



New Hospital Programme (January 2026)

Latest Market Updates from the New Hospital Programme

Welcome to this month's edition of the NHP Industry Bulletin.

This month, our team have been immersed in the final stages of the Hospital 2.0 Alliance Framework procurement and making preparations for the intensive mobilisation period that will follow once our Delivery Partners have been appointed.

As you may have seen in the press, last week the National Audit Office released an update on the NHP. It recognised the progress we have made since the last report in 2023, and in my view provides a fair and balanced assessment of the programme.

This year, Natalie Forrest and I commenced our new roles as Chief Programme Officer, NHP and Chief Operating Officer, NHP respectively. Rick Gray assumes my previous role as our new Commercial Director, NHP. Rick has a wealth of major project, healthcare and commercial experience - you can find out more about Rick below!

Richard Lennard

Chief Operating Officer, NHP

Programme Update

Hospital 2.0 Alliance Update

We are underway with our final approval process for the 6+6 year, £37bn Hospital 2.0 Alliance. We are on track to award places on the Alliance framework early this year.

NHP 2025 Highlights

Here are some of the key milestones and achievements from the past 12 months, delivered with colleagues and partners across the system and industry. We're now looking ahead to a busy and exciting 2026.



NHS
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NHP 2025 Highlights

- Progressed 8 schemes to construction stage with 3 of these soon to complete works. CEDAR centre now fully open
- Attended over 70 national events, including UKREIFF, and Digital Rewired
- Oversaw the planning & delivery of an extensive programme of enabling works leading to substantial investment across all waves
- 16 new hospital schemes progressed to main works business case stage, approvals for 3 Strategic Outline Cases and 3 Full Business Cases

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NHP Awards & Recognition

- Highly Commended - HCSA Award**
New Hospital Programme Main Works Procurement Excellence category
- Winner - World Hospital Congress**
Revolutionising Hospital Development Poster
- Shortlisted - CIPS Excellence in Procurement & Supply Awards 2025**
Public Procurement Project of the Year
- Winner - Florence Nightingale Awards for Excellence in Health and Care Analytics**
Transforming Planning: A common open-source model for forecasting hospital demand

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NAO Report - Update on the New Hospital Programme

On 16 January, a report was published by the National Audit Office (NAO), which examines whether NHP is being managed in a way that is likely to achieve value for money and meeting objectives. It is an important milestone demonstrating transparency and

accountability for programme delivery, and we welcome the report's recognition of the progress made since the 2023 NAO report.

The NAO update on the New Hospital Programme follows the Department for Health and Social Care's decision to reset the programme this time last year, after reviewing the timetable and costs.

The report's key findings include:

- The NHP Implementation Plan provides long-term stability for the programme
- The standardised 'Hospital 2.0' approach is expected to reduce costs, deliver economies of scale, and make the construction market more attractive
- There is a need to replace the seven RAAC hospitals quickly and they are likely to be completed after the original deadline of 2030
- Delays in early Waves risk an adverse impact on the delivery of later Waves; and
- Funding needs to be deployed effectively to make steady progress.

Read the full report and a short video summarising the findings on the NAO website, by following this link: [Update on the New Hospital Programme - NAO report](#)

Introducing Rick Gray (Commercial Director, NHP)



As Commercial Director, Rick is responsible for providing leadership across the Commercial Directorate, with a focus on supporting the development of robust contractual strategies, cost estimating, framework management of the Hospital 2.0 Alliance, effective contract execution and strong commercial governance through delivery.

Rick brings 27 years' experience in the built environment to NHP, with a career spanning construction, consultancy and senior leadership roles across both the public and private

sectors. He has extensive experience working on large-scale, complex projects and programmes, including those within highly regulated environments. He joined NHP in 2024 as Contract Management Director.

Rick is a Registered Project Professional with the Association of Project Management, and a full member of the World Commerce and Contracting Association. He held MCIOB with the Chartered Institute of Building for over ten years and was an Accredited High Risk Project Reviewer with the Infrastructure and Projects Authority. He has also received several industry awards for service excellence, innovation and leadership.

Outside of work, Rick enjoys hiking, mountain biking and paddleboarding. He has two children who, outside of his busy day job, 'keep him on his toes!'

"I am delighted to take on the role as Commercial Director for NHP. I am inspired by the programme's powerful mission to enhance healthcare infrastructure for communities across the UK.

In the Commercial Directorate, we are striving to change the industry and follow a collaborative and pragmatic approach to engage with the supply chain. One that focuses on clarity, trust and outcomes — values that align with the ambitions of the NHS estate and the New Hospital Programme." Rick

Future Events

Build UK Webinar: New Hospital Programme - Ambitions for the Year Ahead

Thursday 29 January at 9:00am - 10:30am, Online

Build UK will host a webinar later this month where the NHP team will provide an overview of the programme and set out our ambitions for the year ahead.

Speakers include Natalie Forrest (Chief Programme Office), Richard Lennard (Chief Operating Officer), Emily King (Industrialisation Director) and Emma Whigham (Alliance Operations Director).

This is a Build UK member only event. If you are interested in attending, please contact info@builduk.org

Major Projects Association Event - Breaking Silos: The Power of Collaboration in Major Projects

Tuesday 10 February 2026 at 12:15pm - 4:30pm; Hybrid Event

Emma Whigham (Alliance Operations Director) will be speaking at the Major Projects Association Event on 'New Hospital Programme: Building the Supply Chain of the Future'. The presentation will cover the key lessons learned from NHP's early market engagement

exercise, how the Hospital 2.0 Alliance model fosters collaboration, and our priorities for the year ahead.

For further details, visit:

majorprojects.org/civCRM/?civiwp=CiviCRM&q=civCRM/event/info&reset=1&id=1605

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Register your interest in the programme and receiving updates by filling in our Survey

[New Hospital Programme - Supply Market Survey](#)

If you have any feedback on the Industry Bulletin or if there are any topics of interest for future bulletins, please contact our Market & Supply Chain Team at nhp.suppliers@nhs.net