

Small-scale Infrastructure Projects

Due to MO:	16 September 2025	Reference	HNZ00097936
To:	Hon Simeon Brown, Minister of Health		
From:	Bevan McKenzie, Chief Financial Officer Jeremy Holman, Chief Infrastructure & Investment Officer		
Copy to:	n/a		
Security level:	In Confidence	Priority	Routine
Consulted:	n/a		
Proactive Release:	This title is proposed by Health NZ for proactive release		

Contact for phone discussion (if required)			
Name	Position	Telephone	1st contact
Aaron Matthews	Head of Infrastructure Planning & Investment		x
Chris Cardwell	Northern Regional Head of Infrastructure		

Attachments	
Appendix 1:	Runsheet
Appendix 2:	
Appendix 3:	
Appendix 4:	
Appendix 5:	List of small-scale infrastructure projects

Appendices 2, 3 and 4 have been withheld in full.

About the event

Purpose	To announce funding for the National Remediation Programme and Small-scale infrastructure projects and remediation as part of Budget 2025.
Date	Sunday, 21 September 2025
Time	1.00pm - 2pm TBC
Venue	Manukau Health Park
Expected attendees	Media representatives
Health New Zealand Te Whatu Ora representatives	<ul style="list-style-type: none">• Mike Shepherd – GDO Te Toka Tumai Auckland and Acting Co-ERD, HNZ Northern Region• Chris Cardwell - Northern Regional Head of Infrastructure• Dana Ralph-Smith - Director of Ambulatory and Specialist Community Health Services, Senior Responsible Owner Grow Manukau and MESH Recladding Programmes• Patrick Long – Interim District Lead IIG
Media	Media will be invited by the office.

Background

1. This event briefing provides you with information to support your Budget 2025 announcement of funding for the National Remediation Programme and Small-scale Infrastructure Projects. The event will be held onsite at Manukau Health Park which is a major recipient of funding for one of the infrastructure projects.
2. Manukau Health Park is undergoing a \$317 million redevelopment as part of the Grow Manukau Programme. It is crucial that South Aucklanders can access the care they need from health services and high-quality facilities that support better health and wellbeing.
3. The redevelopment includes the addition of three new buildings attached to existing Manukau Super Clinic (MSC) and Manukau Elective Surgical Hospital (MESH) buildings and internal clinics refurbishments:
 - East Building: Ophthalmology and Women’s Health (completed Q1 2025);
 - West Building: Four additional theatres and supporting CSSD (central sterile supply department) (completion end of 2025);
 - North Building: Radiology, Ambulatory Renal and Breast Care Service expansion (practical completion Q1 2026);
 - Refurbishments in orthopaedics, phlebotomy (now live), cardiology (now live), orthopaedics general surgery, preassessment women’s health ophthalmology and urology to expand clinic capacity (completion Q1 2026).

4. You last visited Manukau Health Park in April 2025 when you announced the Health Infrastructure Plan.

Cancer Services at the Manukau Health Park (MHP)

5. Manukau Health Park provides oncology infusions (Breast Cancer only). In 2024 it provided 1,900 infusions. Two days a week, it also provides non-oncology infusions (intravenous therapy for a range of conditions that are not cancer).
6. Counties Manukau medical infusions are temporarily located in an inpatient ward in the Surgical Centre at the Manukau Health Park (MHP). There is a total of: eight Infusion Chairs; three additional chairs that are unused /require staffing; four associated Consult Rooms. The inpatient ward is required to support the increased planned care theatre capacity coming online in 2026 as part of the completed Grow Manukau project to increase planned care capacity.
7. Space is available in the new North Building and concept design has been completed. This space would enable the infusion service to move out of the inpatient ward and increase the number of infusion chairs and consult rooms – 15 infusion chairs, five consult rooms (an increase of seven chairs and two consult rooms), and required clinical support spaces for medical oncology. This enables a permanent location primarily for oncology infusions and will support the expected repatriation of further cancer tumour streams such as Respiratory and Bowel for people domiciled in the Counties Manukau area.
8. There will be some volume of non-oncology infusions in the first year of opening, however these services will be expanded in nearby Botany and Pukekohe.
9. The project has now been established with the Project, Design and Investment Team on board to expedite this vital clinical area with practical completion expected by late 2026, operational April 2027.
10. Funding for this new medical infusion space at MHP has been provisioned as part of the Small-scale Infrastructure projects and is additional to the budget for Manukau Health Park redevelopment.

Discussion

11. On Sunday, 21 September you will meet with the Acting ERD and Group Director Operations for Auckland, the Regional Head of Infrastructure, Northern and key infrastructure leads in order to announce Budget 25 funding for a National Remediation Programme and a number of small-scale infrastructure projects, including what it will mean for Manukau Health Park specifically.
12. As part of Budget 2025, Government approved \$100 million contingency to address either, asset failure and asset remediation, or small-scale projects to improve clinical services delivery and support the achievement of health targets.

Small-scale Infrastructure projects

13. Health NZ's facilities and buildings need to support contemporary clinical service delivery. In order to support contemporary care, some facilities require refurbishment to

change layout to improve patient flow and improve the condition of assets, which this investment will support.

14. There are 21 small-scale investment projects that have been identified across the country as low-risk and can be completed quickly. All will be subject to internal Health NZ approval and sign off with the focus on a streamlined process to support rapid delivery.
15. These projects include the refurbishment or modification of health facilities, enhancing clinical spaces and / or adding capacity, all of which support the achievement of health targets.
16. These projects are expected to be delivered to multiple Health NZ sites over two years.

National Remediation Programme

17. The National Remediation Programme is a package of investments that address issues as they are identified as part of the National Asset Management Strategy. The initiative provides money that is ringfenced for infrastructure works, rather than waiting for annual budgeting process to occur.
18. The programme will manage risks of disruption to clinical services through the failure of assets or loss of infrastructure services, such as water and power. This will run across multiple Health NZ sites as a national programme.
19. It includes nine programmes of work to improve the resilience and safety of our health services: passive fire protection upgrades, electrical system upgrades, water and medical gases infrastructure, HVAC systems, and weather tightness.
20. One programme of work is focused on the provision of emergency capacity post-event, such as extra fuel storage, power and fresh water.

Appendix 1: draft Runsheet

Please note that logistics will be finalised soon.

Time	Details	Minister's Office notes
1pm	Minister arrives at Manukau Health Park. Car parking will be available [<i>details to come</i>]	
1.00pm	Minister of Health will be met by Health NZ's GDO Te Toka Tumai Auckland and Acting ERD Mike Shepherd and IIG's Regional Lead for Northern, Chris Cardwell.	
1.05pm – 1.15pm	Minister dons safety gear and is taken on a brief walk around the North building construction site. This will finish near the Medical Oncology space.[TBC]	
1.05pm	Media will arrive and be met by Health NZ media representative and escorted to space for media standup.	
1.15pm	Pre-announcement discussion	
1.20pm	Media standup: Announce funding	
1.25pm	Opportunity for questions from media	
1.35pm	Minister departs	

Appendix 5: List of small infrastructure projects

Project:	Additional information:	Contribution to Health targets:
Greenlane Clinical Centre – Cancer Service	Development of empty clinic space for cancer care delivery. Currently patients have to go to Akl Hospital. Better patient access.	<ul style="list-style-type: none"> Faster cancer treatment (small impact)
Burwood Hospital – Design of Radiation Oncology Unit	Early Release of Full Design Package up to Construction Tender Stage for this satellite oncology unit.	<ul style="list-style-type: none"> Faster cancer treatment
Hawke's Bay – Intensive Care Unit	Upgrading two rooms to be operational and meet requirements	<ul style="list-style-type: none"> Shorter Wait Times for Elective Treatment Shorter stay in ED
Hutt Valley – Transit Lounge		<ul style="list-style-type: none"> Shorter stay in ED
Palmerston North – Additional Clinical spaces	Upgrades to clinical spaces and permanent location of a discharge (transit) lounge.	<ul style="list-style-type: none"> Shorter Wait Times for Elective Treatment Shorter stay in ED
Whangarei – Integrated Operations Centre reconfiguration	Co-location of Integrated Ops team and Hospital support Services, improve patient flow, more efficient service for patients.	<ul style="list-style-type: none"> Shorter Wait Times for Elective Treatment Shorter stay in ED
Whanganui – ED Clinical Rooms	Additional clinic rooms for fast-track services.	<ul style="list-style-type: none"> Shorter stay in ED
Ashburton – Maternity Services upgrade	Refurbishment to reflect changing models of care	
Manukau Health Park – Oncology / non-oncology infusions	Fit-out of shell space in new North building for Infusion unit to move into. Expanded capacity and services for oncology infusions.	<ul style="list-style-type: none"> Faster Cancer Treatment Shorter Wait Times to First Specialist Appointments

		<ul style="list-style-type: none"> • Shorter Wait Times for Elective Treatment
Hawke's Bay – Oncology upgrades	Minor upgrades to flow and capacity for oncology. (Villa 6)	<ul style="list-style-type: none"> • Faster cancer treatment (small impact)
Hutt Valley – ED reception reconfiguration	This reconfiguration will support rapid triage and a new treat-and-discharge model of care	<ul style="list-style-type: none"> • Shorter stays in ED
Whangarei – Boiler replacement – Laundry & CSU	Beyond end of life, boiler failure would impact on sterile supplies and surgical targets by disruption to service delivery. Replacement of gas fired boiler with electrical heat pump solution.	<ul style="list-style-type: none"> • Shorter Wait Times for Elective Treatment
Whanganui – Discharge Lounge	Relocate and expand to improve flow.	<ul style="list-style-type: none"> • Shorter wait times for elective treatments • Shorter Stays in ED
Auckland – Cath Labs uninterrupted power supply	UPS required on each of 4 machines in the cardiac investigations unit (CIU) to mitigate risk of patient harm/death should power surge or power failure occur mid-procedure.	<ul style="list-style-type: none"> • Critical risk to patient safety
Greenlane Clinic – additional car parking	Outpatient delivery is severely impacted by lack of car parks. Grass area to be sealed – extra 250+ car parks.	<ul style="list-style-type: none"> • Shorter Wait Times for Elective Treatment • Faster Cancer Treatment
Hawke's Bay – Lab refurbishment	Reconfiguration will improve workflow and diagnostic turnaround times, faster decisions for ED	<ul style="list-style-type: none"> • Shorter stays in ED
Palmerston North – space for Mental Health 109 cases	Create a secure room for mental health patients in ED without Police support.	<ul style="list-style-type: none"> • Mental Health ED target – shorter mental health stays
Queenstown – Lakes – ED expansion	Improve patient flow with a dedicated ED entrance, modest triage expansion,	<ul style="list-style-type: none"> • Shorter stays in ED

	Improvements to patient care and efficiency	
Whangārei – Outpatient upgrades	Minor changes to outpatient rooms to enable them to be used for minor procedures. Frees up capacity in the hospital's 8 large theatres. This will enable services to reduce waiting times for both minor procedures and theatre procedures	<ul style="list-style-type: none"> • Shorter wait times for elective treatment
Waikato – Pharmacy Cytotoxic Relocation	Due to Chemo Day stay expansion, the Pharmacy Services Cytotoxic Compounding Unit space is required by Cancer Services. Additionally, the current Cytotoxic and Aseptic compounding suite is no longer fit for purpose. This space is subject to licensing, and there are strict criteria for operational spaces.	<ul style="list-style-type: none"> • Faster cancer care (small impact)
Whanganui – Outpatients department extra clinical space	Repurposing shower area into clinical space.	<ul style="list-style-type: none"> • Shorter wait times for first specialist assessment