

## NHP Supply Chain FAQs (May 2026)

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## 1. What is the New Hospital Programme (NHP)?

The New Hospital Programme (NHP) represents the greatest single investment in NHS infrastructure in recent decades and will deliver brand new, state-of-the-art facilities to ensure world-class provision of healthcare for NHS patients and hospital staff across England. The rolling programme will create an enduring supply chain capability to deliver hospital infrastructure far into the future.

At the heart of NHP is a bold vision to transform the way healthcare infrastructure is delivered in the NHS.

The [Government's 10 Year Health Plan for England](#), launched in 2025, sets a clear direction for the NHS: care closer to home, a focus on prevention, and digital by default. The NHP is a core enabler of this vision – providing modern infrastructure built for integrated, community-first care. Our schemes support virtual wards, shared diagnostics and outpatient services beyond hospital walls. Digital capability is designed in from the start, with a focus on prevention and health equity throughout. Crucially, the Plan builds on the Government's recent [Industrial Strategy](#) and [Infrastructure Strategy](#), where the NHP features prominently. This confirms a longer-term commitment to healthcare investment – not as a one-off project, but as a national priority that will drive a positive social and economic legacy.

In January 2025 the Rt Hon Wes Streeting MP, Secretary of State for Health and Social Care, published the [New Hospital Programme: Plan for Implementation](#). This confirmed that NHP would be backed by up to £15 billion of investment for each five-year spending period, averaging £3 billion a year by 2030. This plan provides certainty on the next steps for the programme, giving industry the confidence needed to prepare, invest and deliver work for NHP.

## 2. What outcomes is NHP looking to achieve?

Working together with our Hospital 2.0 Alliance partners and the supply chain, we will not only provide vital NHS healthcare infrastructure but transform the way we deliver it, realising a multitude of benefits.

- **Improved clinical care:** The programme supports new methods of clinical care, incorporating learning from the pandemic and previous hospital builds, and ensures our health infrastructure can continuously adapt to changing health needs.
- **Enhanced patient experience:** The programme ensures new hospitals are designed, built and operated with the patient experience at the forefront, delivering high quality care on the patient's terms and addressing their unique needs.
- **Improved workforce wellbeing and efficiency:** The programme ensures new hospitals are great places to work, designed and operated to enhance employee wellbeing by supporting them to deliver the highest quality care.
- **Latest digital technologies:** The Programme ensures that contemporary digital infrastructure and applications are embedded within the design; facilitating data-driven, person-centred care whether delivered within the facility or in the surrounding community.
- **Green, sustainable hospitals:** The programme puts in place measures and systems to assess the carbon footprint in the fabric of the building, its construction and operation. Embedding the latest building management technologies reduces energy consumption across the full lifecycle while enabling virtual care reduces the reliance on staff and patient travel.

Additionally, we will enable hospitals to be built in a more timely and cost-effective way.

### 3. How is NHP being delivered?

#### 3.1. What are the key cornerstones for how NHP is being delivered?

NHP is responding to the challenge of delivering a high number of large infrastructure schemes in a short period of time, set against a backdrop of limited suppliers and an abundant infrastructure market. We are meeting this challenge by changing the way hospitals are designed and by working differently with industry.

The Hospital 2.0 system will drive better patient outcomes, systems thinking and standardisation across all hospitals and across Waves of delivery.

The Hospital 2.0 Alliance brings together NHP, NHS Trusts and Construction Partners in a collaborative environment to work together to solve collective problems. The Alliance also enables NHP to control and manage the programme, providing support and scrutiny.

In February 2026, [10 major construction partners](#) were appointed by NHP to the Hospital 2.0 Alliance. This represents a deliberate shift away from traditional, project-by-project procurement towards a long-term, collaborative delivery model designed to modernise healthcare infrastructure at scale.

#### 3.2. Hospital 2.0 system and industrialisation

##### 3.2.1. What is the Hospital 2.0 system?

Hospital 2.0 is a whole system approach using optimised and repeatable solutions for scheme development, design, construction and operation to efficiently and safely deliver transformational, sustainable healthcare environments for patients and staff.

It is a transformational hospital blueprint that uses systems thinking and engineering to unify clinical and digital standards to enable future models of care, drive operational excellence and empower staff to maximise the use of the facilities. The core elements of Hospital 2.0 include:

- An accelerated development approach, creating a blueprint for fast-tracked project development.
- A standardised design, supporting robust and repeatable solutions that optimise clinical and engineering best practice.
- An industrialisation process that unlocks economies of scale by integrating policies, design principles and standard rule sets, allowing the market to proactively plan resourcing and innovation of manufacturing strategies.
- Transformational clinical strategies which optimise operational and digital standards, to enable future models of care to drive excellence and empowerment of staff to maximise the use of the facility.

The design is based on four core principles:

- Transformational patient care: Driving transformation to provide an excellent, safe and digitally enabled experience for patients, visitors and staff.
- Hospitals for now and for the future: Hospitals that are adaptable and resilient to change, that transform national standards and leave a sustainable legacy.
- Optimised healthcare structure: The right estate, the right layout, enabling people to be in the right place, supported by intelligent digital systems.
- Built efficiently; operated and maintained to last: Using innovation and technology to leverage scale and drive efficiency and value for money and ensure maximum durability for the future.

Hospital 2.0 includes features such as:

- 100% single-bed rooms, reducing Health Care Acquired Infections (HCAIs) risk
- Improved staff welfare facilities
- Adoptable design solutions, including for NHP standard rooms
- Industrialisation products, including for facades, and mechanical and electrical distribution
- Digital capabilities transforming hospital operation and clinical pathways
- Future-ready facilities and estate management
- Sustainable and net zero buildings and maintenance

### 3.2.2. What is industrialisation on NHP?

Industrialisation focuses on removing unnecessary variation and waste, and on establishing standard systems, processes and products that can be deployed repeatedly across multiple schemes through stable relationships across the supply chain. This is a key enabler for the programme's key objectives to deliver hospitals faster, more affordably and with greater confidence.

On NHP, industrialisation embeds the Product Platform Rulebook and is delivered through a Demand, Develop, Deploy model:

- **Demand:** Standardising the demand signal across schemes, aggregating pipeline data and providing visibility to the supply chain through the Demand Portal
- **Develop:** Identifying priority products with the greatest potential impact and developing them through the Product Development Process, in collaboration with designers, contractors and suppliers
- **Deploy:** Embedding industrialised products into schemes, supporting adoption, assuring compliance and capturing feedback to drive continuous improvement

Industrialisation enables increased repetition, supports Design for Manufacture and Assembly (DfMA), improves supply chain stability through greater predictability of product and pipeline, and increases certainty of cost, programme, safety, quality and operational performance. It underpins core focus of industrialisation to be NHP led and industry driven, with clinicians, Trusts and the wider supply chain.

### 3.2.3. How is NHP engaging with and building on lessons learned from other programmes e.g. Department for education in shaping its approach to industrialisation?

NHP draws on learnings from other large-scale public-sector programmes, including the Department for Education, Ministry of Justice, and Defence Infrastructure Organisation. Regular engagement and knowledge sharing help ensure proven approaches to industrialisation are mutually embedded.

### 3.2.4. What is the Demand Portal? What is its purpose and when we can get access?

The Demand Portal is an NHP tool that aggregates demand across the Programme to provide a single, forward view of the construction pipeline at building, space, system and component level. Its value is enabled by standardised inputs from across the programme, which ensure demand is consistent and scalable. These inputs include scheme business case information, including standardised naming conventions, schedules of accommodation (SoA), massing studies and stacking models as well as Hospital 2.0 design data such as standard room quantities, cluster layouts and reference designs.

By standardising these inputs, the Demand Portal provides a consistent demand signal that supports identification of industrialisation opportunities, early market engagement, and informed commercial and supply chain strategies.

The tool is currently used within NHP while the data and demand models continue to mature. Access for the supply chain will be enabled in a managed way as access is rolled out, with further detail to be shared in due course.

### 3.2.5. What is the Product Development Process (PDP)?

The Product Development Process (PDP) is NHP's standard process for developing Hospital 2.0 products so they can be delivered consistently and at scale across the programme.

Product development has focused on Products that deliver the biggest impact when industrialised, where standardisation and repeatable manufacture can most effectively reduce time, cost and carbon, while increasing supply chain capacity and delivery confidence.

Across 7 stages, the PDP provides a clear and repeatable route for prioritising, developing, testing, assuring and deploying these products, with input from across the programme including Trusts, clinicians, delivery teams, designers, commercial and market management teams, digital and infection control and prevention specialists, H2A contractors and the wider supply chain. Continuous improvement is driven by feedback from prototyping, test deployments and live scheme deployment and use.

### 3.2.6. [For Products] What is being standardised and where is there choice or flexibility?

The Product Development Process (PDP) standardises how Products are developed across the programme, providing a consistent and robust framework for delivery. The standardised activities within the PDP ensure that Product Owners systematically consider the full extent to which a Product can and should be industrialised.

Importantly, the process is designed to retain flexibility. A core activity within the PDP, 'define' fixed versus variable elements, explicitly establishes what is standardised and where choice is retained. This assessment is undertaken across Performance, Interfaces, Information and Geometry, enabling a clear and deliberate balance between Hospital 2.0 mandated requirements (fixed elements) and areas where flexibility and choice are available to H2A contractors and Trusts (variable elements).

### 3.2.7. How does the Product Development Process (PDP) ensure it incorporates hospital operations and clinical inputs?

As part of its structured activities, the PDP incorporates hospital operations, EFM and clinical input as defined elements within the process. These stakeholders are represented on key governance panels that review outputs from the industrialisation products, as well as wider NHP activity. They are also able to participate in relevant working groups, enabling direct engagement during discussions with the supply chain. This supports iterative feedback to refine solutions, and progression through PDP stages requires evidence of clinical, operational and EFM input and sign off, ensuring outcomes are safe, operationally workable and maintainable in use.

## 3.3. Hospital 2.0 Alliance

### 3.3.1. What is the Hospital 2.0 Alliance?

The purpose of the Hospital 2.0 Alliance is:

- To create a collaborative environment where member organisations solve collective problems
- To enable NHP to control and manage the programme, providing support and scrutiny

The Alliance is built on enterprise (Project 13) principles and encourages continuous improvement and adoption of best practice as each hospital is implemented.

NHP has appointed of 10 major construction partners to the £37bn 6+6 year Hospital 2.0 Alliance (H2A). This is more than a framework appointment; it represents a deliberate shift away from traditional, project-by-project procurement towards a long-term, collaborative delivery model designed to modernise healthcare infrastructure at scale.

Three distinctive elements make up the H2.0 Alliance. These elements create the structure, clarity, and shared platform needed to collaborate, innovate, drive efficiencies, and implement a standardised approach:

1. The Alliance Framework and call-off contracts: This is the overarching framework that individual Trusts will use. Individual Trusts are the contracting authorities and they will call off from this framework and contract with delivery partners.
2. The Alliance Agreement: A wide-ranging collaboration agreement that details roles and responsibilities. Collaboration will be supported by Core Groups. The agreement establishes the legal and cultural "rules of engagement" for all parties.
3. The Alliance Environment: A platform designed to drive innovation, efficiency, and a standardised approach. It fosters collaboration across the entire 'enterprise'. This includes the Hospital 2.0 Alliance (NHP, Trusts, Contractor Partners) as well as other stakeholders such as the DHSC, wider Trusts and the wider supply chain, as required.

The H2.0 Alliance has three pillars that create delivery alignment and consistency:

1. The Hospital 2.0 System (see question 3.2)
2. The NHP Way: The NHP Way provides a shared understanding of why the programme exists, who is involved, what we will deliver, and how we work together to get things done. It will establish a common understanding and set of foundations for standardised and effective "one team" ways of working.
3. The H2.0 Development Lifecycle: The development lifecycle is a journey to deliver the NHP from the first blueprint to the future of care at a patient's bedside. Initially focused on Wave One schemes, it uses iterations to learn from that first wave to go further, faster, and cheaper.

### 3.3.2. Who are the Hospital 2.0 Alliance Construction Partners?

We have appointed 10 major construction partners to the £37bn 6+6 year Hospital 2.0 Alliance:

- Bovis Construction (Europe) Limited
- Dragados Sociedad Anonima
- Integrated Health Projects (a consortium of Sir Robert McAlpine Limited and VINCI Building Limited)
- John Graham Construction Limited
- Kier Construction Limited
- Laing O'Rourke Delivery Limited
- Morgan Sindall Construction and Infrastructure Ltd
- Sacyr UK Limited
- Skanska Construction UK Limited

- Willmott Dixon Construction Limited

We have released Construction Partner Factsheets, developed by the ten organisations appointed to deliver 11 hospital schemes in Wave 1. These factsheets summarise each partner's healthcare and infrastructure experience, areas of expertise, and distinctive capabilities. Explore these here: [www.competefor.com/nhp/opportunities/our-hospital-2-0-alliance-construction-partners/](http://www.competefor.com/nhp/opportunities/our-hospital-2-0-alliance-construction-partners/)

## 4. What does NHP need from industry and how will we support?

### 4.1. What does NHP need from industry?

We need supply chain partners prepared to:

- Scale production rather than deliver one-off solutions
- Invest in people, products and capability
- Collaborate early to reduce risk and improve buildability
- Innovate within standards, not outside of them

We need industry not only to deliver individual schemes, but also to help us spot opportunities, collaborate, innovate, and invest to support the delivery of a sustainable long-term programme.

### 4.2. How will NHP support industry?

We recognise the significant ambition and scale of the work ahead. Success will depend on bringing organisations together to manage risk effectively and maximise opportunity.

This is about far more than building hospitals. It represents a new way of working with industry, aligned with the government's Modern Industrial Strategy.

We have set out three key priorities for our work with industry:

1. Support ease, speed, and long-term stability for business – importantly through providing long term pipeline visibility
2. Enhance skills and accelerate access to talent
3. Drive and support innovation - through providing certainty of demand and standardisation, to enable industry to invest in the long-term capabilities to meet it.

The programme is aiming to create an environment where suppliers can plan, invest and build long term capability, rather than operate project to project.

### 4.3. What skills will be needed to support the future construction workforce on NHP?

Building the foundations for enduring national capacity and capability is central to NHP's ambition to transform how healthcare infrastructure is delivered. Future NHP schemes will increasingly be delivered using Hospital 2.0 principles, including standardisation, digital design and industrialised construction, which will change not only the volume of labour required but also the type of skills and capabilities needed.

NHP has undertaken programme wide skills and workforce analysis, supported by workforce modelling. This is being used as a baseline to support identification of regional pressure points and constrained occupations, while further work is underway with NHP's Industrialisation and Design teams to translate Hospital 2.0 design intent into revised workforce and skills assumptions.

Alongside this, NHP is deliberately working through existing national and regional skills systems, including engagement with Skills England, DWP, CITB, ECITB, the Construction Skills Mission Board, Business Board Network, Chambers of Commerce and other major programmes, to align demand, strengthen established training pathways and scale provision where possible, rather than creating parallel or competing interventions. This approach is intended to support high quality employment and training opportunities within regions, address current and future skills gaps, and build shared national capability without displacing other critical public sector programmes.

NHP's Skills Guide sets out apprenticeships, T-Levels and industry accreditations that employers can support now to build workforce capability aligned to these future needs. This guidance will continue to evolve as Hospital 2.0 delivery assumptions are finalised and workforce requirements are refined.

You can access the NHP Skills Guide via the Skills Hub here: [Skills Hub - New Hospital Programme](#)

## 5. How can businesses engage with NHP?

### 5.1. What can businesses do now to prepare for future NHP supply chain opportunities?

The scale of NHP will call upon the skills and expertise of companies of all sizes (including small and medium sized enterprises), across a broad range of sectors.

For further information about the NHP programme and supply chain opportunities, we encourage interested suppliers to follow the three key steps outlined below:

#### **1. Explore our supply chain resources:**

We recommend reading our [Supplier Guide](#), which provides an overview of the programme, Hospital 2.0, our approach to building the supply chain, the skills required to support the future construction workforce, and how to stay informed.

You may also find it helpful to listen to [The Infrastructure Podcast: Hospital 2.0 Alliance](#) (February 2026) and [The Infrastructure Podcast: Hospital 2.0](#) (December 2025). These episodes cover the programme's ambition to transform healthcare infrastructure across the NHS, the Hospital 2.0 system and how NHP is being delivered through the Hospital 2.0 Alliance.

Further information on the programme, NHP schemes, Hospital 2.0 Alliance Construction Partners and recent news is available at [www.competefor.com/nhp](http://www.competefor.com/nhp). We recommend checking back regularly for updates.

#### **2. Register to access NHP contract opportunities:**

Register on [Contracts Finder](#) to access contract opportunities with NHP and our Hospital 2.0 Alliance Partners.

Register and build or update your profile on [CompeteFor](#) to access Hospital 2.0 Alliance supply chain opportunities. This is a free online brokerage tool connecting buyers with suppliers.

#### **3. Engage with us:**

Businesses can sign up to receive ongoing programme updates, including the NHP Industry Bulletin, by completing our [Supply Market Survey](#). By filling in this survey we will have your details in our database to include in future communications relating to relevant market engagement activities.

For information on future NHP industry events such as Meet the Contractor Events, read the NHP Industry Bulletin or visit the 'News and Events' section of our microsite at [www.competefor.com/nhp](http://www.competefor.com/nhp).

You can also follow the New Hospital Programme on [LinkedIn](#) for the latest news and insights.

If you have any questions, please contact the NHP Markets & Supply Chain Team at [nhp.suppliers@nhs.net](mailto:nhp.suppliers@nhs.net).

## 5.2. How can businesses get involved in an NHP Working Group?

NHP welcomes constructive supplier engagement that supports collaboration, innovation, and value creation across the programme. Our Strategic Working/Core Groups cover a vast array of topics that change depending upon programme priorities, these can include (but are not limited to), supporting the development of Hospital 2.0 technical details, improving sustainability, efficiencies, safety, plus exploring challenges and/or opportunities within the sector/industry. Suppliers may be required to sign a non-disclosure agreement when supporting the review of sensitive information, that is not currently available for wider distribution.

Suppliers who believe they can add value to a Strategic Working/Core Group are invited to register their interest via our dedicated NHP Supplier Inbox: [nhp.suppliers@nhs.net](mailto:nhp.suppliers@nhs.net).

Requests should clearly state:

- The supplier's interest in participating
- The relevant category or capability
- The value the supplier believes they can bring to the programme

Suppliers should include their area of interest in the subject line of the email to support appropriate triage and routing.

All submissions will be reviewed by an appropriate category/supply chain lead. Participation in Strategic Working/Core Groups may be limited due to the controlled size and structure of the groups, and submission of an expression of interest does not guarantee membership. However, suppliers will have the opportunity to participate in major update workshops and wider engagement sessions, relevant to the programme.