking and market-testing.
- Ensure facilities services are designed around patient and staff experience, consistently meeting PLACE standards and CQC fundamental requirements.
- Develop and sustain effective commercial arrangements for all FM services, including Service Level Agreements with internal and external partners.

### Statutory Compliance and Safety

- Hold executive responsibility for ensuring the Group's entire estate portfolio meets all statutory and mandatory requirements under Health Technical Memoranda (HTMs) and Health Building Notes (HBNs), including HTM 04-01, HTM 06, and fire safety legislation.
- Ensure suitably qualified Authorising Engineers, Authorised Persons and Responsible Persons are appointed across all Group sites and that compliance is maintained and assured.
- Maintain oversight of the NHS Premises Assurance Model (PAM) self-assessment process and ensure accurate, timely submission of ERIC returns and other statutory data.
- Lead the Group's Fire Safety Strategy and ensure each site maintains a robust, tested Business Continuity Plan for E&F services.
- Act as the Group's Security Management Director (SMD) as defined under NHS Commissioning guidance.

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## KEY AREAS OF RESPONSIBILITY

### Sustainability and Net Zero

- Lead the Group's sustainability agenda as the executive sponsor, working with the sustainability team to deliver the Group Green Plans and progress towards NHS net zero targets (Scope 1 and 2 by 2040; Scope 3 by 2045).
- Drive the Group's decarbonisation capital programme, maximising access to NHS Energy Efficiency Fund and other national funding streams.
- Ensure sustainability and carbon management are embedded in all capital business cases, major procurements and estate planning decisions.
- Oversee energy management, carbon reporting and the Group's annual sustainability return.

### Financial and People Leadership

- Hold full accountability for the E&F and capital budgets across the Group portfolio, including delivery of financial efficiencies and cost improvement plans as required.
- Provide clear line management, professional development and performance oversight for the three site-based Deputy Directors of Estates and Facilities.
- Oversee the management of the Group's substantial E&F workforce, including in-house soft FM teams, ensuring high standards of staff engagement, development and wellbeing.
- Ensure relevant statutory returns – including ERIC, PAM and Carter metrics – are completed accurately and on time, and that their implications are communicated clearly to the Group Board.
- Lead the Estates and Facilities portfolio-specific elements of Emergency Planning Resilience and Response (EPRR).
- Embrace and champion digital innovation across the E&F function, including the adoption of CAFM systems, AI-enabled maintenance tools, and data-driven estate management approaches.

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## Person Specification

The following criteria will be assessed through application form (AF) and interview (I). For this Very Senior Manager appointment, the assessment process will include a formal presentation to the panel, a structured stakeholder engagement session, and may include psychometric profiling.

CRITERIA	ESSENTIAL	DESIRABLE
<b>QUALIFICATIONS</b>		
<b>EDUCATION</b>	Masters degree or equivalent qualification in a relevant discipline, OR equivalent level of knowledge and capability acquired through professional experience at senior level.	Membership of a relevant professional body (e.g. IHEEM, RICS, CIBSE, CIOB, RIBA, IWFM or equivalent).
		Evidence of continuous professional development in estates, engineering or FM.
<b>EXPERIENCE</b>		
<b>ESTATES AND FACILITIES</b>	<ul style="list-style-type: none"> <li>· Proven track record as an estates and facilities specialist at Director or Deputy Director level in a large, complex organisation.</li> <li>· Senior E&amp;F experience within the NHS or equivalent public sector environment.</li> <li>· Experience of managing a PFI contract or large, complex FM outsourcing arrangement.</li> <li>· Significant experience of hard and soft FM management, including direct delivery and contracted models.</li> <li>· Experience at Board or most senior organisational leadership level.</li> </ul>	<ul style="list-style-type: none"> <li>· Direct experience of first-generation PFI contract management.</li> <li>· Familiarity with the New Hospital Programme process and/or RAAC management requirements.</li> <li>· Experience of managing E&amp;F services across multiple sites in a group or partnership model.</li> </ul>
<b>CAPITAL AND COMMERCIAL</b>	<ul style="list-style-type: none"> <li>· Demonstrable experience of delivering complex capital programmes to time, budget and quality.</li> <li>· Experience of NHS or public sector procurement frameworks (e.g. ProCure23 or equivalent).</li> <li>· Commercial acumen and experience of contract negotiation and contract management.</li> </ul>	<ul style="list-style-type: none"> <li>· Experience of major capital programme delivery including design, CDM compliance and commissioning.</li> <li>· Experience of acquisition, disposal or rationalisation of NHS property assets.</li> </ul>

CRITERIA	ESSENTIAL	DESIRABLE
<b>EXPERIENCE</b>		
<b>FINANCIAL MANAGEMENT</b>	<ul style="list-style-type: none"> <li>· Significant budget management experience across capital, revenue, pay and non-pay – commensurate with a total plan portfolio of £150m+ revenue and capital.</li> <li>· Track record of delivering cost improvement and financial efficiencies within a large E&amp;F portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>· Experience of ProCure23 or equivalent capital governance frameworks.</li> </ul>
<b>STATUTORY AND COMPLIANCE</b>	<ul style="list-style-type: none"> <li>· Comprehensive knowledge of NHS statutory compliance requirements including HTMs, HBNs, CDM, fire safety legislation and Health and Safety law.</li> <li>· Experience of NHS PAM, ERIC returns and statutory assurance reporting to board level.</li> <li>· Experience of ICS/ICB cross-system working and external stakeholder management.</li> </ul>	<ul style="list-style-type: none"> <li>· Experience of whole-estate CAFM implementation or significant digital transformation of E&amp;F services.</li> <li>· Experience of NHS sustainability reporting and Green Plan delivery.</li> </ul>
<b>SKILLS AND KNOWLEDGE</b>		
<b>TECHNICAL</b>	<ul style="list-style-type: none"> <li>· In-depth knowledge of NHS Estates standards, HTMs and HBNs and their application in a complex acute hospital environment.</li> <li>· Ability to act as the Trust's Informed Client across all hard and soft FM disciplines.</li> <li>· Understanding of NHS capital governance, including business case development and CDEL management.</li> <li>· Strong working knowledge of sustainability, decarbonisation strategy and net zero planning in a healthcare context.</li> </ul>	<ul style="list-style-type: none"> <li>· Detailed knowledge of PF1 contract management, including performance monitoring, payment mechanisms and variation processes.</li> <li>· Knowledge of NHS estate benchmarking tools and Model Hospital data.</li> </ul>
<b>LEADERSHIP AND INTERPERSONAL</b>	<ul style="list-style-type: none"> <li>· Emotional intelligence and the ability to build trust and influence at Board level and across complex multi-disciplinary stakeholder environments.</li> <li>· Ability to provide clear strategic direction and translate strategy into delivery.</li> <li>· Strong and effective communicator, written and verbal, across all levels of seniority.</li> <li>· Compassionate, inclusive leader who actively champions equity, diversity and inclusion.</li> <li>· Ability to navigate complexity, competing priorities and ambiguity at pace.</li> </ul>	<ul style="list-style-type: none"> <li>· Track record of building high-performing technical and operational leadership teams through periods of significant change.</li> </ul>

CRITERIA	ESSENTIAL	DESIRABLE
ATTITUDE AND APTITUDE		
PERSONAL	<ul style="list-style-type: none"> <li>· Personal integrity, credibility and the resilience to operate effectively under sustained pressure.</li> <li>· Ability to work flexibly across multiple sites and travel as required by the role.</li> <li>· Meets the requirements of the Fit and Proper Person Regulations (Health and Social Care Act 2008, Regulated Activities Regulations 2014).</li> <li>· Demonstrates and champions the Group's values of People-focused, Respect, Integrity, Dedication and Excellence.</li> </ul>	

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## How to Apply

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Applications should be made by submitting a full and up-to-date CV, together with a covering letter of no more than two sides of A4. Your covering letter should give clear evidence of how you meet the requirements of the Person Specification and explain what draws you specifically to this role and this Group.

Please also provide contact details for up to three referees. Referees will not be approached without your prior permission.

For an informal conversation about the role before submitting your application, please contact the search team.



To apply for this role, please send your CV and a covering letter clearly outlining your suitability for the role and what attracts you to this opportunity to Robert Parker at Insight Executive Group:

[Robert.parker@insightexecutive.co.uk](mailto:Robert.parker@insightexecutive.co.uk)

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## EQUALITY, DIVERSITY AND INCLUSION

The Norfolk and Waveney University Hospitals Group is committed to creating an inclusive environment and actively encourages applications from candidates of all backgrounds. We recognise that diversity at every level of our leadership is essential to delivering outstanding care for our diverse patient population. Appointments are made on merit.

We particularly welcome applications from women, people from Black, Asian and minority ethnic communities, people with disabilities or long-term health conditions, people from the LGBTQ+ community and people from all other under-represented groups in NHS leadership.

## FIT AND PROPER PERSON

This post is subject to the Fit and Proper Person requirements set out in the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. All candidates will be required to complete a self-declaration, and the successful candidate will be required to meet these requirements on a continuing basis. The appointment is also subject to a satisfactory Disclosure and Barring Service certificate.

Reasonable adjustments will be considered to support disabled candidates in respect of the requirements of this role. Please discuss any requirements with the search team at the earliest opportunity.

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## Recruitment Campaign Schedule

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Applications open	8th June
Applications close	3rd July
Shortlisting phase	6th – 10th July
Final interviews	Thursday 6th August

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**Thank you for considering this opportunity.**

We hope this candidate pack has given you a clear sense of the scale, ambition and importance of the Group Director of Estates and Facilities role at Norfolk and Waveney University Hospitals Group.

To find out more and apply, please visit:

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We look forward to hearing from you.

**insight**  
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