

Westminster Health Forum policy conference:

Next steps for the NHS estate in England

Timing: Morning, Monday, 9th March 2026

Taking place online

Draft agenda subject to change



WESTMINSTER
HEALTH FORUM

- 8.30 Registration
- 9.00 **Chair's opening remarks**
Senior Parliamentarian
- Priorities for strategic planning, investment and allocation of funding for the NHS estate**
- 9.05 **Assessing the current NHS estate and considerations for meeting evolving healthcare needs**
Dr Evangelia Chryssikou, Associate Professor, The Bartlett School of Sustainable Construction, University College London
- 9.15 **Examining the impact of previous PFI initiatives, and learnings that can be taken forward**
Senior academic
- 9.25 **The role of investment partnerships in delivering modern healthcare infrastructure**
Lord Hutton, Chair, Association of Infrastructure Investors in Public Private Partnerships
- 9.35 **Accelerating the development of new neighbourhood health centres and next steps for repurposing existing assets**
Wendy Farrington-Chadd, CEO, Community Health Partnerships
- 9.45 Questions and comments from the floor
- 10.10 **Key considerations for developing community-based infrastructure - flexibility, integration and patient voice**
community health infrastructure priorities | insights from neighbourhood health pilots | embedding digital technology in the primary care and community estate for integrated and virtual care | multidisciplinary team working and integrated care models | rapid delivery alongside value for money and flexibility of use | commissioning and contracting issues | accessibility and service co-location across health, care and voluntary services | design for local need, public engagement, and the Pride in Place Strategy | coordinating commissioning, estate development and partnership across ICBs, trusts and local government | working with wider regeneration projects and local and ICS Green Plans
Ewan Graham, Partner and Healthcare Sector Lead, Hawkins\Brown
Sarah McDonnell-Davies, Executive Director, Place, NHS North Central London ICB
Senior representative, local authority
Senior representative, patients
Questions and comments from the floor
- 10.55 **Chair's closing remarks**
Senior Parliamentarian
- 11.00 Break
- 11.10 **Chair's opening remarks**
Senior Parliamentarian
- Modernisation and operational priorities for the NHS estate**
- 11.15 **Optimising the NHS estate and infrastructure to support emerging clinical and operational priorities**
Senior representative, strategy
- 11.25 **Next steps for integrating digital infrastructure and the role of virtual care going forward**
Senior representative, digital health
- 11.35 **The maintenance backlog - addressing risk and ways forward for sustainable management**
Senior commentator
- 11.45 Questions and comments from the floor
- 12.05 **Priorities for the NHS hospital estate - streamlining project delivery, supporting staff and patient wellbeing, and advancing sustainability efforts**
implications of the UK Infrastructure: A 10 Year Strategy and wider health commitments | New Hospital Programme delivery and options for supporting trusts in the short-term | mitigating extended reliance on ageing facilities and managing capacity constraints | enhancing construction efficiency | the role of modular construction in sustaining safe and effective care until new hospitals are operational | smart estate approaches, including data-driven planning and digital modelling | spaces for staff wellbeing, patient privacy and adaptable rooms for hybrid and virtual care | net zero, energy strategy and climate resilience alongside ICS Green Plans and hospital 2.0 | implications for estates and facilities workforce capacity, skills and wellbeing | advanced foundation trust proposals
Elaine Turner-Lyn, Deputy Director, Workforce, New Hospital Programme, NHS England
Senior representative, NHS
Senior representative, construction
Senior representative, patients
Questions and comments from the floor
- 12.50 **Next steps for delivering the New Hospital Programme**
Charlotte Taylor, Joint SRO, New Hospital Programme, Department of Health and Social Care
Questions and comments from the floor
- 13.15 **Chair's and Westminster Health Forum closing remarks**
Senior Parliamentarian
Jessica Lear, Westminster Health Forum