

Health Infrastructure Officials – Updated Implementation Plan

Due to MO:	5 August 2025	Reference	HNZ00093932
To:	Hon Simeon Brown, Minister of Health		
From:	Jeremy Holman, Chief Infrastructure and Investment Officer		
Copy to:	n/a		
Security level:	In Confidence	Priority	Routine
Consulted:	Ministry of Health, Treasury		
Proactive Release:	This title is proposed by Health NZ for proactive release		

Action sought	Action required by
Agree to the Health Infrastructure Plan Implementation Plan	8 August 2025

Contact for further discussion (if required)			
Name	Position	Phone	1st contact
Aaron Matthews	Head of Infrastructure Planning and Investment		x
Jeremy Holman	Chief Infrastructure Investment Officer		

Attachments
Appendix 1: Updated Health Infrastructure Plan Implementation Plan

Purpose

1. This briefing provides an overview of changes made to the Health Infrastructure Plan (HIP) Implementation Plan following the officials meeting on 17 July 2025 and seeks your approval of the Implementation Plan.

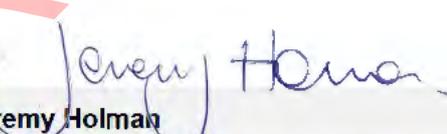
Recommendations

Health New Zealand | Te Whatu Ora recommends that you:

- | | |
|---|--------|
| a) Note the changes to the Health Infrastructure Plan Implementation Plan, provided at Appendix 1. | Noted |
| b) Note that a separate briefing to Joint Ministers has been prepared on the capital to operating swap for funding activities outlined in the Implementation Plan [HNZ00094048 refers]. | Noted |
| c) Agree to the Health Infrastructure Plan Implementation Plan | Yes/No |

Hon Simeon Brown, Minister of Health

Date:


Jeremy Holman
Chief Infrastructure Investment Officer

Health New Zealand | Te Whatu Ora

Date: 05 August 2025

Discussion

2. At an Officials meeting on 17 July 2025, you provided direction on changes required to the HIP Implementation Plan. These changes have been actioned as follows:
 - a) Budget 2025 initiatives have been incorporated into the Implementation Plan, including milestones and resourcing. Changes include:
 - i. The existing resources from within Health NZ that have been assigned to the initiatives to progress their delivery (page 17);
 - ii. The proposed performance monitoring approach for these projects (page 28); and
 - iii. The detailed milestones that will be used for performance monitoring of these projects, incorporated into monthly reporting.
 - b) Additional details on Health NZ's planned approach for engaging Crown Infrastructure Delivery are outlined on page 21.
3. Due to the time elapsed since the submission of the Implementation Plan, some investment timeframes in **Appendix 1** have been updated. These are highlighted and have been kept to a minimum.

Financial implications

4. The financial implications of the updated Implementation Plan remain unchanged from the earlier version. The resources required to support delivery of the proposed investments in the HIP will be funded from a mix of capitalisation of costs and a capital to operating swap.
5. A separate briefing to Joint Ministers has been prepared on the capital to operating swap for funding activities outlined in the HIP Implementation Plan [HNZ00094048 refers].

Consultation

6. The Treasury and Ministry of Health were consulted on the Implementation Plan. No comment has been provided for inclusion the briefing.

Next steps

7. Subject to your approval, Health NZ will undertake the work outlined in the HIP Implementation Plan.
8. The HIP Implementation Plan is scheduled to go to the Infrastructure and Investment Ministerial Group (IIMG) meeting on 20 August 2025. Materials for this meeting will be submitted to Treasury by 8 August 2025.
9. Health NZ will provide you with ongoing updates as appropriate on the HIP and will prepare a draft report on the HIP to the Capital Expenditure and Regulatory Review Cabinet committee for your consultation in November 2025.