

## NHS England Board meeting

**Paper Title:** New Hospital Programme Update

**Agenda item:** 7 (Public session)

**Report by:** Morag Stuart, Chief Programme Officer, New Hospital Programme on behalf of Julian Kelly, Chief Financial Officer

**Paper type:** For information

**Key area:** Strategy  Performance  Policy

---

### Link to strategic objective(s):

Please choose as appropriate:

- Supporting integration of care and enable change
- Recovery of the health service
- Continued COVID-19 response
- Achieving long term financial sustainability
- Workforce and investment in our people
- Transformation of services
- Digital and data
- Statutory item
- Governance
- Other: please state below

---

### Executive summary:

To provide an update on the status and progress of the New Hospital Programme, including next steps.

---

## Background

1. The New Hospital Programme has agreed four strategic objectives to transform the delivery of healthcare infrastructure for the NHS:
  - a. **Delivering hospitals for less cost and less time.** The programme aims to address some of the most pressing challenges for the NHS Estate, namely Critical Infrastructure Risk, delivering improved value for money and enhanced social value.
  - b. **Ensure new hospitals integrate innovative national standards for healthcare infrastructure and enable high quality modern healthcare.**
  - c. **Support the co-design and co-creation of schemes in collaboration with local and regional health systems.** The programme will build trust and provide constructive challenge in their development.
  - d. **Build the foundations for an enduring national capability for enhanced healthcare infrastructure delivery.** This will enable continuous learning, working in an agile way to enable incorporation of innovation and advances in medicine over time.

2. The complexity of the New Hospital Programme is driven by the range of hospitals and the needs they serve; from large generalist hospitals to small specialist hospitals. The portfolio of projects were all at different levels of maturity in terms of the project lifecycle at the point of the programme's inception, and so there would be limited opportunity to influence projects that are already at a mature state without creating undue delay in time or cost to delivery.
3. The New Hospital Programme therefore set out to establish a collaborative approach which could exercise different levels of influence for different projects at different stages and levels of maturity. This recognised the trade-offs which would be required to address the inherent tension between the twin primary objectives of the Programme to:
  - a. Deliver 40 complete hospitals by 2030 through an approach which maximises the advantages of standardisation;
  - b. Ensure new facilities are open and operational for staff and patients in the shortest possible time
4. There are four set Cohorts within the New Hospital Programme, each of which includes a wide variety of schemes, which can be seen at Annex B.
  - a. **Cohort 1 (In Flight)** Programme has no influence over clinical and project requirements, design, or commercial as they are already underway.
  - b. **Cohort 2 (Early) Small schemes** Programme focuses on delivering on time and on budget.
  - c. **Cohort 3 (Pathfinder)** Programme plays active role on collaboration of designs and influences project requirements, commercial, and delivery of schemes.
  - d. **Cohort 4 (Full Adopter)** Programme will influence clinical and project requirements and mandate outcomes for design, commercial, delivery, etc. via hospital playbook.
5. The New Hospital Programme proposes a conventional approach to Cohorts 1 and 2, which we will focus on delivering on time and on budget, with some influence on standardisation. Cohorts 3 and 4 entail larger complex schemes where timescales have been adjusted to ensure the full potential transformational benefits, such as digital advancements, sustainable buildings and modern methods of construction, are realised. This forms the basis of our 'balanced' approach, to deliver hospitals without undue delay whilst also achieving desired benefits through implementing standardisation and Hospital 1.0.

## Programme Update

6. The Programme has not, to date, had a budget for the full Programme agreed by HMG, a Programme scope or timeline. It is also currently a DHSC Programme, although it is supported by NHSE staff.
7. The New Hospital Programme has now met some major milestones; the first of the full 48 hospitals - the Northern Centre for Cancer Care - has been completed, and six further hospitals are under construction.
8. At **Annex A** we have set out details and progress updates of the 32 new hospital

schemes, plus the eight pre-existing schemes within the New Hospital Programme. The next eight that will form the 48 hospitals to be delivered are still to be determined.

9. As a project in the Government Major Project Portfolio (GMPP), the New Hospital Programme is subject to regular assurance reviews, including the Major Project Review Group (MPRG). The Major Project Review Group, which took place in May 22, approved the requirement for a central, national programme capability. It agreed the programme approach to Cohorts 1 and 2 and the inherent trade-offs between speed of delivery and programmatic benefits. It additionally agreed on the approach for Cohort 3 and Cohort 4 to be progressed before seeking approval of the funding required to deliver Cohort 3 and 4 schemes at a subsequent MPRG later this year. However, the MPRG made clear that any investment in Cohorts 3 and 4, work to develop those Cohorts that extend beyond this SR period must be agnostic to the final agreed scope of the programme and therefore cannot restrict later flexibility on scope and financial envelopes.
10. The Programme continues to develop the next iteration of the programme business case for November 2022 with a view to finalising the total scope and budget for the 40 plus the next eight, in preparation for the next Major Project Review Group due to take place on 6<sup>th</sup> December 2022.

### Next eight and RAAC

11. Linked to the upcoming review of the programme business case, decisions are under review with HMT and No.10 to take forward the inclusion of the next eight schemes in the programme. Additionally, we continue to work with DHSC and HMG to secure a solution for the hospitals impacted by reinforced autoclaved aerated concrete (RAAC), which will need new builds to properly mitigate their risk of closure over the next 10 years.

### Enabling Works

12. Enabling and early works are an opportunity to make progress on delivery ahead of the main building contracts commencing, particularly on Cohort 3 and 4 schemes. The programme has stood up work to ensure eligibility, prioritisation and assurance for a three-year enabling and early works programme. This should support the programme to align enabling and ensure investments in Cohorts 3 and 4 are aligned to conditions of approval set out at MPRG outlined above.
13. The programme approach has been to prioritise enabling for Cohort 2 schemes, after which will follow a process for remaining Cohort 2 requests, as well as those from Cohorts 3 and 4. We are currently gathering all Cohort 3 and 4 enabling work requests, which will be assessed to determine a clear enabling works pipeline which will set out how and when enabling work will be conducted. The New Hospital Programme is expected to have a clear programme of enabling and early works ready shortly, with identification of those enabling works that could (if funding is available) progress ahead as are option agnostic works (i.e will need to be completed regardless of scheme scope approvals and outcomes).

## Annex A- summary of New Hospital Schemes

<b>Cohort 1- In Flight</b>			
<b>Scheme name</b>	<b>Trust</b>	<b>Scheme description</b>	<b>Status</b>
<b>Brighton 3Ts Hospital</b>	University Hospitals Sussex NHS Foundation Trust	Three-phase building works to deliver a Regional Centre for Teaching, Trauma and Tertiary Care at Royal Sussex County Hospital.	In construction
<b>Royal Liverpool Hospital</b>	Liverpool University Hospitals NHS Foundation Trust	Development of a new hospital to replace the current Royal Liverpool University Hospital.	In construction
<b>Northgate Hospital</b>	Cumbria, Northumberland, Tyne and Wear NHS Foundation	Rebuild of Northgate hospital to provide single integrated secure service centre of excellence, and the re-provision of Newcastle and Gateshead adult acute inpatient services at St Nicholas Hospital, Newcastle. Re-provision of Children's and Young People's medium secure inpatient services to Ferndene, Prudhoe, Northumberland.	In construction
<b>Salford Royal Major Trauma Centre</b>	Northern Care Alliance NHS Foundation Trust	To provide an additional non-elective, high-acuity hospital to support Greater Manchester Major Trauma Service and the transfer of high-acuity surgery.	In construction
<b>Oriel Eye Hospital</b>	Moorfields Eye Hospital NHS Foundation Trust	A new eye care, research and education facility, Moorfields Eye Hospital and UCL Institute of Ophthalmology.	Full business case stage
<b>Dyson Cancer Centre</b>	Royal United Hospital Bath NHS Foundation Trust	A new Cancer Hospital as part of a programme of phased capital work at the Royal United Hospitals Bath (RUH) which has specifically aimed to deliver a new Cancer Hospital, reduce critical areas of organisational risk and improve the quality of the environment for service delivery across the northern part of the Combe Park estate.	In construction

## Annex A- summary of New Hospital Schemes

<b>Midland Metropolitan University Hospital</b>	Sandwell and West Birmingham Hospitals NHS Foundation Trust	The new Midland Metropolitan hospital will bring together urgent care services from 3 hospitals across the region into one state-of-the-art site, promoting better patient safety and care while ensuring value for money.	In construction
<b>Northern Centre for Cancer Care</b>	North Cumbria Integrated Care NHS Foundation Trust	To establish a modern oncology hospital with the equipment and facilities to comply with national service specifications, transforming cancer care services for patients across North Cumbria.	Opened August 2021

**Cohort 2- Early**

Scheme name	Trust	Scheme description	Status
<b>Women and Children's Hospital, Cornwall</b>	Royal Cornwall Hospitals NHS Trust	New Women's and Children's Hospital in the centre of the Royal Cornwall Hospital site in Truro.	Outline business case stage
<b>National Rehabilitation Centre (NRC)</b>	Nottingham University Hospitals NHS Trust	To build a national rehabilitation centre at Stanford Hall, near Loughborough.	Outline business case stage
<b>Derriford Emergency Care Hospital, Plymouth</b>	University Hospitals Plymouth NHS Trust	A new integrated emergency care hospital, bringing all urgent care into one emergency care hospital, with dedicated areas for children and frail patients.	Outline business case stage
<b>Cambridge Cancer Research Hospital</b>	Cambridge University Hospitals NHS Foundation Trust	New specialist cancer research hospital in partnership with University of Cambridge	Outline business case stage
<b>Dorset County Hospital, Dorchester</b>	Dorset County Hospitals NHS Foundation Trust	New builds at Dorset County Hospital in Dorchester, including a new Emergency Department and ICU. Scheme will also deliver an integrated primary and community services hub.	Outline business case stage
<b>St Ann's Hospital, Dorset</b>	Dorset HealthCare University NHS Foundation Trust	New builds at St Ann's Hospital, Poole, to upgrade and consolidate specialist mental health facilities for local adults and children.	Outline business case stage
<b>Christchurch Hospital, Dorset</b>	University Hospitals Dorset NHS Foundation Trust	New build at Christchurch Hospital including a new Community Hub and associated facilities which in turn facilitates creation of a specialist Palliative Care Hospice.	Outline business case stage
<b>Royal Bournemouth Hospital, Dorset</b>	University Hospitals Dorset NHS Foundation Trust	New builds at Royal Bournemouth Hospital, developing it as the major emergency care centre for east Dorset. The new hospital scheme includes new ambulatory and bed capacity, paediatric outpatients service and new hospital main entrance building. Also includes upgraded facilities to replace ageing estate and enable the delivery of new models of care.	Outline business case stage

<b>Poole Hospital, Dorset</b>	University Hospitals Dorset NHS Foundation Trust	New builds at Poole Hospital, making it the area's major planned care hospital. The new hospital scheme includes an innovative new community hub, new state-of-the-art theatre complex, new wards and new Sterile Services department.	Outline business case stage
<b>Shotley Bridge Community Hospital</b>	County Durham and Darlington NHS Foundation Trust	New hospital including inpatient beds, with unscheduled care, outpatient activity, chemotherapy and diagnostics to replace the existing Shotley Bridge Hospital.	Outline business case stage

**Cohort 3- Pathfinder**

Scheme name	Trust	Scheme description	Status
<b>Specialist and Emergency Care Hospital Sutton, Epsom Hospital and St Helier Hospitals</b>	Epsom and St Helier University Hospitals NHS Trust	A brand new Specialist Emergency Care Hospital (SECH) in Sutton, and redevelopment of existing hospitals on the Epsom and St Helier sites.	Outline business case stage
<b>Whipps Cross University Hospital</b>	Barts Health NHS Trust	A new hospital at Whipps Cross, providing a range of patient services including emergency and maternity.	Outline business case stage
<b>Hillingdon Hospital</b>	The Hillingdon Hospitals NHS Foundation Trust	Rebuild of Hillingdon Hospital to replace ageing estate to tackle significant critical backlog.	Outline business case stage
<b>Princess Alexandra Hospital</b>	The Princess Alexandra Hospital NHS Trust	A new integrated, high-tech healthcare campus to replace the ageing Princess Alexandra Hospital.	Outline business case stage
<b>North Manchester General Hospital</b>	Manchester University NHS Foundation Trust	Rebuild of North Manchester General Hospital provide new healthcare facilities to replace poor estate and provide better patient environment.	Outline business case stage
<b>Leeds General Infirmary</b>	Leeds Teaching Hospitals NHS Trust	Building a new adults' and children's hospital at Leeds General Infirmary and a new pathology laboratory at St James's Hospital.	Outline business case stage
<b>Watford General, Hemel Hempstead and St Albans City Hospitals</b>	West Hertfordshire Teaching Hospitals NHS Trust	New hospital buildings at Watford General Hospital and redevelopment and refurbishment of Hemel Hempstead and St Albans City hospitals.	Outline business case stage
<b>Leicester General Hospital, Leicester Royal Infirmary, Glenfield Hospital</b>	University Hospitals of Leicester NHS Trust	Rebuild at Leicester Royal Infirmary and Glenfield and new facilities at Leicester General.	Outline business case stage



**Cohort 4- Full Adopter**

Scheme name	Trust	Scheme description	Status
<b>James Paget Hospital</b>	James Paget University Hospitals NHS Foundation Trust	Rebuild of James Paget Hospital	Strategic outline case stage
<b>Milton Keynes Hospital</b>	Milton Keynes University Hospital NHS Foundation Trust	To build a new women and children's hospital, surgical ward block and imaging centre at Milton Keynes hospital.	Strategic outline case stage
<b>West Suffolk Hospital</b>	West Suffolk NHS Foundation Trust	To rebuild West Suffolk Hospital, replace poor estate and provide a better patient environment at West Suffolk Hospital.	Strategic outline case stage
<b>St Mary's Hospital, Imperial</b>	Imperial College Healthcare NHS Trust	Rebuild of St Mary's, Paddington	Strategic outline case stage
<b>Charing Cross and Hammersmith Hospitals, Imperial</b>	Imperial College Healthcare NHS Trust	Full refurbishment of Charing Cross Hospital and a mix of refurbishment and new rebuild at Hammersmith Hospital.	TBD
<b>Kettering General Hospital</b>	Kettering General Hospital NHS Foundation Trust	Rebuild of Kettering General Hospital	Strategic outline case stage
<b>Queen's Medical Centre (QMC) and Nottingham City Hospital</b>	Nottingham University Hospitals NHS Trust	The rebuild of both the Queen's Medical Centre and City Hospital sites.	Pre-consultation business case stage

<b>Royal Preston Hospital and Royal Lancaster Infirmary</b>	Lancashire Teaching Hospitals NHS Foundation Trust and University Hospitals of Morecambe Bay NHS Foundation Trust	Planned rebuild of both the Royal Preston Hospital and Royal Lancaster Infirmary, with capital investment in the wider region, as part of a transformation plan to create networked hospitals for the area. Subject to consultation, if required dependent on options.	Pre-consultation business case stage
<b>Eastbourne District General, Conquest and Bexhill Community Hospitals</b>	East Sussex Healthcare NHS Trust	To provide new buildings and refurbishment at Eastbourne and Conquest District General Hospitals and Bexhill Community Hospital	Strategic outline case stage
<b>Hampshire Hospitals</b>	Hampshire Hospitals NHS Foundation Trust	A new hospital for North and Mid Hampshire and major refurbishment at RHCH Winchester.	Pre-consultation business case stage
<b>Royal Berkshire Hospital</b>	Royal Berkshire NHS Foundation Trust	Rebuild of Royal Berkshire to replace ageing estate to tackle significant critical backlog.	Strategic outline case stage
<b>North Devon District Hospital, Barnstaple</b>	Royal Devon University Healthcare NHS Foundation Trust	New builds and refurbishment at North Devon District Hospital site including new buildings and upgraded facilities to replace ageing estate and enable the delivery of new models of care.	Strategic outline case stage
<b>Musgrove Park Hospital, Taunton</b>	Somerset NHS Foundation Trust	Rebuild of Musgrove Park Hospital.	Strategic outline case stage
<b>Torbay Hospital</b>	Torbay and South Devon NHS Foundation Trust	New build elective centre and ward block at Torbay Hospital including upgrade of the emergency department and same day urgent care services. The scheme will ensure separation of planned and unplanned care, all will be underpinned by an electronic patient record system and technology enabled care.	Strategic outline case stage