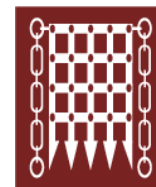


**Westminster Health Forum policy conference:  
Next steps for NHS estates and the New Hospital Programme in England**

*Timing: Morning, Wednesday, 4<sup>th</sup> June 2025*

**\*\*\*Taking place online\*\*\***



**WESTMINSTER  
HEALTH FORUM**

*Draft agenda subject to change*

- 8.30 Registration
- 9.00 **Chair's opening remarks**  
Senior Parliamentary
- 9.05 **Assessing the current outlook for the NHS estate**  
**Roy Lilley**, Independent Health Policy Analyst  
Questions and comments from the floor
- 9.30 **Addressing challenges of maintaining an ageing estate, and future infrastructure strategy priorities**  
**Steve McManus**, CEO, Royal Berkshire NHS Foundation Trust
- 9.45 **The New Hospital Programme - streamlining delivery, accelerating construction, and integrating sustainability**  
*three-wave plan implementation / aligning with key shifts in the forthcoming 10-Year Health Plan / integrating sustainability into modernisation / standardisation and the Hospital 2.0 template / immediate and long-term funding / strategic estate planning / energy efficiency / meeting net zero goals*  
Senior representative, construction  
Senior representative, investment  
Senior representative, sustainability  
Senior representative, NHS trust  
Senior representative, local government
- 10.10 Questions and comments from the floor
- 10.40 **Chair's closing remarks**  
Senior Parliamentary
- 10.45 Break
- 10.55 **Chair's opening remarks**  
Senior Parliamentary
- 11.00 **Assessing and tackling the maintenance backlog - priorities for keeping patients and staff safe**  
**Dr Latifa Patel**, Chair, Representative Body, and Equality Lead, British Medical Association  
Questions and comments from the floor
- 11.25 **Next steps for delivering innovative community health spaces**  
**Jonathan Murphy**, CEO, Assura; and Chair, Healthcare Committee, British Property Federation
- 11.35 **The role of health infrastructure and the NHS estate in supporting the shift of care from hospital to community and responding to patient need**  
*bringing healthcare closer to communities / next steps for Health on the High Street initiatives and a neighbourhood model of care / use of virtual wards and integrating digital infrastructure / collecting accurate data on estate utilisation / identifying and repurposing empty and underused spaces / next steps for modernising and expanding the primary care estate / allocating funding across general practice, wider primary care and community care*  
Senior representative, ICS  
Senior representative, digital  
Senior representative, patient group  
Senior representative, primary care  
Senior representative, local authority
- 12.05 Questions and comments from the floor
- 12.30 **Priorities for NHS estates and the New Hospital Programme going forward**  
Senior representative, policy  
Questions and comments from the floor
- 12.55 **Chair's and Westminster Health Forum closing remarks**  
Senior Parliamentary  
**Jessica Lear**, Westminster Health Forum