



## WELCOME

*“I am so excited about the scope and ambition of our hospital building programme. Up and down the country, this is our opportunity to make a genuine difference to the health and lives of the communities we serve, and I want to thank you for helping to bring this vision to life.*

*The team value the amazing work already being done by the NHS communications teams in delivering our objectives. Thank you for your support and we look forward to working with you.”*

**Natalie Forrest, Senior Responsible Owner of the New Hospital Programme**

## INTRODUCTION

We have developed this guide to give communications teams in Trusts advice to make it easier to talk about the programme, understand how the DHSC comms team can support you and share case studies from other trusts to help you develop your communication plans across the different stages of your build. This guide will be regularly updated so we welcome your feedback. Do let us know what you would find useful to include in future versions.

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## ABOUT THE PROGRAMME

### THE BIGGEST HOSPITAL BUILDING PROGRAMME IN A GENERATION

The government is committed to helping the NHS recover from COVID-19 and one of the centrepieces of that ambition will be delivering on the manifesto commitment of 40 new hospitals across England by 2030, backed by an initial £3.7 billion of investment. These will provide better care for patients, an improved working environment for staff and help the NHS reach its net zero carbon ambition.

Currently, the national programme comprises eight pre-existing schemes and 40 new hospitals, totalling 48 hospitals. In October 2020, the government named 32 hospitals which will form part of the 40 new hospitals and is now calling for NHS Trusts to submit their expressions of interest to be one of the further eight hospitals.

Together these will form the biggest hospital building programme of a generation and **your hospital scheme is a key part of this.**

All the new hospitals will benefit from being part of the government's nationally led programme under the Health Infrastructure Plan, ensuring the programme delivers value for money for use of the national public funding envelope available.

Experience will be shared across the schemes which will be built over the next decade, so they can be built as quickly as possible while prioritising standardisation, digital technology, sustainability and modern methods of construction.

### PROGRAMME VISION

*"As part of the Government's Health Infrastructure Plan, the New Hospital Programme will transform the delivery of national healthcare infrastructure across the NHS to provide world-leading experiences for patients and staff."*

The New Hospital Programme is a joint Department of Health & Social Care and NHS England & NHS Improvement central team. It has been set up to lead the delivery of the new hospitals, working closely with all NHS Trusts involved. This includes how we phase the building programme so we can work with similarly developed Trusts to maximise the benefit for other schemes.

By taking a whole programme approach to building our new hospitals, it will mean the experience gained from working with the currently more developed schemes can be consolidated into the programme for the benefit of less developed schemes. For example, in the implementation of standardisation, digital technology, sustainability and modern methods of construction. Adopting a common programmatic commercial approach, with greater standardisation and repeatable design, will deliver efficiencies, maximise quality and reduce end-to-end delivery timescales. This approach will evolve across the programme.

We are mirroring this programmatic approach in our communications strategy, by working closely with Trusts at similar stages in their builds to help share ideas and experiences. This activity is part of our long-term communications strategy to increase the public understanding of what the future (national and local) NHS looks like through engagement with the NHS manifesto commitments and plan to recover from the pandemic.

## WORKING TOGETHER

### HOW DHSC CAN SUPPORT YOU

The DHSC NHS Campaigns team will act as the central hub for all public communications activity about the new hospital programme. We will provide updates on the programme, guidance on key messages, organise regular forums for Trusts to come together and work with individual Trust teams to distil your plans into one communications timeline for the programme, giving us an overall view of key activity and comms milestones. As the programme evolves, we will further support you by:

- sharing audience insight from qualitative and quantitative research
- co-ordinating narrative development and message support
- delivering co-ordinated nationwide communications activity with localised tailored opportunities
- providing access to Ministerial and NHP leadership engagement
- providing access to creative, branding and toolkits
- ensuring that communications are accessible and inclusive
- offering opportunities to share feedback from your local communities direct to policy makers within the department
- providing opportunities to support career development and share experiences through overseeing a secondment programme between DHSC and Trusts.

### HOW YOU CAN SUPPORT US

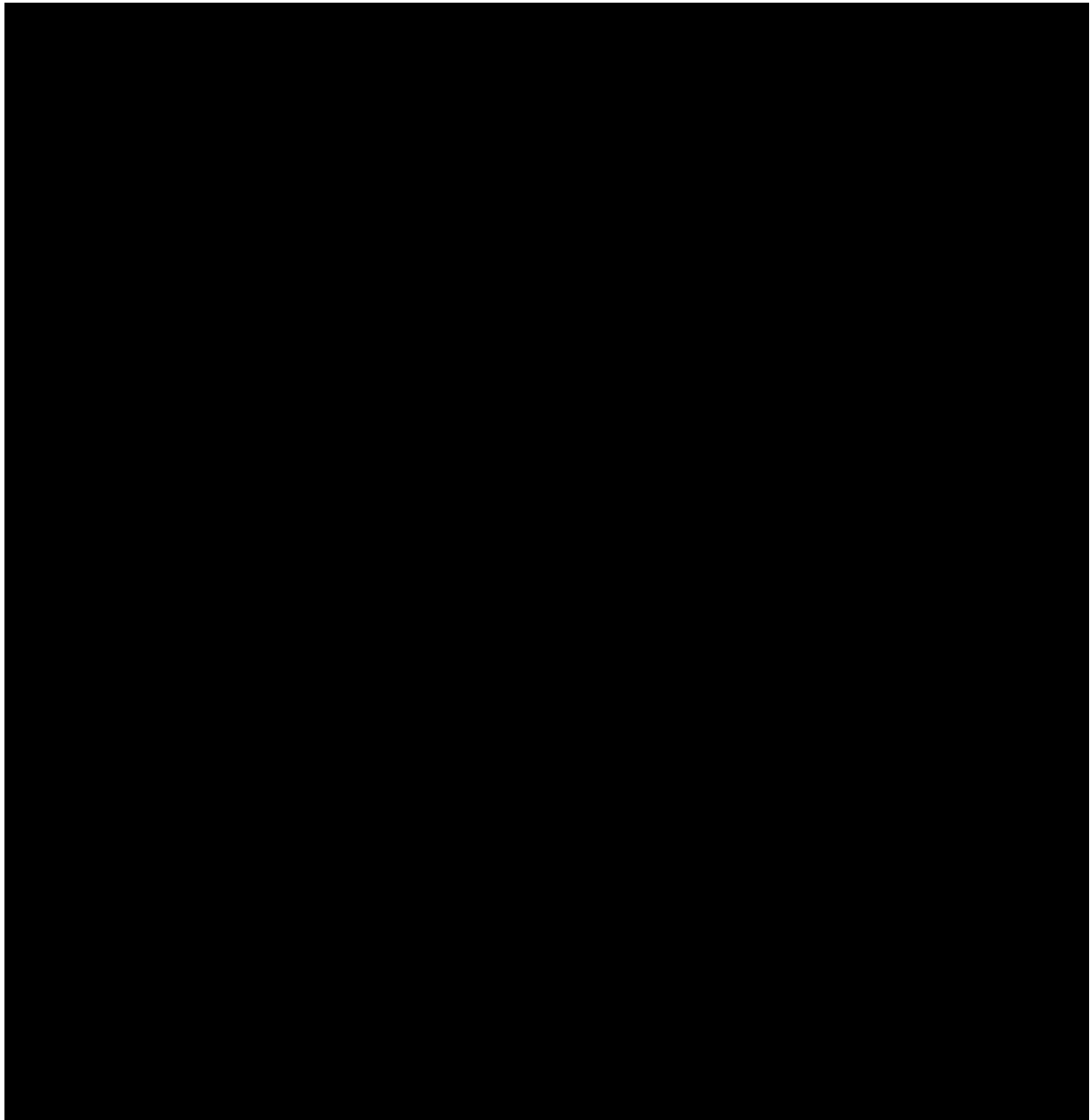
We will work in close partnership with you for the successful delivery of our joint objectives.

You can support us by:

- Keeping us updated on your plans for upcoming comms milestones and activities
- Actively participating in our regular forums to make connections with other Trust communications teams
- Sharing your experiences to help others with benchmarking their activities
- Using the hashtag **#OurNHSBuildings** in your social media posts
- Linking your online content to the NHP website [www.gov.uk/ournhsbuildings](http://www.gov.uk/ournhsbuildings)
- Giving us advance notice of clearance requests.

## KEY CONTACTS

Your key contacts in the DHSC Communications team are:



Please direct all comms related queries in the first instance to [NHPComms@dhsc.gov.uk](mailto:NHPComms@dhsc.gov.uk). The mailbox is regularly monitored and we aim to get back to you within 2 working days.

## CLEARANCE PROCESS

When you share your timelines with us please include clearance of press notices. This helps us plan and book approvals with the NHP policy and leadership teams ahead of receiving your request.

We will endeavour to turn your requests around in **5 working days**. We understand that there may be more urgent requests which we will do our best to accommodate.

Please send copies of any press notices and corresponding handling plans **in advance** to [REDACTED] copying in [NHPComms@dhsc.gov.uk](mailto:NHPComms@dhsc.gov.uk) along with details of the outlets you plan to issue your statements to, any details of your spokesperson and those you have conducted interviews with.

Providing detailed information on the background (including how far along in the scheme you are and any live issues we should be aware of), media handling and deadlines for the announcement will help us to speed up the clearance process.

**Please continue to keep NHS England and Improvement informed of your plans in the usual manner.**

## COMMS WORKING GROUPS/FORUMS

We will invite comms leads at similar stages of the programme to regular forums to encourage knowledge sharing and community building. The DHSC NHS Campaigns lead for each of the phases will chair these meetings, provide updates from the central programme team, bring in Subject Matter Experts or representatives from Trusts who are at more advanced stages to provide advice and support. We aim to create an open platform for discussing challenges, sharing best practice and learning from each other's experiences.

## ALSO INCLUDED WITH THE PLAYBOOK

A **New Hospital Programme Creative Communications Guide** has been shared as separate attachment to the playbook, which includes examples of creative executions of communications and engagement by trusts at varying stages of the lifecycle of a new hospital build. Thank you to all the Trusts who have shared their ideas with us for this version of the guide.

## OUR NHS BUILDINGS WEBSITE

Our NHS Buildings website provides a snapshot of all the government's major NHS infrastructure projects including new hospital builds, upgrades and equipment, which can be drilled down to show activity at a local level. The website will provide the public with regular updates and showcase developments and milestones at each hospital build or upgrade location.

The homepage provides an overview through an interactive map. Pins on the map link through to individual Trust pages which can feature a summary, images and video content. As the hospital builds progress, our ambition is to have an individual page for all the schemes in the New Hospital Programme and will be working with you to co-design your individual pages and updating them as the schemes progress.

Visiting the website will be the call to action in DHSC-led capital communications and we **ask that you also promote the URL ([www.gov.uk/ournhsbuildings](http://www.gov.uk/ournhsbuildings)) on your website and in relevant communications materials.**

We want the website to be inclusive and accessible. As part of phase 2 development plans, key pages will be translated into the **13** most commonly spoken languages in the UK to ensure we reach under-represented groups.



## KEY MESSAGES

This section outlines key messages to include in your communications and inform your messaging. **Hashtag:** #OurNHSBuildings

**Please remember that all press notices still need clearance from DHSC as outlined above in the Clearances section.**

## SHORT DESCRIPTOR

The Government has committed to build 40 new hospitals by 2030, backed by an initial £3.7 billion. Together with eight existing schemes, this will mean 48 hospitals by the end of the decade, the biggest hospital building programme in a generation. The hospitals will provide better care for patients, an improved working environment for staff and help the NHS reach its net zero carbon ambition. The commitment forms part of the wider Health Infrastructure Plan, a strategic long-term investment to ensure our world-class healthcare system and staff has the world-class facilities it needs for the future.

(Approved DHSC July 2021)

## LONG DESCRIPTOR

The Government has committed to build 40 new hospitals by 2030, backed by an initial £3.7 billion. Together with eight existing schemes, this will mean 48 hospitals by the end of the decade, the biggest hospital building programme in a generation.

The hospitals will provide better care for patients, a better place to work for our NHS staff and help the NHS reach its net zero carbon ambition. The commitment is part of the Health Infrastructure Plan, a long-term investment to ensure our world-class healthcare system and staff has the world-class facilities it needs for the future.

The Government and NHS will provide central support in building the new hospitals. This means we will spend taxpayers' money wisely, and each local hospital will learn from best practise with advice from national experts so they will be amongst the best in country.

(Approved DHSC July 2021)

## KEY MEDIA LINES TO TAKE

- The Government has committed to build 40 new hospitals by 2030, backed by an initial £3.7 billion. Together with eight existing schemes, this will mean 48 hospitals by the end of the decade.

- This is the biggest hospital building programme in a generation, and we are so pleased that our scheme is a part of this ambition. We are working closely with the Department of Health and Social Care and NHS on the plans for our new hospital to ensure our scheme will deliver state-of-the-art healthcare facilities for patients, staff and residents.
- All the hospitals will prioritise sustainability, digital technology and the latest construction methods to see them built as quickly as possible, to the highest standards.

### BACKGROUND LINES (IF NEEDED)

- The government has committed to the delivery of all 48 hospitals by 2030 – and these plans remain on track.
- The Department of Health and Social Care and NHS England and NHS Improvement joint central programme team are working closely with all NHS Trusts involved to plan how and when new hospitals will be built across the decade to make sure we meet our target with this delivery programme.
- The approach to building the new hospitals will maximise benefits and efficiencies, ensuring the delivery of state-of-the-art healthcare facilities for local staff and patients within all new hospitals by 2030, while also representing value for money for the taxpayer.
- Some schemes are more advanced than others and full funding is always provided once the Full Business Case has been approved.
- As with any government multi-year investment, future NHS capital funding, including for the construction of the 40 new hospitals, will be set out in further detail at future spending reviews.

**Note:** When describing your scheme as part of a wider programme in public-facing materials, please refer to the commitment on building new hospitals, part of the wider Government Health Infrastructure Plan.

#### For example:

*Our new hospital scheme is one of 40 new hospitals [/48 hospital] the government has committed to build by 2030, backed by an initial £3.7 billion. The commitment forms part of the wider Health Infrastructure Plan, a strategic long-term investment to ensure our world-class healthcare system and staff has the world-class facilities it needs for the future.*

You may however reference the New Hospital Programme in relation to the central joint team managing the programme or the programmatic approach.

#### For example:

*We are working closely with the central New Hospital Programme team on the delivery plans for our new hospital. The New Hospital Programme is a Department of Health and Social Care and NHS England and NHS Improvement joint team, working with local trusts to design*

*and deliver their hospitals. The objective of the New Hospital Programme is to transform the delivery of national healthcare infrastructure across the NHS to provide world-leading experiences for patients and staff.*

## FURTHER GUIDANCE

### DESCRIPTION OF PROJECTS INCLUDED AS HOSPITALS

The schemes named in the announcement are not all identical and vary across a number of factors. However, they do all satisfy the criteria we set of what a new hospital is and so must always be referred to as a new hospital.

#### Definitions of a new hospital

- A whole new hospital site on a new site or current NHS land, either a single service or consolidation of services on a new site;
- A major new clinical building on an existing site or a new wing of an existing hospital, provided it contains a whole clinical service, such as maternity or children's services; or
- A major refurbishment and alteration of all but building frame or main structure, delivering a significant extension to useful life which includes major or visible changes to the external structure

#### Describing the Government commitment on new hospitals

- **Existing 8:** Schemes that were confirmed funding under previous governments ('existing 8' schemes) should not be referred to as part of the Government's 40 new hospitals manifesto commitment.
- When describing the wider government programme, they should be described as *'part of the Government's commitment to build 48 hospitals by 2030, the biggest hospital building programme in a generation'*.
- **40 new:** Schemes that will form part of the 40 new hospitals manifesto commitment (32 already announced + next 8) should refer to themselves as part of the 40 new hospitals commitment.
- When describing the wider government programme, they should be described as *'part of the Government's commitment to build 40 new hospitals by 2030. Together with eight existing schemes, this will mean 48 hospitals built over the next decade, the biggest hospital building programme in a generation'*.

## PHASING OF SCHEMES

### Background information on phasing

- The Government has committed to build 40 new hospitals by 2030 – and the plans for our new hospital building programme remain on track.
- Some schemes are more developed than others, and we will continue to work with those schemes that are most developed to drive forward delivery as quickly as possible and maximise the support we can offer Trusts.
- The phasing of schemes across the decade is based on a current assessment of readiness to progress and the extent to which schemes can realise benefits of the programmatic approach. This assessment is subject to ongoing review.
- At this stage, the Government has not confirmed publicly the current list of schemes in each cohort or associated timescales.
- **From now, Trusts can refer in their public facing materials to their cohort, and associated timescales using the narrative below.** This should include a caveat that the cohort and timescales are based on current assessments and that specific timescales may change as plans progress.
- The NHP plans to publish this information in the public domain in due course. This will involve publishing a narrative about the phases of the programme on the Our NHS Buildings website and updating individual Trust profiles to reference their cohort and indicative timescales. We will give Trusts advanced notice of this being published and provide reactive Q&A to accompany the narrative below.

### Overarching public facing narrative on phasing

- The Government has committed to build 40 new hospitals by 2030 – and the plans for our new hospital building programme remain on track.
- The Department of Health and Social Care and NHS England and NHS Improvement joint central programme team are working closely with all NHS Trusts within the programme to plan how and when new hospitals will be built across the decade to make sure we meet our target with this delivery programme.
- This includes grouping the portfolio of schemes into phases, with activity sequenced across the decade. This reflects the maturity of schemes, the extent to which similarly developed trusts can work together to maximise benefits for other schemes, as well as available resources and market capacity.
- By taking a whole programme approach to building the new hospitals, it will mean the experience gained from working with the currently more developed schemes can be consolidated into the programme for the benefit of less developed schemes. For example, in the implementation of standardisation, digital technology, sustainability and modern methods of construction.
- This approach will maximise the benefits and efficiencies of the programmatic approach, ensuring the delivery of state-of-the-art healthcare facilities for local staff and patients within all new hospitals by 2030, while also representing value for money for the taxpayer.

- The phasing of schemes across the decade is based on a current assessment of readiness to progress and the extent to which schemes can realise benefits of the programmatic approach. This assessment is subject to ongoing review, and timescales for individual schemes may change as the programme progresses.

## How to describe the different phases

### Phase 1 – In-flight

- Schemes that are in construction or shortly to start construction and are currently anticipated to complete construction between 2021 and 2025.
- Schemes within phase 1 will be delivered largely in business-as-usual fashion.
- Learning from these schemes will be applied to future builds within the programme.

### Phase 2 – Agile

- Phase 2 Agile schemes are smaller projects that are flexible in delivery and have the potential to complete construction earlier in the decade. These schemes are currently anticipated to start construction between 2022-24 and complete in the period 2024-26.
- While not adopting a fully standardised approach, the agile schemes will utilise early guidance on standardisation and will provide key learning to be taken into future phases.

### Phase 3 – Pathfinders

- The pathfinder schemes are larger and more complex schemes whose plans are relatively advanced.
- The pathfinder schemes will provide support to each other and will incorporate elements of standardisation, and use of an alliance commercial framework, to deliver better and more efficient design and delivery. They will be key in developing wider guidance that can be applied to future schemes.
- The schemes are currently anticipated to start construction between 2023-24 and complete in the period 2026-28.

### Phase 4 – Full Adopters

- Full adopter schemes will be delivered in the latter half of the decade and will realise the full benefits of the programmatic approach.
- This means incorporating standardisation and learning from previous schemes, as well as the alliance commercial framework, to deliver efficiencies and reduce construction timescales.

## Phase 5 – Next 8

- Next eight schemes, to be identified under the current open process and delivered in the latter half of the decade.
- Expressions of interest are invited from all NHS trusts in England who would like their plans to be considered.
- It will be followed by a more detailed process for long-listed schemes later in the year. We aim to make a final decision in spring 2022.
- These schemes will realise the full benefits of the programmatic approach. This means incorporating standardisation and learning from previous schemes, as well as the alliance commercial framework, to deliver efficiencies and reduce construction timescales.

(Approved August 2021)

## USEFUL LINKS

[PM confirms £3.7 billion for 40 hospitals in biggest hospital building programme in a generation - GOV.UK \(www.gov.uk\)](#)

[Eight new hospitals to be built in England - GOV.UK \(www.gov.uk\)](#)

[www.gov.uk/ournhsbuildings](http://www.gov.uk/ournhsbuildings)