

## Serco

<b>Due to MO:</b>	12 August 2025	<b>Reference</b>	HNZ00094704
<b>To:</b>	Hon Simeon Brown, Minister of Health		
<b>From:</b>	Jeremy Holman, Chief Infrastructure and Investment Officer		
<b>Copy to:</b>	n/a		
<b>Security level:</b>	In Confidence	<b>Priority</b>	Routine
<b>Consulted:</b>	n/a		
<b>Proactive Release:</b>	This title is proposed by Health NZ for proactive release		

### Contact for further discussion

Name	Position	Phone	1st contact
Aaron Matthews	Head of Infrastructure Planning and Investment		x
Jeremy Holman	Chief Infrastructure and Investment Officer		

### Attachments

Appendix 1: Biographies of attendees

## About the meeting

<b>Purpose</b>	<p>You are meeting with senior representatives of Serco Asia Pacific and Lillis Clark to discuss Serco's interest in contributing to the delivery of long-term operational partnerships in New Zealand's health system.</p> <p>The meeting is intended to explore opportunities for potential future involvement, including public-private partnerships (PPPs), and to clarify the scope of Serco's international health services experience.</p>
<b>Date</b>	Thursday, 14 August 2025
<b>Time</b>	12.00pm – 12.20pm
<b>Venue</b>	Beehive, Wellington
<b>Attendees</b>	<p>Andrew Head, Chief Executive Officer, Serco Asia Pacific</p> <p>Jaymes Boland-Rudder, Director of Growth and Corporate Affairs, Serco Asia Pacific</p> <p>Kenny Clark, Director, Lillis Clark</p> <p>[See Appendix 1 for biographies of attendees]</p>
<b>Health New Zealand   Te Whatu Ora officials</b>	Aaron Matthews, Head of Infrastructure Planning and Investment (online)
<b>Media</b>	No media are expected

## Background

1. This briefing supports your meeting with senior representatives of Serco Asia Pacific and Lillis Clark.
2. Serco delivers essential healthcare services around the world, including clinical workforce solutions, service design, and facilities management. The company has an established presence in health systems across Australia, the United Kingdom, and the Middle East.

3. Serco provides a range of health-related services internationally, including:
  - a) On-base healthcare for the Australian Defence Force
  - b) Telehealth delivery under Australia's HealthDirect service
  - c) Healthcare services in prison settings
  - d) Integrated facilities management at large hospitals, including Fiona Stanley Hospital in Perth
  - e) Deployment of non-clinical staff to emergency field hospitals (e.g. during COVID-19).
4. As far as we are aware, Serco is not involved in hospital construction or physical health infrastructure delivery. Its capabilities include:
  - a) Operational workforce solutions (e.g. over 2,000 clinical staff in the Asia-Pacific)
  - b) Design and management of non-clinical services
  - c) Facilities management (soft and hard services)
  - d) Support for patient flows and hospital logistics.
5. In New Zealand, Serco operates the Auckland South Corrections Facility under contract to the Department of Corrections. This arrangement has attracted public and political scrutiny, particularly in relation to the broader policy debate around private prison management and Serco's previous involvement at Mount Eden Corrections Facility.
6. Serco has participated in public-private partnerships across sectors in the United Kingdom, Australia, and New Zealand. In healthcare, its role has generally been as an operational partner, rather than an infrastructure developer or capital investor. This has typically involved the delivery of outsourced service functions under long-term, performance-based contracts. We are not aware of any existing or previous relationship between Serco and Health NZ.
7. Lillis Clark is a strategic communications and public affairs consultancy based in Wellington.

## Discussion

### Implementing the Health Infrastructure Plan

8. The Health Infrastructure Plan (HIP) sets out a nationally coordinated pipeline of health capital investment. The focus over the next 12–18 months is progressing priority projects through planning and business case development, ahead of Budget 2026 decisions. Cabinet consideration of business cases and funding decisions is expected ahead of Budget 2026.
9. These include major proposals such as the redevelopment of Te Whetu Tawera (mental health facility) at Auckland City Hospital, the Greenlane Clinical Centre renewal, a new LINAC and infusion facility at Manukau Health Park, and significant new inpatient and cancer facilities in Waikato, Wellington, Nelson, and Dunedin.
10. Health NZ is shifting toward more standardised national delivery. This includes bundled procurement, a move away from one-off contracting, and the establishment of a National Delivery Partner Panel. These changes are designed to enable more consistent project

### **Insights from International Health PPPs**

11. Ask Serco representatives to share lessons from their international experience with PPPs in health settings. It would be useful to understand what has helped drive value for money and improved patient outcomes, and what models or risk-sharing arrangements have been less effective.
12. Confirm that we are open to exploring PPPs in the health system, where they add value and align with public priorities. While Serco is not an infrastructure developer or capital investor, its operational experience could be valuable during delivery and commissioning, especially in areas such as logistics, facilities, and non-clinical services.

### **Optimising PPP Procurement Models**

13. Invite views on how we can structure PPPs to better support patient outcomes and public value. Serco may be able to share lessons from the UK and Australia on what has worked well and where challenges have emerged.
14. Key considerations for any future PPP procurement models will likely include:
  - a) Clear risk allocation between Crown and partner
  - b) Integration of operational services with clinical and infrastructure planning
  - c) Long-term performance management frameworks focused on patient outcomes.
15. Serco representatives may wish to comment on how these elements have been addressed in other jurisdictions, particularly where private partners have supported operational readiness or non-clinical service delivery.
16. Emphasise our interest in working with partners that uphold public sector values, support system-wide goals, and deliver measurable results in operational roles.

### **Clinical Services in Non-Traditional Environments**

17. You may wish to explore Serco's experience delivering healthcare in non-traditional environments such as prisons. While health services in prisons are primarily the responsibility of the Department of Corrections and the Minister of Corrections, there could be opportunities to improve alignment between custodial health services and the wider health system.
18. Ask how service design and accountability frameworks could be shaped for success in these settings. This may include navigating public confidence and integration with regional health services.

### **Auxiliary Services and Telehealth**

19. Telehealth and other auxiliary service platforms are an increasingly important part of health service delivery. Health NZ supports the National Telehealth Service (NTS), which provides free, 24/7 digital health support across multiple channels. It also funds Healthline, and has regional policies and clinical standards in place to guide telehealth integration into local care models.
20. Explore how Serco's experience delivering services such as HealthDirect in Australia could help us expand and strengthen auxiliary services, including Telehealth. Discuss

opportunities to build scale, resilience, and integration into regional care pathways.

### **Private Sector Roles in Non-Clinical Services**

21. Note that we are aware that private sector providers can support non-clinical functions such as facilities maintenance, catering, cleaning, and hospital security. Ask how Serco manages quality and accountability in these areas under long-term performance-based contracts, and how they would see this working in the New Zealand health sector.

Proactively Released

## Appendix 1: Biographies of attendees

	<p><b>Andrew Head, Chief Executive Officer, Serco Asia Pacific</b></p> <p>Andrew Head was appointed Chief Executive Officer of Serco Asia Pacific in 2023. In this role, he is responsible for Serco's operations across the health, justice, defence, transport, and citizen services sectors in Australia, New Zealand, and the wider Asia Pacific region. He is also a member of Serco Group's global Executive Committee.</p> <p>Prior to joining Serco, Andrew Head held several senior executive roles at Transurban Group, an Australian transport infrastructure company. This included five years as Chief Executive Officer of WestConnex, one of Australia's largest PPP road projects. He was also a member of Transurban's Executive Committee.</p> <p>Earlier in his career, Andrew Head held policy and advisory roles in both the public and private sectors. He has experience working with infrastructure stakeholders across government, commercial, and regulated environments.</p> <p>Andrew Head holds a Bachelor's degree in Political Science and Communication and has completed executive education programmes, including INSEAD's Advanced Management Program and Stanford University Graduate School of Business Executive Education.</p>
	<p><b>Jaymes Boland-Rudder, Director, Growth &amp; Corporate Affairs, Serco Asia Pacific</b></p> <p>Jaymes Boland-Rudder is currently Director of Growth &amp; Corporate Affairs at Serco Asia Pacific.</p> <p>He has significant experience at senior levels of government in New South Wales, including serving as Deputy Chief of Staff to the Premier and Chief of Staff to the Minister for Roads and Ports.</p> <p>In these roles Jaymes contributed to major infrastructure projects including WestConnex, Port Botany, and Port Kembla.</p>
	<p><b>Kenny Clark, Director, Lillis Clark</b></p> <p>Kenny Clark is a founding director of Lillis Clark, a Wellington-based strategic communications and public affairs consultancy.</p> <p>Before establishing Lillis Clark, Kenny held senior roles working alongside Ministers responsible for portfolios including finance, transport, ICT, health, and tertiary education.</p> <p>He now provides government relations advice to clients across the energy, infrastructure, aerospace, financial services, and primary industries.</p>