

# Aide-Mémoire

Health New Zealand  
Te Whatu Ora

## Health Capital Update as at 30 June 2025

<b>Due to MO:</b>	20 August 2025	<b>Reference</b>	HNZ00091332
<b>To:</b>	Hon Simeon Brown, Minister of Health		
<b>From:</b>	Jeremy Holman, Chief Infrastructure and Investment Officer		
<b>Copy to:</b>	Hon Christopher Bishop, Minister for Infrastructure Hon Matt Doocey, Minister for Mental Health		
<b>Security level:</b>	In Confidence	<b>Priority</b>	Routine
<b>Consulted</b>	Ministry of Health		
<b>Proactive Release:</b>	This title is proposed by Health NZ for proactive release		

### Contact for further discussion (if required)

Name	Position	Phone	1st contact
Jeremy Holman	Chief Infrastructure and Investment Officer		x
Zainab Abbas	Head of Office of the Chief Infrastructure and Investment Officer		

### Attachments

**Appendix 1:** Health Capital Update Monthly Dashboard as at 30 June 2025

**Appendix 2:** NAMS Quarterly Report as at end 30 June 2025

## Purpose

1. This Aide-Mémoire provides you with routine monthly reporting on the health infrastructure portfolio, including the Health Capital Update Dashboard and the National Asset Management Strategy Quarterly Reporting. Note you have already been provided annex 1, project performance summary. A new summary will be provided prior to your next Officials meeting.

## Discussion

2. Health New Zealand | Te Whatu Ora (Health NZ) is delivering approximately 1,200 physical infrastructure capital projects across New Zealand. The dashboard is attached as Appendix 1 and focuses on 66 projects that are over \$10 million in budget or funded from the Health Capital Envelope (HCE).
3. In the last 12 months, a total of 13 major and HCE funded projects with a total budget of \$278 million achieved practical completion. 44 projects with an overall value of \$1,191 million have achieved practical completion since the establishment of Health NZ.
4. Table 1 below shows the overall status of the 66 projects. More detail on the status of the projects can be found in Appendix 1; however, in summary, the project RAG status changes from May 2025 to June 2025 is as follows:
  - a) The total number of monitored projects increased from 64 to 66.
  - b) One project moved from Red to Green (Lower Hutt Acute Mental Health Unit Tranche 2 - Main Works), and three projects moved from Red to Amber (Lower Hutt Maternity Ward and Neonatal Unit Upgrade, Waimarino Health Centre Extension, and Christchurch Hospital Endoscopy Expansion).
  - c) One project moved from Green to Red (E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland).
  - d) One project moved from Amber to Green (Taranaki Linear Accelerators) as key risks and issues have been remediated.
  - e) Five new projects have recently been added to the portfolio. As these have yet to provide their first assurance report, they are categorised as unrated.
  - f) The New Dunedin Hospital Inpatient and Outpatient Buildings are no longer reporting through the Health Capital Update and are therefore also categorised as unrated. They will report to the Minister separately.

g)



Table 1 Project RAG status as at 30 June 2025

Green rated projects	Amber rated projects	Red rated projects	Unrated	Total
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<b>Number of Projects</b>	29	24	6	7	66
<b>\$ value</b>	\$1,924 m	\$2,469 m	\$860 m	\$2,184 m	\$7,437 m
<b>Net Movement</b>	+1	+3	-4	+2	+2

5. Changes to the Health Capital Update format this month include:
  - a) Inclusion of an additional section (Section 9) depicting the Project Lifecycle Pathway.
  - b) The major project slides for New Dunedin Hospital have been removed as they will be replaced by a separate report.
  - c) The graph on page 4 of Appendix One has been changed from a summary of RAG ratings per region to one showing the number and percentage of overall Red-rated projects overtime.

### Key Physical Infrastructure Project Updates

6. Your office has requested specific updates on the following projects, following your July 21 officials meeting:



### Budget 2025



## National Asset Management Strategy June Quarter Report

15. Health NZ provides quarterly reporting on the implementation of the National Asset Management Strategy (NAMS). The NAMS June Quarterly report is attached as Appendix 2.
16. The NAMS provides a forward plan, ensuring better management of public health facilities, enabling 24/7 clinical service provision; and provides a nationally consistent approach to managing health infrastructure assets. Implementation of the NAMS stretches out across three horizons delivered over six years.
17. The Horizon 1 activities, “getting the foundations right”, is complete, with the exception of one workstream: embedding of the new IIG structure. Accountability for this measure sits outside of the NAMS delivery remit. This measure will be removed from future NAMS reporting and is reported quarterly through the Te Pae Waenga. Noting that, Health NZ continues to assess the IIG structure considering recent legislative developments and evolving governance frameworks.
18. Our focus has now shifted to Horizon 2 – implementation and embedding of the foundational activities to lift our asset management maturity.

### Upcoming construction dates

19. Table 2 below provides a list of upcoming construction start or completion dates for the next three months.

Table 2 Upcoming key construction dates<sup>1</sup>

Project	Type	Description	Planned Date
Boiler Replacement, Wairau Hospital, Blenheim (30024)	Practical Completion	Replacement of boilers with an energy efficient, sustainable option.	August 2025
Renewal of Vertical Transport (Lifts) - Tranche 2, Wellington (10240)	Practical Completion & Go Live	Renewal of failing lifts in seven buildings across Wellington Regional Hospital.	August 2025

<sup>1</sup> Small incremental changes to programmes occasionally occur month on month which have no impact on the overall project scope or budget. This is because the closer the end date is the more accurate our forecasting becomes. Programme changes that do have a significant impact are reported in the Dashboard and Annex One.

Project	Type	Description	Planned Date

### Next steps

- 20. Health NZ will provide you with monthly reporting, including the Health Capital Update Dashboard based on July 2025 assurance reporting in advance of your meeting with officials on 22 September 2025.
- 21. We will work with your office to proactively release the dashboard on our website.

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## **Appendix 1: Health Capital Update Monthly Dashboard as at 30 June 2025**

*Attached as a separate document.*

## **Appendix 2: NAMS Quarterly Report as at 30 June 2025**

*Attached as a separate document.*

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# *Health Capital Update Monthly Dashboard*

as at 30 June 2025

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# Health Infrastructure Portfolio

as at 30 June 2025

Section 1: Overall Summary

Section 2: Project Health Status

Section 3: Go to Green Plan

Section 4: Financial Summary

Section 5: Strategic Alignment

Section 6: Major Programmes

Section 7: Schedule

Section 8: Performance Measures

Section 9: Project Lifecycle

Annexes

# Section 1: Overall Summary

Monitored Project Count

Total Monitored Project Fund

Projects in RED RAG Status



66



\$7,437 m



6

## Portfolio Highlights

- The Infrastructure and Investment Group (IIG) is delivering approximately 1,000 capital projects across New Zealand. This report focuses on the 66 monitored projects that are over \$10 million or are funded from the Health Capital Envelope (HCE).
- The number of projects with Red RAG status has decreased from 10 to six.
- Two new projects have been added to the portfolio;
  - Ward 10A Refurbishment, Wakari Hospital, Dunedin (10235)
  - Auckland Community Anatomical Pathology Service Facility (APS) (10273)
- The five new projects recently added to the portfolio will go unrated until they begin assurance reporting.
- One project has moved phase from Design to Delivery (Procurement – Main Contractor) – Temporary Inpatient Unit, Hawke's Bay Hospital (10266).
- At the request of the Minister, New Dunedin Hospital (NDH) projects will be reported separately. With the appointment on the Crown Manager, IIG will not be reporting on the NDH Inpatients project.

## Key Achievements

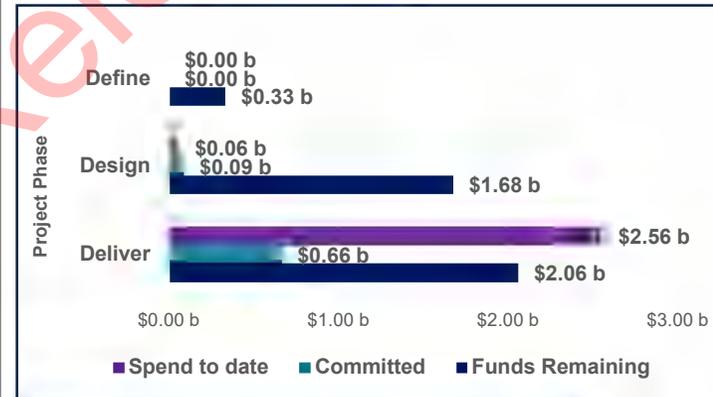
- Manaaki Hōhonu - Construction of Inpatient ward and ICU, Waitākere Hospital (10204) - Ground floor refurbishment works in the existing building commenced – June 2025
- Manukau Health Park (10209) - West Building Programme confirmed
- Northland Radiation Oncology Project (102116) - Jim Carney Cancer Centre handed over and facility is now live with all certifications.
- Te Puna Waiora Mental Health Facility and Te Puna Wai Katea (30033) - went live on 1 July with the first patients utilising the building.
- Urgent Interim Works, Dunedin Hospital (10027) – the replacement of hot water calorifiers with new tanks and plate heat exchangers was completed.
- Christchurch Hospital Compliance Works Programme (10220) – the Emergency Warning Intercommunication System upgrade was completed.
- Nelson Hospital Redevelopment (10243) - preliminary design for the ambulatory hub project was completed.



## Project Lifecycle

This graph shows the total number of in-flight projects by project phase under each region.

*NB: Projects that have reached 'Practical Completion', i.e., when the building and fit out is complete, are no longer considered active even though they might not have gone live yet.*



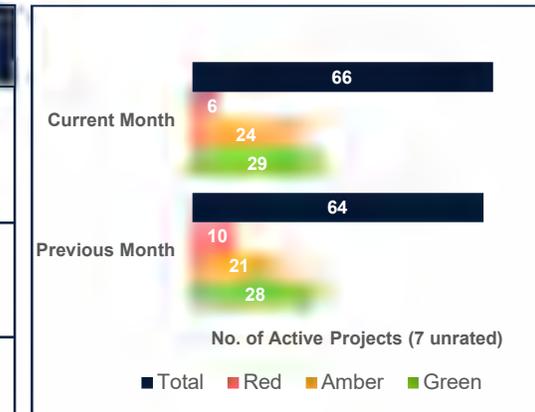
## Project Financials

This graph shows the financial details of the total active projects by project phase.

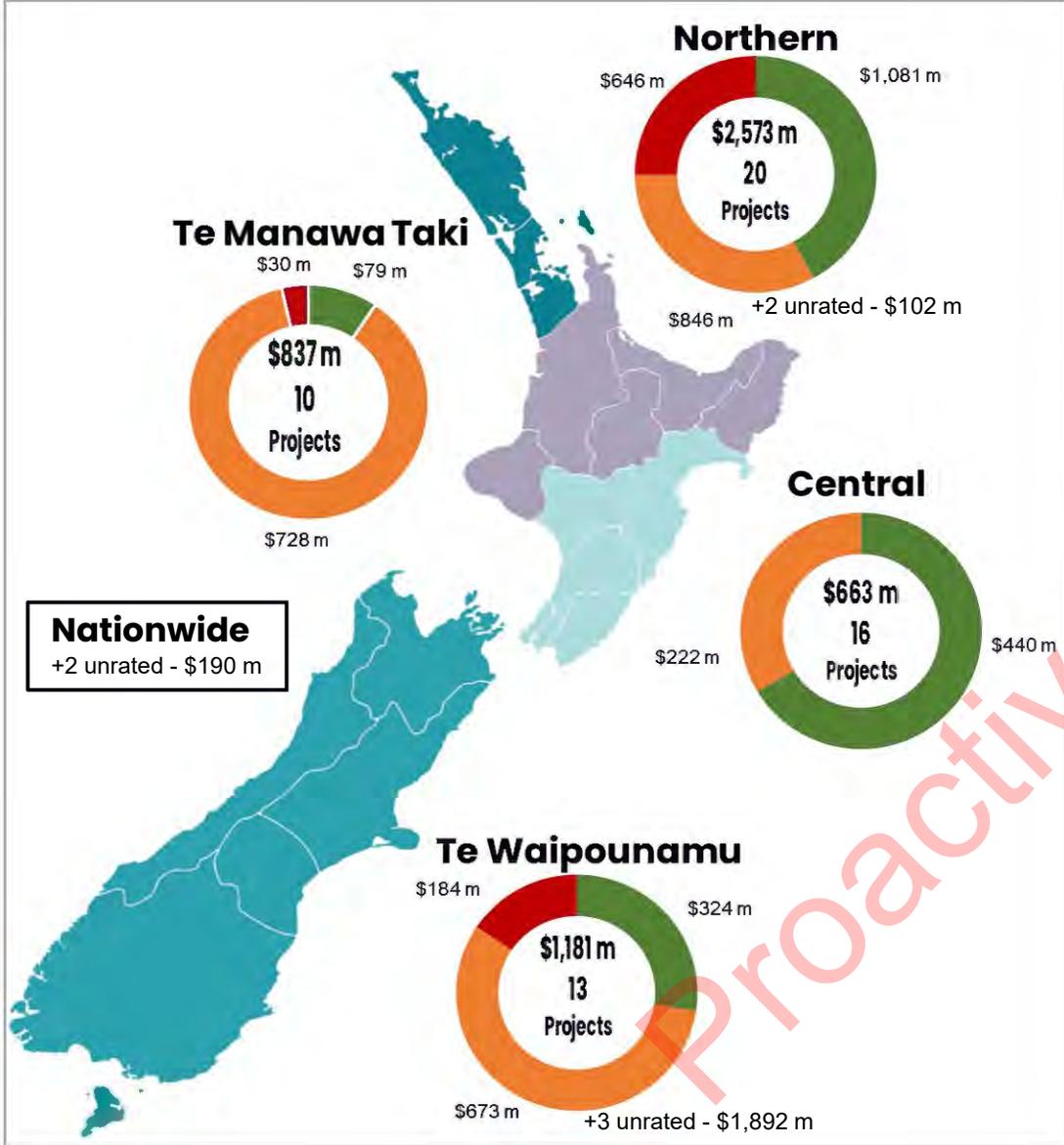
*NB: These are in-flight projects that are over \$10 million or funded from the Health Capital Envelope (HCE).*

## Project Health Status

Overall Programme Status Rating (RAG) Definition	
<b>Red (R)</b>	Ministers should be aware of one or more significant risks and issues that require decisions from the Committee, Board and potentially Ministers.
<b>Amber (A)</b>	Some risks and issues could impact the overall project. These are being actively managed by the IIG.
<b>Green (G)</b>	No significant risks and issues are impacting the overall project.



Value of in-flight projects and RAG status by region



Project Health Status Highlights

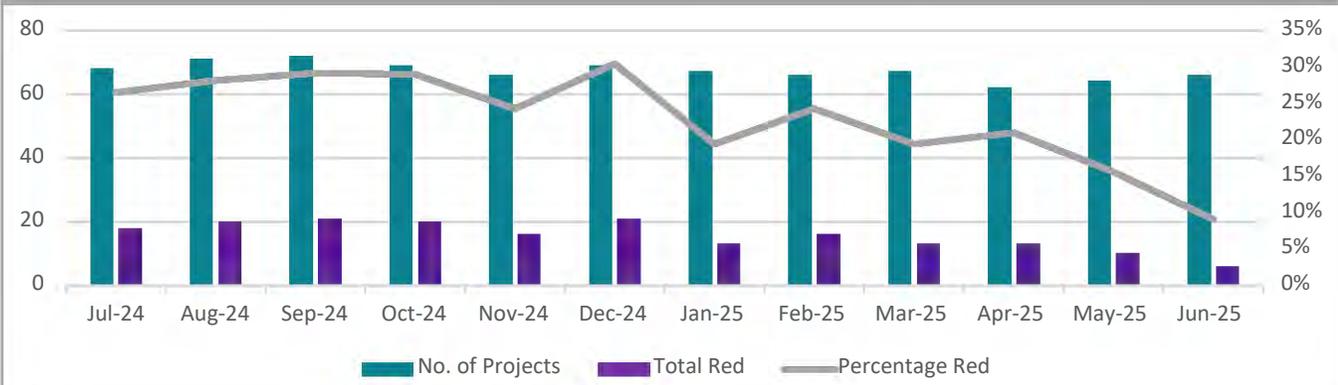
This section focuses on the overall health status of the projects and any movements compared to the previous month. Details are shown in the following slide.

Six projects have changed RAG rating. One project moved from Red to Green following completion of a functional design brief that showed the extent of works will not be as significant as first thought. One project moved from Green to Red due to a combination of unforeseen costs, design issues, and growing contractor claims. Three projects moved from Red to Amber due to revised scope, completion of a design brief, and endorsement of a capital uplift, and one project moved from Amber to Green following a funding transfer from contingency.

Project Phase	Define	Design	Deliver	Total
Number of Projects	6	17	43	66
\$ value	\$333 m	\$1,824 m	\$5,280 m	\$7,437 m
Net Movement	+1	-	+1	+2

Overall Rating	Green	Amber	Red	Unrated	Total
Number of Projects	29	24	6	7	66
\$ value	\$1,924 m	\$2,469 m	\$860 m	\$2,184 m	\$7,437 m
Net Movement	+1	+3	-4	+2	+2

Percentage of Red-Rated Projects Over Time



ID	Project Name	Previous Month	Current Month	Commentary
<b>Red to Green</b>				
300151	Lower Hutt Acute Mental Health Unit Tranche 2 - Main Works	Red	Green	The project is now in delivery and has been re-baselined accordingly, resulting in a Green rating.
<b>Red to Amber</b>				
30016	Lower Hutt Maternity Ward and Neonatal Unit Upgrade	Red	Amber	
30045	Waimarino Health Centre Extension	Red	Amber	The focus for the project is delivering within budget and alignment with the functional design brief that has recently been completed. This has identified some potential quick wins within the existing facility that will support the original scope. The extent of works will not be as significant as previously identified. The mitigation action undertaken by the project has moved this from Red to Amber.
10246	Christchurch Hospital Endoscopy Expansion	Red	Amber	The Minister endorsed a capital uplift of \$1.294 million subject to joint advice from the Ministry of Health and Treasury on an alternative pathway for budget approval and a Cabinet paper.
<b>Green to Red</b>				
10050	E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland	Green	Red	
<b>Amber to Green</b>				
102117	Taranaki Linear Accelerators	Amber	Green	



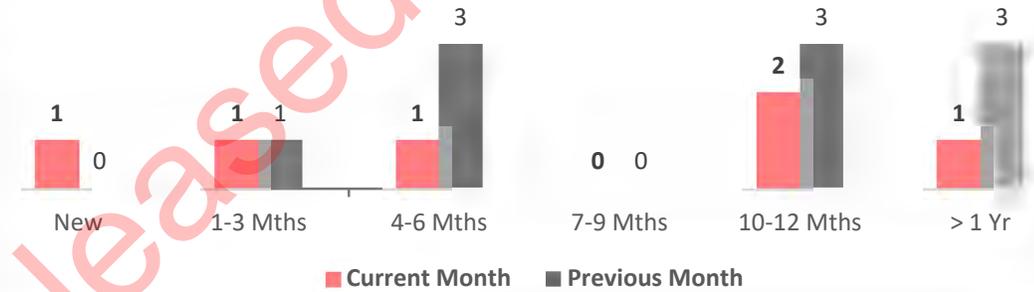
**Red Rated Projects**

The number of projects that remained in overall Red RAG status consecutively for over six months has decreased by three (from six to three).

There are now three projects that have been rated Red for over six months, which is the lowest number recorded. One of the projects removed from this category is the New Dunedin Hospital Inpatient Building which is no longer providing assurance reports. There are no projects rated Red for exactly six months, so no new projects will be added to the list below next month.

Two long-term Red-rated projects are no longer providing assurance reports for the time being and will therefore remain Red for the interim.

**Red Rated Projects by Period**



**Projects rated Red for more than six months**

ID	Project Name	Phase	Sched.	Scope	Budget	Current Action
<b>Over \$10 million</b>						
10225	New Specialised Rehabilitation Centre (SRC), Manukau Health Park	Design	Red	Amber	Red	
30032	New Child and Youth Health Community Hub, Gisborne	Design	Red	Red	Red	

## Projects rated Red for more than six months contd.

ID	Project Name	Phase	Sched.	Scope	Budget	Current Action
Over \$10 million						
10209	Grow Manukau at Manukau Health Park	Deliver	Red	Amber	Red	

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**10225 New Specialised Rehabilitation Centre (SRC)**

Relocation of the Auckland Regional Spinal Unit from Counties Manukau's Ōtara campus at Middlemore Hospital to a new purpose-built facility.

Overall	Schedule	Budget	Scope	Risk	Issues
Red	Red	Red	Amber	Amber	Amber

Consecutive overall RED ratings: **18**

**Reason for overall project health status reported RED**

**Go-to- GREEN plan for the project**

**30032 New Child and Youth Health Community Hub, Gisborne ON HOLD**

Centralised location for a one-stop shop providing services for children and youth in Gisborne

Overall	Schedule	Budget	Scope	Risk	Issues
Red	Red	Red	Red	Red	Red

Consecutive overall RED ratings: **12**

**Reason for overall project health status reported RED**

**Go-to- GREEN plan for the project**

### 10209 Grow Manukau at Manukau Health Park

Critical expansion of capacity at Manukau Health Park with supporting infrastructure, including outpatients, theatres, renal, radiology, integrated breast care and more.

Overall	Schedule	Budget	Scope	Risk	Issues
Red	Red	Red	Amber	Red	Red

Consecutive overall RED ratings: 11

#### Reason for overall project health status reported RED

[Redacted content]

#### Go-to- GREEN plan for the project

[Redacted content]

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Actual vs. Forecast Spend

The actual spend for June 2025 is \$79 million. While this is \$15 million lower than last month, it is important to note that the figure does not include the latest actual spend for New Dunedin Hospital due to the exclusion of its assurance reporting, and therefore this does not provide a like-for-like to the previous month. The rolling monthly average for the past six months of \$81 million is \$1 million less than last month, but again this is due to the removal of New Dunedin Hospital and this average will continue to decrease as a result over the following months.

The forecast spend figure for June has been reduced by removing the New Dunedin Hospital forecasts, yet this still shows a large net variance of \$20 million, which equates to 19% (17% last month). The number of projects reporting variances over \$1 million is relatively small at five only (down from six in May), but they tend to be those experiencing ongoing forecasting difficulties. See slide 12.

Forecast Spend

The monthly forecast from June 2025 for the next six months has been amended from the May forecasts, including the removal of forecasts for the New Dunedin Hospital projects. A comparison with the previous month's report is hence not practical. Following this recalibration, forecasts are shown to be lower for the next four months, before increasing again over the next two months. The July forecast is down by 18%, August by 8%, September by 4%, and October by 2%. The November and December forecasts increase by 8% and 10%, respectively.

This month's forecasts for the next six months are all above the rolling monthly average actual spend of \$81 million, ranging from a 7% increase in July to 36% in September. It is difficult to make comparisons month on month given the alterations made to forecasts resulting from the suspension of assurance reporting by New Dunedin Hospital. However, given low forecast for July indicates that next month's variance between actual spend and forecast spend is likely to be very small.



To provide greater visibility of the financial performance of the inflight portfolio, we have removed all 7 Red-rated projects (including those placed on hold), from the actual vs forecast spend. Projects removed from the analysis include New Dunedin Hospital Inpatients Building, Grow Manukau at Manukau Health Park and Tower 3 (Christchurch) – all of which have substantial budgets and are continuing to face challenges. These graphs also exclude New Dunedin Hospital Outpatient Building data since it is no longer providing assurance reports for the time being. In this scenario the average rolling monthly actual spend is \$61 million, which is \$1 million less than this month's total actual spend. The variance between the actual spend and the forecast for this month is \$14 million or 19% across 53 monitored projects (excluding five new projects that have not starting assurance reporting yet), as opposed to 19% across the full portfolio of 59 monitored projects (again, excluding new projects that are not yet providing assurance reporting). Four of the five projects with variances of over \$1 million on slide 12 are NOT excluded in this exercise.

Actual vs. Forecast Spend (excluding Red-rated projects)



Forecast Spend (excluding Red-rated projects)



**Cashflow Variance**

The cashflow variance for June after calculating both underspend and overspend was \$19.2 million, which is slightly less than last month's variance of \$19.9 million. Variances this month do not include any potential disparity from the New Dunedin Hospital projects after they were removed from assurance reporting data for the month.

There are five projects with an underspend of more than \$1 million totaling \$10.75 million, which is an improvement on last month's six projects with a combined underspend of \$15.2 million.

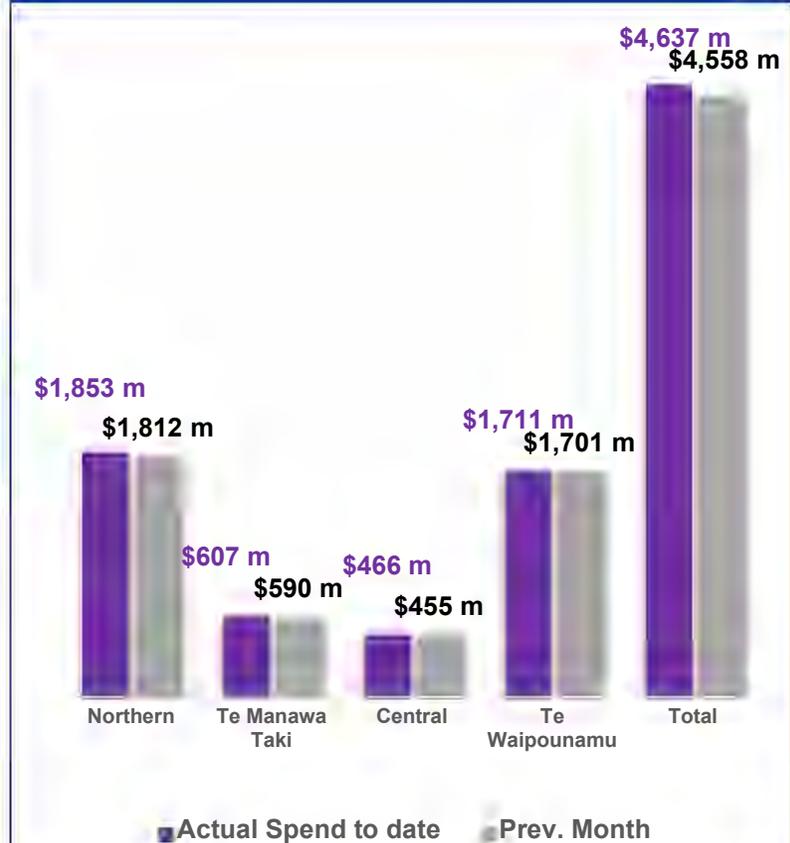


**Portfolio Financial by Region**

	Northern	Te Manawa Taki	Central	Te Waipounamu	Total
<b>Actual Spend to date*</b>	\$1,853 m	\$607 m	\$466 m	\$1,711 m	\$4,637 m
<b>Prev. Month*</b>	\$1,812 m	\$590 m	\$455 m	\$1,701 m	\$4,558 m
<b>Actual Spend this month</b>	\$41 m	\$17 m	\$11 m	\$10 m	<b>\$79 m</b>

\* Figures are rounded

**Actual Spend to date by Region**



**In-flight projects with an underspend equal to or over \$1 million that contributed to the cashflow variance for June 2025**

ID	Project Name	Location	Budget	Jun-25 Forecast (from May-25)	Jun-25 Actual	Jun-25 Variance	Percentage Variance
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**Project change requests with near-term submission dates for Ministerial approval**

District	Project Name	Change Sought	Funding Sought	Estimated Date to Ministers
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## Projects with business cases with near-term submission dates for Ministerial approval

District	Project Name	Business Case Type	Appropriated Crown Funding	Expected Total Budget Request	Indicative Date for HNZ Approval	Estimated Date to Ministers
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† This is the expected date to Cabinet

Abbreviations: SSBC Single Stage Business Case, ImBC Implementation Business Case, DBC Detailed Business Case, PBC Programme Business Case

In-flight projects that contribute towards the Health Targets

Portfolio contribution to the five health targets

The total number of projects mapped against the health targets has increased by one from 37 to 38 following the completion of one project and the addition of two new projects.

Health Targets were only established in the last three years and therefore some of the legacy projects were not aligned to these targets when they started.

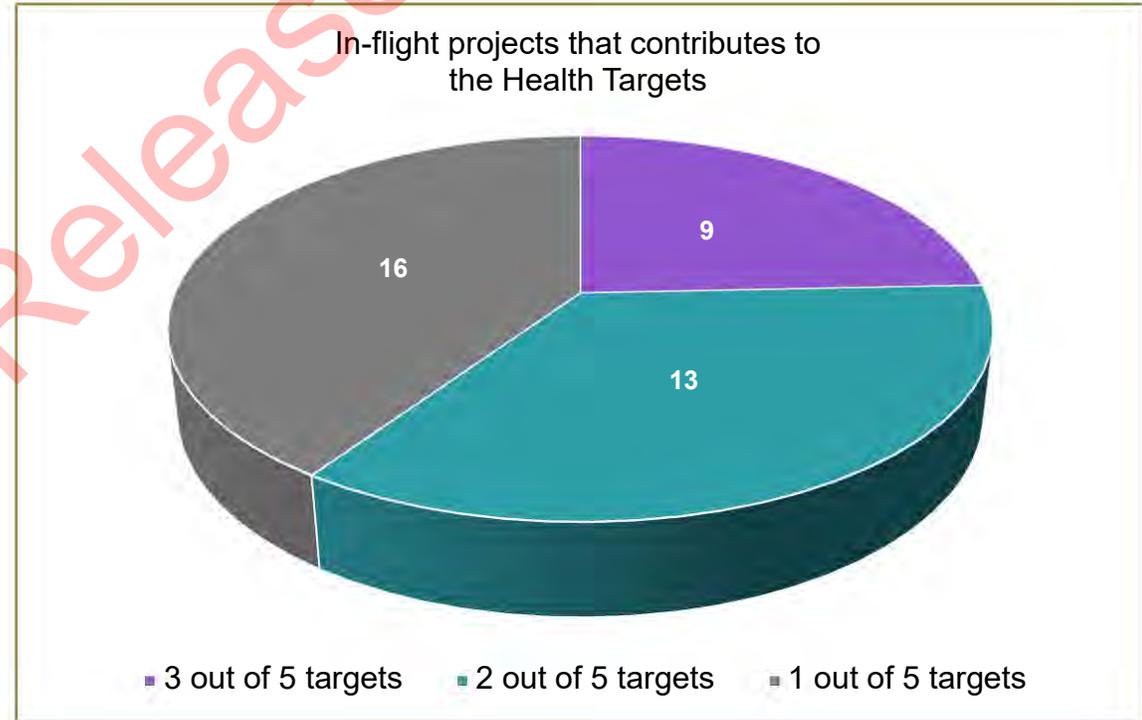
Of the 38 projects contributing to the health targets:

- 24% contribute towards three out of the five targets
- 34% towards two out of the five targets and
- 42% towards at least one target.

28 projects could not be mapped against these targets due to the nature of these projects i.e. remediation, refurbishment, seismic work.

As an enabling function, the IIG will continue to have projects of this nature that do not directly contribute to the Health Targets.

The list of the 38 in-flight projects that contribute to the Health targets is shown on the next page.



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## In-flight projects that contribute towards the Health Targets

HNZ ID	Project Name	Health Targets					Contribution to Targets	Region
		1	2	3	4	5		
10230	Project Pihī Kaha - Whangārei Hospital Redevelopment		✓	✓	✓		3/5	Northern
10045	Acute Radiology Unit Relocation, Middlemore Hospital	✓		✓	✓		3/5	Northern
10079	Taranaki Base Hospital Redevelopment - Project Maunga - Stage 2		✓	✓	✓		3/5	Te Manawa Taki
10239	Tauranga Hospital Redevelopment, Tranche 1		✓	✓	✓		3/5	Te Manawa Taki
10256	Wellington Regional Hospital ED Refurbishment (Front of Whare)		✓	✓	✓		3/5	Central
10260	Interventional Radiology Unit Upgrade - Phase 3, Wellington Regional Hospital	✓		✓	✓		3/5	Central
10243	Project Whakatūpuranga (Nelson Hospital Redevelopment)		✓	✓	✓		3/5	Te Waipounamu
10025	New Dunedin Hospital (Outpatient Building)		✓	✓	✓		3/5	Te Waipounamu
100251	New Dunedin Hospital (Inpatient Building)		✓	✓	✓		3/5	Te Waipounamu
10050	E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland			✓	✓		2/5	Northern
10209	Grow Manukau at Manukau Health Park			✓	✓		2/5	Northern
10225	New Specialised Rehabilitation Centre (SRC)			✓	✓		2/5	Northern
30002	Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment			✓	✓		2/5	Northern
102116	Radiation Oncology Project	✓			✓		2/5	Northern
10073	Adult Mental Health Facility - Tranche 1			✓	✓		2/5	Te Manawa Taki
10075	Mauri Ora - Mental Health and Addictions Inpatient Facility Replacement			✓	✓		2/5	Te Manawa Taki
30003	Te Whare Maiangiāngi Remediation and Expansion - Tauranga			✓	✓		2/5	Te Manawa Taki
10263	High Dependency Unit, Wellington Regional Hospital		✓	✓			2/5	Central
30013	Procedure Rooms Upgrade, Hawke's Bay Hospital			✓	✓		2/5	Central
10007	Christchurch Hospital Redevelopment, Tower 3			✓	✓		2/5	Te Waipounamu
10027	Urgent Interim Works - Deferred Main, Gastroenterology, Audiology, ICU			✓	✓		2/5	Te Waipounamu
10246	Christchurch Hospital Endoscopy Expansion			✓	✓		2/5	Te Waipounamu
102117	Linear Accelerators	✓					1/5	Te Manawa Taki
10204	Manaaki Hōhōnu - Construction of Inpatient ward and ICU, Waitākere Hospital				✓		1/5	Northern
10270	Interventional Radiology Stage 1, Auckland City Hospital	✓					1/5	Northern
10271	Linear Accelerators Replacement, Auckland City Hospital	✓					1/5	Northern
10238	Construction of Waitākere Primary Birthing Unit				✓		1/5	Northern
10273	Auckland Community Anatomical Pathology Service Facility (APS)	✓					1/5	Northern
10208	Radiology Facilities Redevelopment, Hawke's Bay Hospital	✓					1/5	Central
10218	Surgical Services Expansion Project (SSEP), Hawke's Bay Hospital				✓		1/5	Central
30016	Maternity Ward and Neonatal Unit Upgrade				✓		1/5	Central
102118	Linear Accelerator & Bunker Installation, Hawke's Bay Hospital	✓					1/5	Central
300151	Acute Mental Health Unit Tranche 2 - Main Works					✓	1/5	Central
10112	Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC)				✓		1/5	Te Waipounamu
30020	Nelson Hospital ED Reconfiguration		✓				1/5	Te Waipounamu
30030	Rural Primary Birthing Units in Central Otago				✓		1/5	Te Waipounamu
10265	Radiology CT Remediation, Palmerston North Hospital	✓					1/5	Central
10269	Interim Inpatient Bed Capacity				✓		1/5	Nationwide

## Section 5: Strategic Alignment contd.

### Health Targets

#### 1) Faster cancer treatment

90 per cent of patients to receive cancer management within 31 days of the decision to treat.

#### 2) Shorter stays in emergency departments

95 per cent of patients to be admitted, discharged or transferred from an ED within six hours.

#### 3) Shorter wait times for treatment

95 per cent of patients to wait less than four months for elective treatment.

#### 4) Shorter wait times for first specialist assessment (FSA)

95 per cent of patients to wait less than four months for an FSA

#### 5) Improved immunisation for children

95 per cent of children to be fully immunised at 24 months of age.

### Linear Accelerator Programme – contribute towards Health Target 1

#### 1) Faster cancer treatment

90 per cent of patients to receive cancer management within 31 days of the decision to treat.

Health NZ is enabling the Health Target 'Faster Cancer Treatment' by delivering the approved LINAC projects and developing business cases for additional LINAC capacity.

The Linear Accelerator programme is managed individually in each region and not as a programme.

The schedule and budget RAG ratings for the Taranaki Linear Accelerators project have moved from Amber to Green after the contractor confirmed that the Practical Completion date of 16 October 2025, and the project steering group resolved to transfer funding from the project's contingency rather than seek additional Crown funding.

### Progress on in-flight project under Linear Accelerator Programme

Area	Project Name	Project Stage	No. of LINAC Machines	Total Project Cost	Forecast Go-Live	RAG Status		
						Time	Scope	Budget
Te Tai Tokerau Northland	Radiation Oncology Project	Delivery	1		Jul-26	Green	Green	Green
Taranaki	Linear Accelerators	Delivery	1		Nov-25	Green	Green	Green
Te Matau a Māui Hawke's Bay	Linear Accelerator & Bunker Installation, Hawke's Bay Hospital	Preliminary Design	1		Jul-27	Amber	Green	Green

# Project Whakatapuranga (Nelson Hospital Redevelopment)

Phase: Design

## Section 6: Major Programmes

### Section 6.1: Regional Hospital Redevelopment Programme contd.

Design and construction of a new Inpatient building, Energy Centre and refurbishment of existing clinical buildings across the campus to address seismic issues and critical services infrastructure.

Overall	Schedule	Budget	Scope	Risk	Issues
Amber	Green	Green	Green	Amber	Red

#### Overall Project Status

The Detailed Business Case (DBC) for Stage / Project 2 was approved and announced following Budget 2025. Conditions issued in the Cabinet paper have been reviewed and IIG will confirm the timing of the required reports and subsequent business cases. Baselines are being reset to reflect this. Works on the George Manson Building to address the Earthquake Prone Building (EPB) notices are on hold due to access constraints in the clinical wards. The digital team is continuing with their current state analysis, and the clinical leads are developing Model of Care plans, as well as assisting with campus decanting and facilitating construction. Design is in the early Concept Design phase, and a major contractor procurement contract award is anticipated by early September. Design completion, as well as Delivery start, (both noted as "TBC") will be confirmed in collaboration following the major contractor award. The masterplan is being updated to add the interim ward and potential LINAC locations. Demolition is progressing well, as is decanting of services required in Stage / Project 1.

#### Scope

Phase 1 - Design and enabling works to facilitate a campus redevelopment programme.

Budget	
Total Budget	\$73 m
Actual Spend	\$6.21 m
Forecast Spend July-25	\$1.04 m

Milestone	Forecast	Baseline
Design End ( Project 2)		
Procurement Contract Award		
Delivery Start		
Delivery End		
Go-live		

#### Financial Summary

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#### Commercial / Contractor Performance

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# Tauranga Hospital Redevelopment

Phase: Define

Redevelopment of Tauranga Hospital.

Overall	Schedule	Budget	Scope	Risk	Issues
Green					

## Overall Project Status

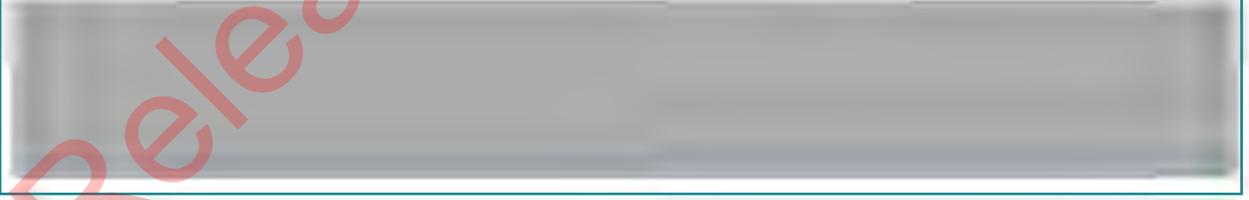
The now approved Health Infrastructure Plan (HIP) has confirmed the Tauranga Hospital redevelopment as a major upcoming investment. The Programme Business Case (PBC) is due to be completed by the end of October 2025. All functional briefs have been prepared and work is continuing on design feasibility, due for completion in late July 2025.

## Scope

An Approval to Initiate was issued by the Health NZ Board in September 2023. The scope of the current phase is to prepare a PBC that investigates, evaluates and proposes the investment pathway for the redevelopment of the Tauranga Hospital Campus out to the completion of the clinical service plan in 2043.

Milestone	Forecast	Baseline
Site master planning		
Programme business case		
Enabling works start		
Design start		

## Financial Summary



## Commercial / Contractor Performance



Proactively Released

Proactively Released

# Te Mataua a Maui Hawke's Bay Fallen Soldiers' Memorial Hospital Redevelopment

Phase: Identify

Redevelopment of Hawke's Bay Fallen Soldiers' Memorial Hospital.

Overall	Schedule	Budget	Scope	Risk	Issues
Amber				Amber	Amber

### Overall Project Status

Writing of the business case has commenced, and a Treasury Gateway review is scheduled. The Project Steering Group (PSG) met this month to endorse the cultural narrative that has been completed to support the Business Case. Work continues to ensure that the newly developed Schedule of Accommodation is benchmarked against the existing Destravis Masterplan and across comparative sites to ensure consistency and alignment. An Executive User Group (EUG) has been formally established to provide ongoing oversight. Work is progressing well for the key tactical projects onsite. Lead contractor Hawkins Ltd. is well underway onsite with the refurbishment and expansion of the radiology facility. Preliminary design for the Temporary Inpatient Unit (IPU) is complete. Procurement for external Project Management (TSA Reilly) and Quantity Surveying (WT Partnership) consultants is complete. In June, Health NZ released the advanced notice for procurement of the Temporary IPU with a subsequent RFP in July. Preliminary design of the Radiation Oncology (LINAC) project is complete. A purchase order has been issued for the purchase of the LINAC machine.

### Scope

The current phase of works is focused on the development of a Programme Business Case (PBC) with associated artifacts.

Milestone	Forecast	Baseline
Design End		
Procurement Contract Award		
Delivery Start		
Delivery End		
Go-live		

### Financial Summary

### Commercial / Contractor Performance

# Palmerston North Hospital Redevelopment

Phase: Identify

## Section 6.1: Regional Hospital Redevelopment Programme contd.

Project Ka Ora Kainga Rua - redevelopment of Palmerston North Hospital.

Milestone	Forecast	Baseline
PBC		
Procurement Contract Award		
Delivery Start		
Delivery End		
Go-live		

Overall	Schedule	Budget	Scope	Risk	Issues
Amber				Amber	Amber

### Overall Project Status

Site master planning is complete. Jacobs is further developing design feasibility for existing facilities and infrastructure. TSA Riley is working on the functional briefing. A design feasibility report will be completed in early August, informed by topographic and geotechnical feasibility assessments. A services infrastructure report is also being developed for completion in August. Completion of these assessments will not only provide the basis for confirming the recommended build profile, but also enable cost estimation to be finalised.

### Financial Summary


### Scope

The scope of the current phase of work is preparation of the Programme Business Case (PBC). The basis of the PBC feasibility design being test for fit design for PBC options, based on bulk and location drawings, Schedule of Accommodations and Functional Briefs, as well as various technical assessments such as infrastructure and condition assessment, traffic surveys, geotechnical testing and topographical survey.

### Commercial / Contractor Performance


Proactively Released

# Project Pihi Kaha - Whangārei Hospital Redevelopment Phase: Design

## Section 6.1: Regional Hospital Redevelopment Programme

Replacement of a large section of the main hospital block to address building issues and increase capacity.

Overall	Schedule	Budget	Scope	Risk	Issues
Amber	Amber	Amber	Amber	Green	Green

### Overall Project Status

Tira Ora early works has had various challenges in the reporting period including piling quality issues along with the structural steel subcontractor entering into liquidation, these issues have introduced delays which are under review and yet to be quantified. The project team is working with the main contractor to identify construction efficiencies and resequencing to mitigate and minimise delays along with focusing on health and safety. Stakeholder engagement continues to progress well with early operational planning underway. Pūkauakaua has seen a continued focus across infrastructure and campus design, as well as finalisation of concept design of the acute services building, along with the ward tower and replacement car park. Good stakeholder engagement has led to robust concept designs and the project now moves into a due diligence and quality assurance phase with peer reviews and design assurance underway. Further work has continued across Pihi Kaha's construction partner procurement with request for proposals released as planned. Engagement with key stakeholders continued throughout the period.

### Scope

The project will replace a large section of the main hospital block. It includes Project Pukauakaua – Acute Services Building for theatres, ED, ICU, a coronary care unit, a cardiac catheter laboratory, radiology and support services, as well as design (but not construction) of a ward tower adjacent to the acute services building. This would accommodate four medical-surgical wards and an acute assessment unit to allow for decommissioning the end-of-life surgical wing. Ward Tower construction, necessary to deliver on objectives, is not currently part of the approved scope. It also includes rebuilds to make space for the acute services building: 'Project Tira Ora – Child Health Centre' and 'Project Te Whaea o te Iwi – Whanau House'.

Budget	
Total Budget	\$759 m
Actual Spend	\$17.6m
Forecast Spend July-25	\$1.62m

Milestone	Forecast	Baseline
Design End		
Procurement Contract Award		
Delivery Start		
Delivery End		
Go-live		

\*The procurement model is design finalisation and construct (DFC) with Early Contractor Involvement (ECI) via the major project construction contractor panel. Therefore, detail design is completed by the contractor. Various early works packages have been planned to create better overlap to reduce timeframes where possible. Early works commencing 10/10/2025 with three packages ahead of main works.

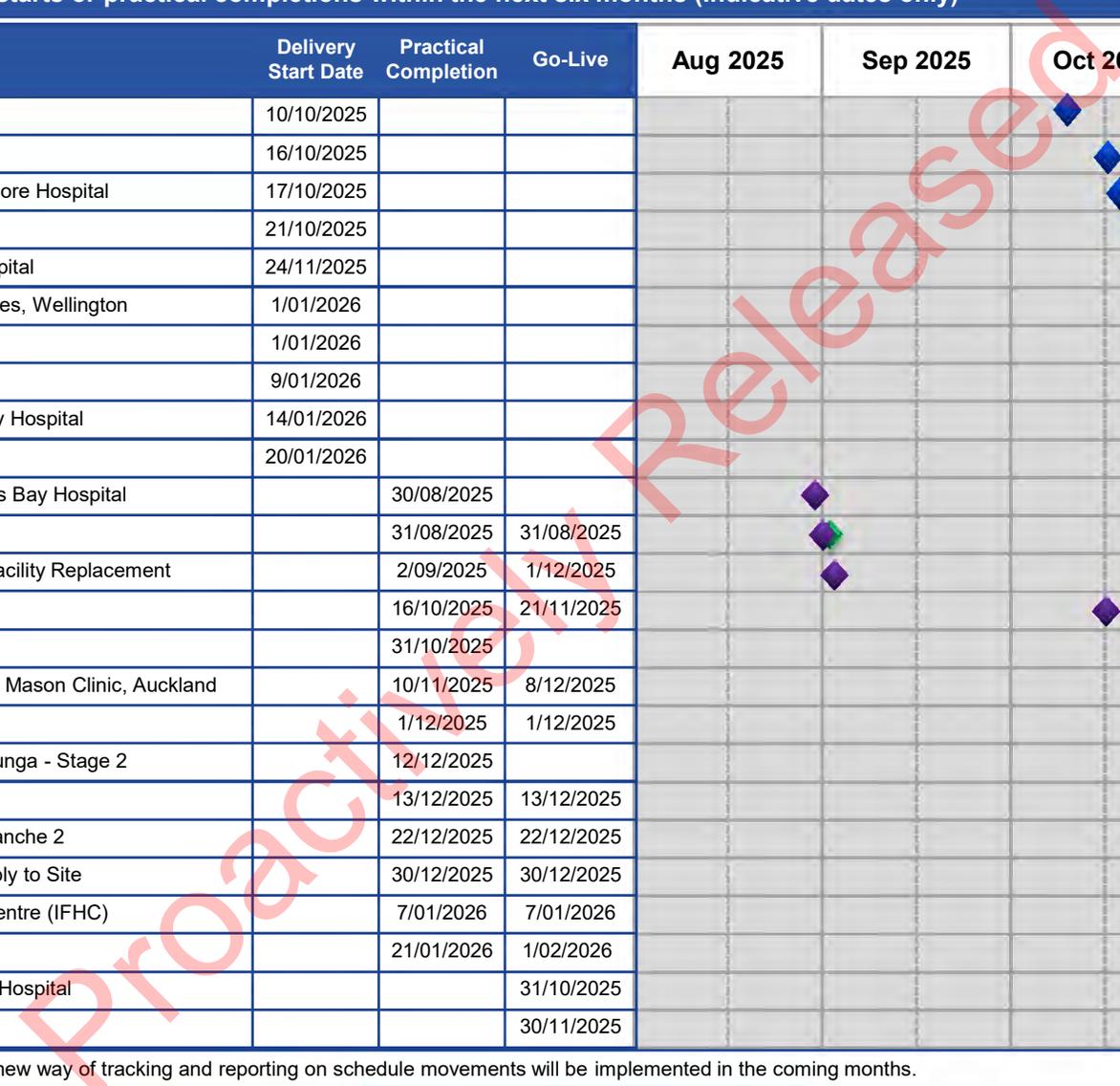
### Financial Summary

### Commercial / Contractor Performance

Proactively

Monitored projects with upcoming construction starts or practical completions within the next six months (Indicative dates only)

Project ID	Project Name	Delivery Start Date	Practical Completion	Go-Live	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026
10266	Temporary In-patient Unit, Hawke's Bay Hospital	10/10/2025					◆			
10246	Christchurch Hospital Endoscopy Expansion	16/10/2025					◆			
10210	Kidz First and McIndoe Building Recladding, Middlemore Hospital	17/10/2025					◆			
10261	Dunedin Hospital Sterile Services Unit (SSU)	21/10/2025					◆			
10271	Linear Accelerators Replacement, Auckland City Hospital	24/11/2025						◆		
10226	Nga Puna Waiora High Voltage Infrastructure Upgrades, Wellington	1/01/2026							◆	
30016	Maternity Ward and Neonatal Unit Upgrade	1/01/2026							◆	
10238	Construction of Waitākere Primary Birthing Unit	9/01/2026								◆
102118	Linear Accelerator & Bunker Installation, Hawke's Bay Hospital	14/01/2026								◆
30030	Rural Primary Birthing Units in Central Otago	20/01/2026								◆
10218	Surgical Services Expansion Project (SSEP), Hawke's Bay Hospital		30/08/2025		◆					
30024	Wairau Boilers		31/08/2025	31/08/2025	◆					
10075	Mauri Ora - Mental Health and Addictions Inpatient Facility Replacement		2/09/2025	1/12/2025	◆					
102117	Linear Accelerators		16/10/2025	21/11/2025			◆			
30013	Procedure Rooms Upgrade, Hawke's Bay Hospital		31/10/2025					◆		
10050	Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland		10/11/2025	8/12/2025				◆		
10026	Critical Infrastructure Works, Dunedin Hospital		1/12/2025	1/12/2025					◆	
10079	Taranaki Base Hospital Redevelopment - Project Maunga - Stage 2		12/12/2025						◆	
10241	Waitākere – Electrical Infrastructure Upgrade		13/12/2025	13/12/2025					◆	
10056	Facilities Infrastructure Remediation Programme - Tranche 2		22/12/2025	22/12/2025					◆	
10258	Generator and Electrical Upgrade and Electrical Supply to Site		30/12/2025	30/12/2025					◆	
10112	Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC)		7/01/2026	7/01/2026						◆
30002	Starship Paediatric Intensive Care Unit (PICU)		21/01/2026	1/02/2026						◆
10020	Acute Adult Mental Health Facility, Palmerston North Hospital			31/10/2025			◆			
10227	Regional Network Remediation			30/11/2025				◆		



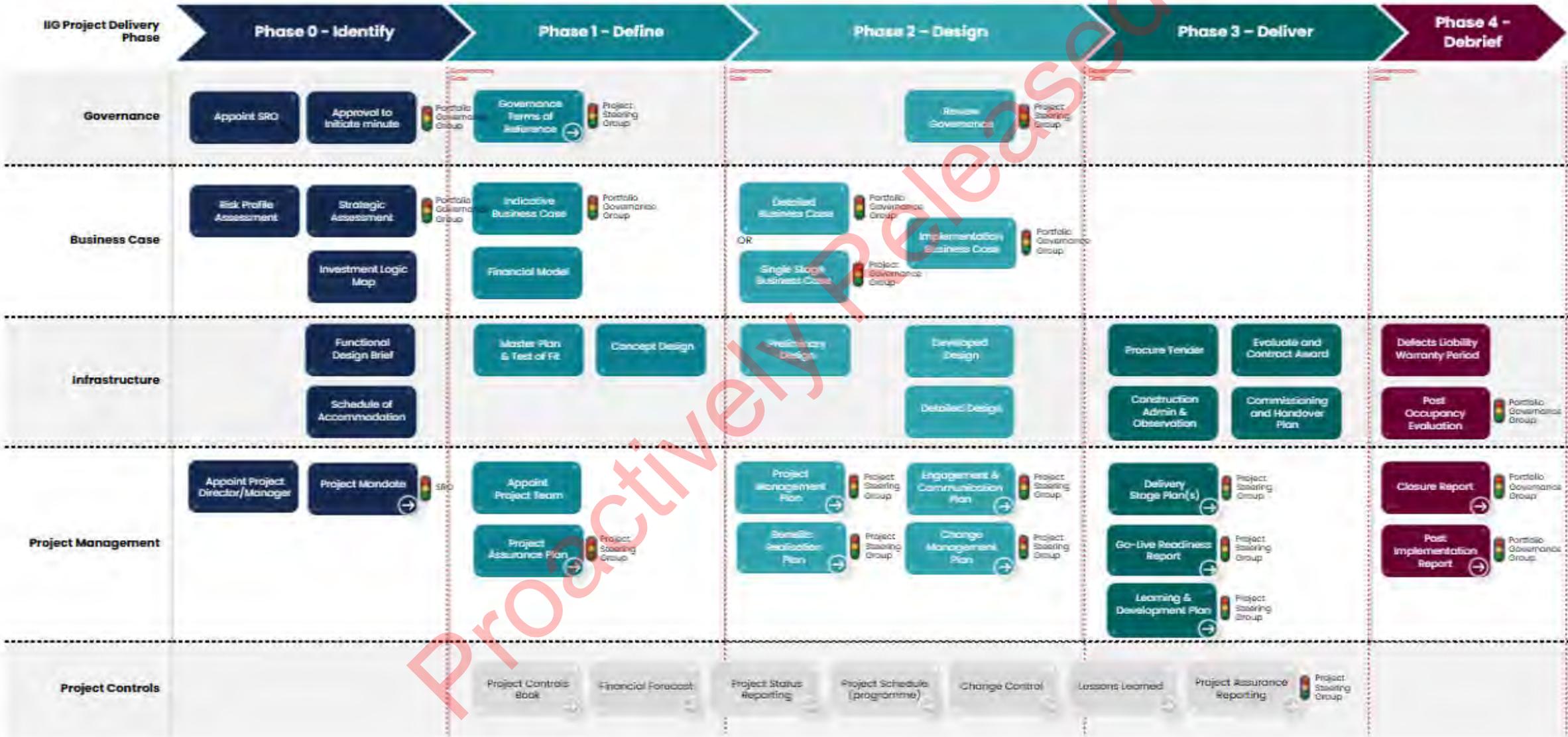
Small incremental schedule movements have been identified. A new way of tracking and reporting on schedule movements will be implemented in the coming months.

Construction Start
Practical Completion
Go-Live

Proactively Released

Proactively Released

# IIG Project Lifecycle Pathway



Health Capital Project Update										Reporting Period: Period ending 31 July 2025	
ID	REGION	LOCATION/CAMPUS	BUSINESS CASE NAME	DESCRIPTION	BUSINESS CASE STAGE	FORECAST BUSINESS CASE COMPLETION	TOTAL FUNDING ALLOCATED	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES	
10269	Nationwide	Nationwide	Interim Inpatient Bed Capacity	Development of three interim 28-32 bed units to increase capacity. Locations TBC.	Implementation Business Case	Various	\$90.0 m	New - no rating	New - no rating	Tagged contingency may be subject to further approval to draw down funding.	
10280	Nationwide	Nationwide	Nationwide Remediation Programme	Funding to facilitate a nationwide remediation programme, including small scale infrastructure projects.	Programme Business Case	Various	\$100.0 m	New - no rating	New - no rating	Tagged contingency may be subject to further approval to draw down funding.	
10272	Northern	Te Toka Tumai Auckland	Facilities Infrastructure Remediation Programme Tranche Three	Building Resilience - New central plant, tunnels and future integration at Auckland City Hospital and Greenlane	Implementation Business Case	Jul-26	\$72.89 m	New - no rating	Green	Tagged contingency may be subject to further approval to draw down funding.	
10273	Northern	Te Toka Tumai Auckland	Auckland Community Anatomical Pathology Service Facility (APS)	Lease and fit-out of a fit-for-purpose lab to provide anatomic pathology services to the Auckland region.	Single Stage Business Case	TBC	\$28.8 m	New - no rating	Green	N/A	
10239	Te Manawa Taki	Hauora a Toi Bay of Plenty	Tauranga Hospital Redevelopment, Tranch 1	Redevelopment of Tauranga Hospital	Programme Business Case	Dec-25	\$0.0 m	Green	Green	N/A	
30004	Te Manawa Taki	Hauora a Toi Bay of Plenty	Te Toki Maurere AMHU Redevelopment - Whakatane	New build of a 10 bed mental health and addiction service facility.	Single Stage Business Case	Oct-25	\$15.0 m	Amber	Amber		
10245	Central	Te Pae Hauora o Ruahine o Tararua MidCentral	Palmerston North Hospital Asset Remediation Programme	Remediation of Palmerston North Hospital.	Single Stage Business Case	Nov-25	\$55.0 m	Green	Green	Tagged contingency may be subject to further approval to draw down funding.	
							<b>\$361.7 m</b>				

DEFINE

Proactively Released

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	FORECAST DESIGN COMPLETION	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	OVERALL PROGRESS (%)	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	CURRENT MONTH SCHEDULE STATUS	CURRENT MONTH BUDGET STATUS	CURRENT MONTH SCOPE STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES
10059	Northern	Counties Manukau	Core Infrastructure Upgrade	Feb-26	Sep-27	\$33.8 m	40%	Amber	Amber	Red	Green	Green	
10225	Northern	Counties Manukau	New Specialised Rehabilitation Centre (SRC)	Dec-25	Jan-29	\$136.0 m	30%	Red	Red	Red	Red	Amber	
10210	Northern	Counties Manukau	Kidz First and McIndoe Building Recladding, Middlemore Hospital	Aug-25	Dec-27	\$41.9 m	35%	Green	Green	Amber	Green	Green	Schedule: Due to the extended tender process project incurred schedule delays. The project team focuses on identifying areas within the design and construction phases where programme acceleration can be achieved. Agreement to re-baseline the Project Programme was received at the July 2025 PCG. This is now to be formulated as a Change Request and submitted to amend the Programme Dates.
10230	Northern	Te Tai Tokerau Northland	Project Pihl Kaha - Whangārei Hospital Redevelopment	Oct-28	Aug-31	\$759.0 m	21%	Amber	Amber	Amber	Amber	Amber	
10238	Northern	Waitematā	Construction of Waitākere Primary Birthing Unit	Nov-25	May-27	\$15.0 m	30%	Green	Green	Green	Green	Green	
10270	Northern	Te Toka Tumai Auckland	Interventional Radiology Stage 1, Auckland City Hospital	Jun-26	Mar-27	\$41.2 m	6%	Amber	Amber	Amber	Green	Green	
10271	Northern	Te Toka Tumai Auckland	Linear Accelerators Replacement, Auckland City Hospital	Sep-25	Dec-26	\$17.3 m	15%	Green	Green	Amber	Green	Green	
10252	Te Manawa Taki	Hauora a Toi Bay of Plenty	Bay of Plenty Seismic Strengthening (Building 20 and Kitchen Refurbishment)	Mar-26	May-28	\$24.8 m	5%	Amber	Amber	Red	Amber	Amber	The current schedule is void and rated Red due to a review of the project scope, which has been affected by the hospital redevelopment's impact on the selected location for the new kitchen. The overall project status is amber because the go-to-green plan is in progress with a change request recommending a reduced scope and budget scheduled to be submitted next month. The programme will be re-baselined in accordance with the reduced scope.
30032	Te Manawa Taki	Tairāwhiti	Gisborne Hospital New Child and Youth Health Community Hub	TBC	TBC	\$5.0 m	50%	No report	No report	No report	No report	No report	
10226	Central	Capital, Coast & Hutt Valley	Nga Puna Waiora High Voltage Infrastructure Upgrades, Wellington Regional Hospital	Sep-25	Dec-27	\$25.0 m	38%	Amber	Amber	Amber	Amber	Amber	

DESIGN

Proactively Released

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	FORECAST DESIGN COMPLETION	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	OVERALL PROGRESS (%)	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	CURRENT MONTH SCHEDULE STATUS	CURRENT MONTH BUDGET STATUS	CURRE NT MONTH SCOPE STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES
30045	Central	Whanganui	Waimarino Health Centre Extension	TBC	TBC	\$3.3 m	10%	Amber	Amber	Amber	Amber	Amber	
102118	Central	Te Matau a Māui Hawke's Bay	Linear Accelerator & Bunker Installation, Hawke's Bay Hospital	Jun-26	Mar-28	\$37.1 m	0%	Amber	Amber	Amber	Amber	Green	
10265	Central	Te Pae Hauora o Ruahine o	Radiology CT Remediation, Palmerston North Hospital	TBC	TBC	\$15.9 m	0%	Amber	Amber	Green	Green	Red	
10243	Te Waipounamu	Nelson Marlborough	Project Whakatupuranga (Nelson Hospital Redevelopment)	Dec-25	Dec-30	\$619.0 m	21%	Amber	Amber	Amber	Amber	Green	
10235	Te Waipounamu	Southern	Ward 10 Refurbishment, Wakari Hospital, Dunedin	TBC	TBC	\$12.3 m	11%	New - no rating	Green	Amber	Green	Green	Mental Health Project
10261	Te Waipounamu	Southern	Dunedin Hospital Sterile Services Unit (SSU)	TBC	Jul-26	\$14.0 m	3%	Green	Green	Green	Green	Green	N/A
						<b>\$1,810.1 m</b>							

Proactively Released

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	OVERALL PROGRESS (%)	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	CURRENT MONTH SCHEDULE STATUS	CURRENT MONTH BUDGET STATUS	CURRENT MONTH SCOPE STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES
10256	Central	Capital, Coast & Hutt Valley	Wellington Regional Hospital ED Refurbishment (Front of Whare)	May-30	\$243.6 m	6%	Green	Green	Green	Green	Green	
300151	Central	Capital, Coast & Hutt Valley	Acute Mental Health Unit Tranche 2 - Main Works	May-27	\$79.3 m	53%	Green	Green	Green	Green	Green	
10255	Central	Capital, Coast & Hutt Valley	Copper Pipes Tranche 2	Dec-26	\$51.8 m	79%	Amber	Amber	Amber	Red	Green	
10208	Central	Te Matau a Māui Hawke's Bay	Radiology Facilities Redevelopment, Hawke's Bay Hospital	Aug-27	\$35.8 m	38%	Green	Green	Green	Green	Green	
10257	Central	Te Pae Hauora o Ruahine o Tararua MidCentral	Critical Infrastructure Interim Works, Palmerston North Hospital	Dec-26	\$29.5 m	63%	Amber	Amber	Amber	Green	Green	
10266	Central	Te Matau a Māui Hawke's Bay	Temporary In-patient Unit, Hawke's Bay Hospital	Oct-26	\$28.3 m	18%	Amber	Amber	Red	Green	Green	
10260	Central	Capital, Coast & Hutt Valley	Interventional Radiology Unit Upgrade - Phase 3, Wellington Regional Hospital	Dec-26	\$20.9 m	38%	Green	Green	Amber	Green	Green	
10218	Central	Te Matau a Māui Hawke's Bay	Surgical Services Expansion Project (SSEP), Hawke's Bay Hospital	Aug-25	\$18.8 m	95%	Amber	Amber	Amber	Green	Green	
10240	Central	Capital, Coast & Hutt Valley	Renewal of Vertical Transport (Lifts) - Tranche 2	Jul-25	\$5.8 m	95%	Green	Amber	Amber	Green	Green	Construction is complete and the team are currently working through some commissioning issues. The delays are not expected to impact the budget.
30013	Central	Te Matau a Māui Hawke's Bay	Procedure Rooms Upgrade, Hawke's Bay Hospital	Oct-25	\$3.0 m	45%	Amber	Amber	Amber	Amber	Green	The schedule and budget are both dependent on the award of contractors and procurement of crucial clinical equipment. The current schedule dates are indicative and will be confirmed once the new programme is approved. Works resumed on-site in late June 2025.
10056	Northern	Te Toka Tumai Auckland	Facilities Infrastructure Remediation Programme - Tranche 2	Dec-25	\$361.8 m	94%	Green	Green	Amber	Green	Green	
10209	Northern	Counties Manukau	Grow Manukau at Manukau Health Park	Dec-27	\$316.8 m	61%	Red	Red	Red	Red	Green	
10001	Northern	Te Toka Tumai Auckland	Facilities Infrastructure Remediation Programme - Tranche 1	Jul-26	\$309.1 m	89%	Green	Green	Green	Green	Green	N/A
10050	Northern	Waitematā	E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland	Nov-25	\$192.8 m	80%	Red	Red	Red	Red	Green	
10204	Northern	Waitematā	Manaaki Hōhonu - Construction of Inpatient ward and ICU, Waitākere Hospital	Aug-26	\$96.4 m	64%	Green	Green	Green	Green	Green	N/A
102116	Northern	Te Tai Tokerau Northland	Radiation Oncology Project	Mar-26	\$60.9 m	77%	Green	Green	Green	Green	Green	The Linac and CT installation programme is entering a high-risk phase, with tightly sequenced activities and limited tolerance for delay. The Varian TrueBeam installation is on the critical path, with key milestones starting February 2026. Parallel installation of the Siemens X.cite CT from mid-March requires careful coordination to avoid resource conflicts. Contingency planning is in place for site readiness, crane access, and vendor scheduling, with early coordination underway to manage Easter-period constraints. External engagement has been intensified, including bi-weekly site reviews, to accelerate progress and resolve technical issues. A strengthened operational coordination approach is supporting integration across workstreams.

DELIVER

ID	REGION	LOCATION/CAMPUS	PROJECT NAME	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	OVERALL PROGRESS (%)	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	CURRENT MONTH SCHEDULE STATUS	CURRENT MONTH BUDGET STATUS	CURRENT MONTH SCOPE STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES
30002	Northern	Te Toka Tumai Auckland	Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment	Jan-26	\$48.0 m	87%	Green	Green	Green	Green	Green	N/A
10045	Northern	Counties Manukau	Acute Radiology Unit Relocation, Middlemore Hospital	Mar-26	\$44.5 m	91%	Green	Green	Amber	Green	Green	
10247	Northern	Waitematā	Waitematā Infrastructure Services Programme (ISP) Tranche 1B	May-26	\$40.9 m	37%	Green	Green	Amber	Green	Green	The Infrastructure Services Programme Tranche 1B (ISP T1B) was established in 2023, based on a 2018 Business Case. The approved funds were released and the Programme Manager was appointed in June 2023 for a three-year programme commencing July 2023. However, key project resources did not begin until December 2023 and January 2024. As a result, the programme officially commenced in January 2024, later than originally planned leading to six months delay in the three-year programme. It was agreed that the programme would undergo a re-baselining process to reflect updated timelines and resource alignment.
102101	Northern	Counties Manukau	Manukau Elective Surgical Hospital Building Recladding, Manukau Health Park	Apr-26	\$25.1 m	70%	Green	Green	Green	Green	Green	N/A
30026	Northern	Te Tai Tokerau Northland	Kaitiaki Hospital Weather-tightness Remediation	May-26	\$12.85 m	78%	Green	Green	Green	Green	Green	N/A
10227	Northern	Te Tai Tokerau Northland	Regional Network Remediation	Nov-25	\$12.4 m	90%	Amber	Amber	Green	Green	Green	The project team have been managing two elevated risks that require close and ongoing oversight. The availability of internal and external resources remains a high-risk factor, with potential to impact delivery timelines and critical path activities. Escalation protocols are in place to address priority gaps as they arise, and daily coordination meetings are supporting proactive workforce planning. Site access has been identified as a medium-level risk, particularly in clinical care areas. This is being actively monitored in alignment with Te Whatu Ora and Northern Region guidelines to ensure minimal disruption to ongoing services. Coordination with facilities teams is ongoing to assess and mitigate access-related risks before work begins in new areas.
10241	Northern	Waitematā	Waitākere – Electrical Infrastructure Upgrade	Dec-25	\$7.2 m	55%	Green	Green	Green	Amber	Green	
10079	Te Manawa Taki	Taranaki	Taranaki Base Hospital Redevelopment - Project Maunga - Stage 2	Dec-25	\$462.6 m	86%	Amber	Amber	Amber	Green	Green	
10073	Te Manawa Taki	Waikato	Adult Mental Health Facility Tranche 1	Jul-26	\$175.6 m	78%	Amber	Amber	Amber	Amber	Green	
102117	Te Manawa Taki	Taranaki	Linear Accelerators	Oct-25	\$56.1 m	88%	Green	Green	Green	Green	Green	N/A
10075	Te Manawa Taki	Lakes	Mauri Ora - Mental Health and Addictions Inpatient Facility Replacement	Nov-25	\$50.0 m	72%	Amber	Amber	Red	Amber	Green	
10258	Te Manawa Taki	Tairāwhiti	Generator and Electrical Upgrade and Electrical Supply to Site	Dec-25	\$25.0 m	17%	Red	Red	Red	Red	Amber	
30003	Te Manawa Taki	Hauora a Toi Bay of Plenty	Te Whare Maiangi Remediation and Expansion - Tauranga	Jun-27	\$23.1 m	12%	Green	Green	Green	Green	Green	Mental Health Project
10007	Te Waipounamu	Waitaha Canterbury	Christchurch Hospital Redevelopment, Tower 3	Oct-26	\$183.5 m	60%	Red	Red	Red	Red	Green	
10232	Te Waipounamu	Waitaha Canterbury	Hillmorton Acute Adult Facility	Sep-27	\$136.0 m	38%	Green	Green	Green	Green	Green	N/A

DELIVER

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DELIVER	ID	REGION	LOCATION/CAMPUS	PROJECT NAME	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	OVERALL PROGRESS (%)	PREVIOUS MONTH OVERALL RAG STATUS	CURRENT MONTH OVERALL RAG STATUS	CURRENT MONTH SCHEDULE STATUS	CURRENT MONTH BUDGET STATUS	CURRENT MONTH SCOPE STATUS	REASON FOR CURRENT MONTH OVERALL RED RAG STATUS OR OTHER ISSUES
	10220	Te Waipounamu	Waitaha Canterbury	Compliance Works Programme	Jun-26	\$76.9 m	75%	Green	Green	Amber	Green	Green	
10027	Te Waipounamu	Southern	Urgent Interim Works - Deferred Main, Gastroenterology, Audiology, ICU	Jun-25	\$32.6 m	98%	Green	Amber	Red	Green	Green		
10112	Te Waipounamu	Te Tai o Poutini West Coast	Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC)	Jan-26	\$27.3 m	94%	Green	Green	Green	Green	Green		N/A
30041	Te Waipounamu	Te Tai o Poutini West Coast	Mental Health Unit	Jul-26	\$27.0 m	53%	Green	Green	Green	Green	Green		Mental Health Project
10026	Te Waipounamu	Southern	Keeping the Lights on - Stage 2 (Dunedin Hospital Transition Programme - Maintenance) (Critical Infrastructure Works)	Dec-25	\$23.6 m	50%	Amber	Amber	Amber	Amber	Amber		
100251	Te Waipounamu	Southern	New Dunedin Hospital, Inpatient Building	May-31	\$0.0 m	12%	No report	No report	No report	No report	No report		New Dunedin Hospital is no longer reporting through the Health Capital Update. It will report to the Minister separately. Figures shown here are as of 31 May 2025.
10025	Te Waipounamu	Southern	New Dunedin Hospital, Outpatient Building	Jul-26	\$0.0 m	66%	No report	No report	No report	No report	No report		New Dunedin Hospital is no longer reporting through the Health Capital Update. It will report to the Minister separately. Figures shown here are as of 31 May 2025.
10246	Te Waipounamu	Waitaha Canterbury	Christchurch Hospital Endoscopy Expansion	Sep-26	\$11.4 m	28%	Amber	Amber	Amber	Amber	Amber		
30030	Te Waipounamu	Southern	Rural Primary Birthing Units in Central Otago	Mar-27	\$11.0 m	55%	Amber	Amber	Amber	Green	Amber		
30020	Te Waipounamu	Nelson Marlborough	Nelson Hospital ED Reconfiguration	Apr-26	\$10.6 m	65%	Green	Green	Amber	Green	Green		
30024	Te Waipounamu	Nelson Marlborough	Wairau Boilers	Sep-25	\$8.1 m	99%	Amber	Amber	Amber	Green	Amber		
						<b>\$3,385.9 m</b>							

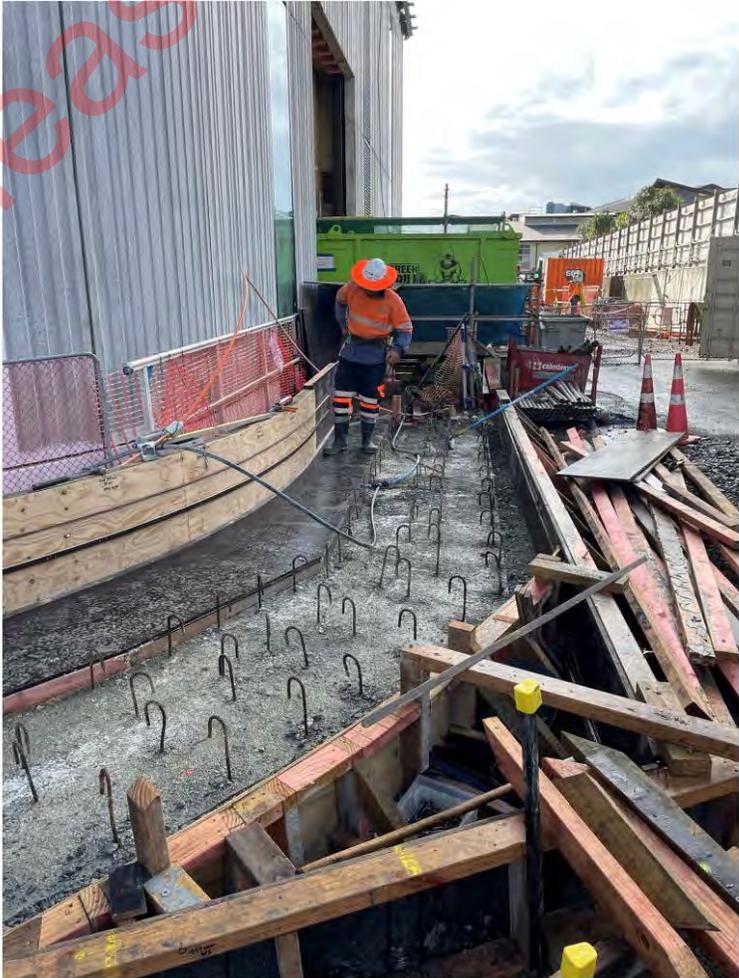
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Proactively Released

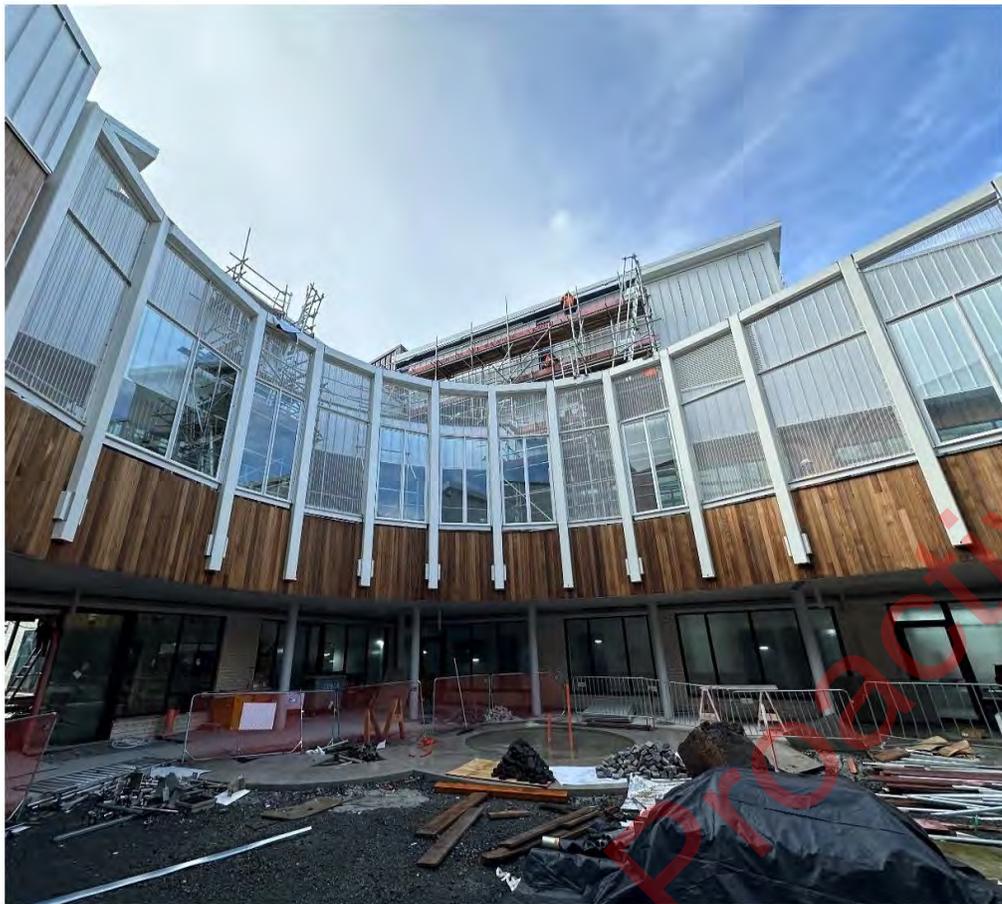
**10001 Facilities Infrastructure Remediation Programme -  
Tranche 1, Auckland**  
*Helicopter lift*



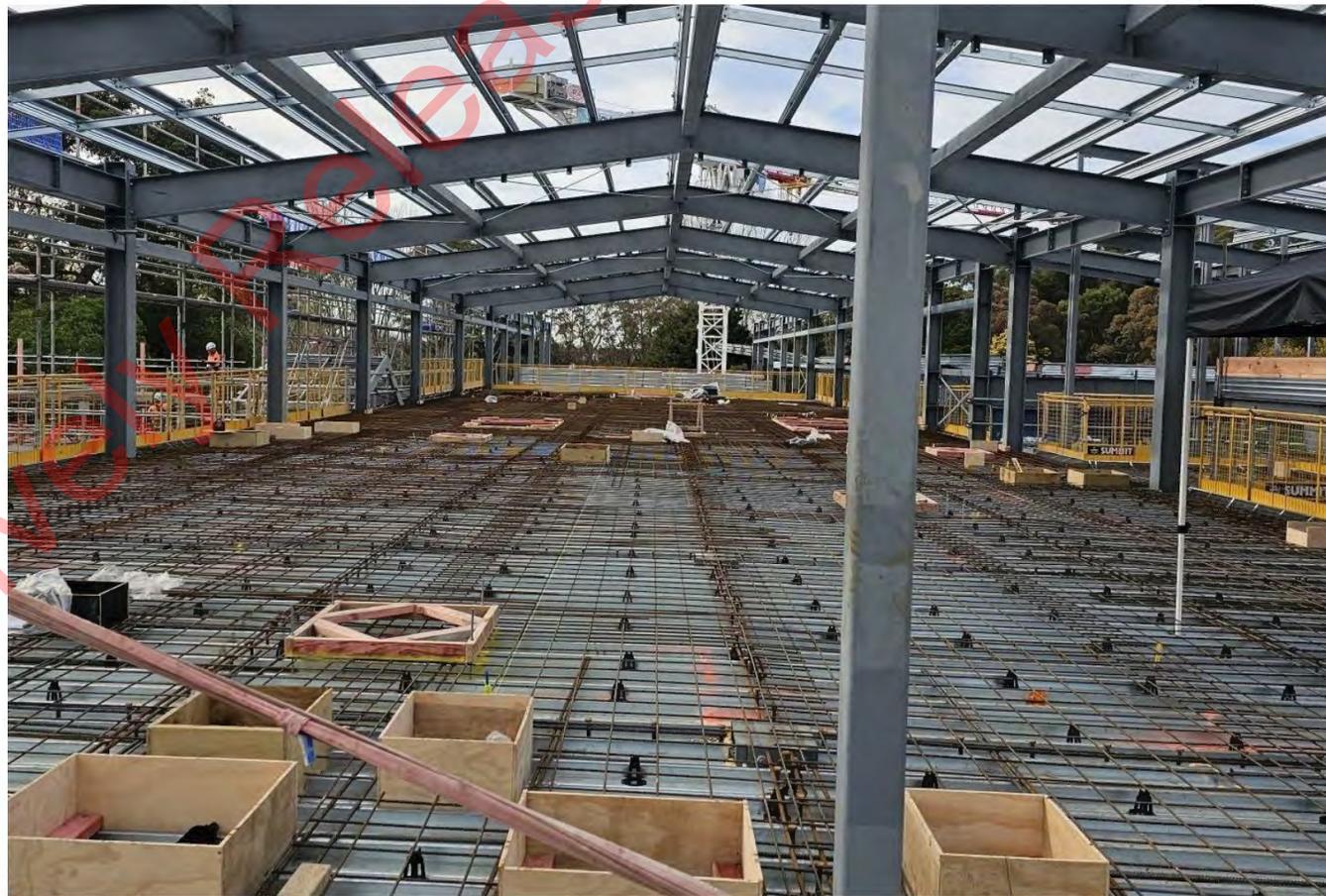
**10056 Facilities Infrastructure Remediation Programme - Tranche 2,  
Auckland**  
*CP&T work in progress*



**10050 E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland**  
*Western courtyard terrace screening*



**10073 Te Pae Tawhiti Adult Mental Health Facility, Waikato Hospital**  
*Level 2 preparation of concrete pour*

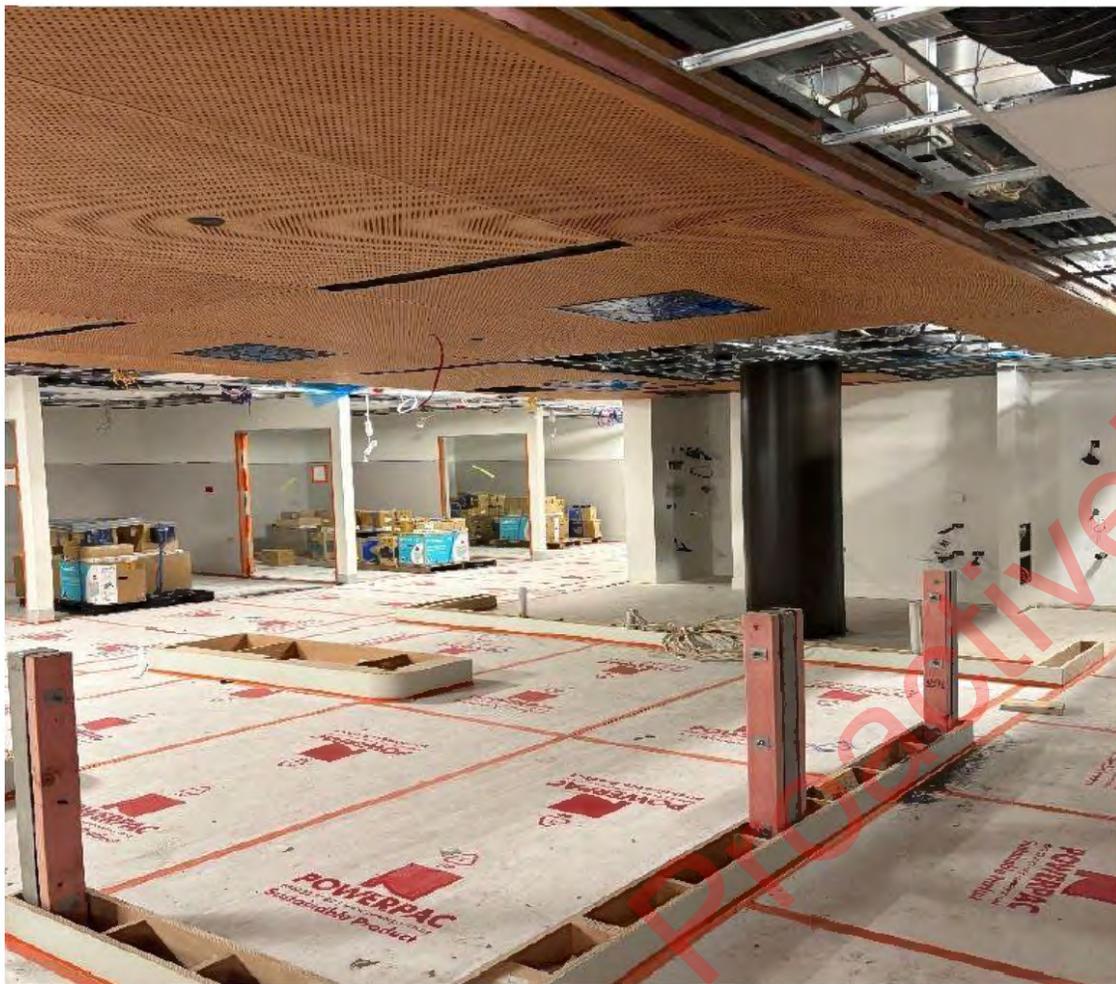


10075 Mauri Ora - Mental Health and Addictions Inpatient Facility Replacement



**10079 Taranaki Base Hospital Redevelopment -  
Project Maunga - Stage 2**

*Level 1 ICU*



**10204 Manaaki Hōhonu - Construction of Inpatient ward and ICU,  
Waitākere Hospital**

*Main works progress, western view*



**102117 Taranaki Base Hospital Linear Accelerators**  
*Taranaki Cancer Centre entrance*



**10026 Dunedin Hospital Critical Infrastructure Works**  
*Oncology roof replacement*

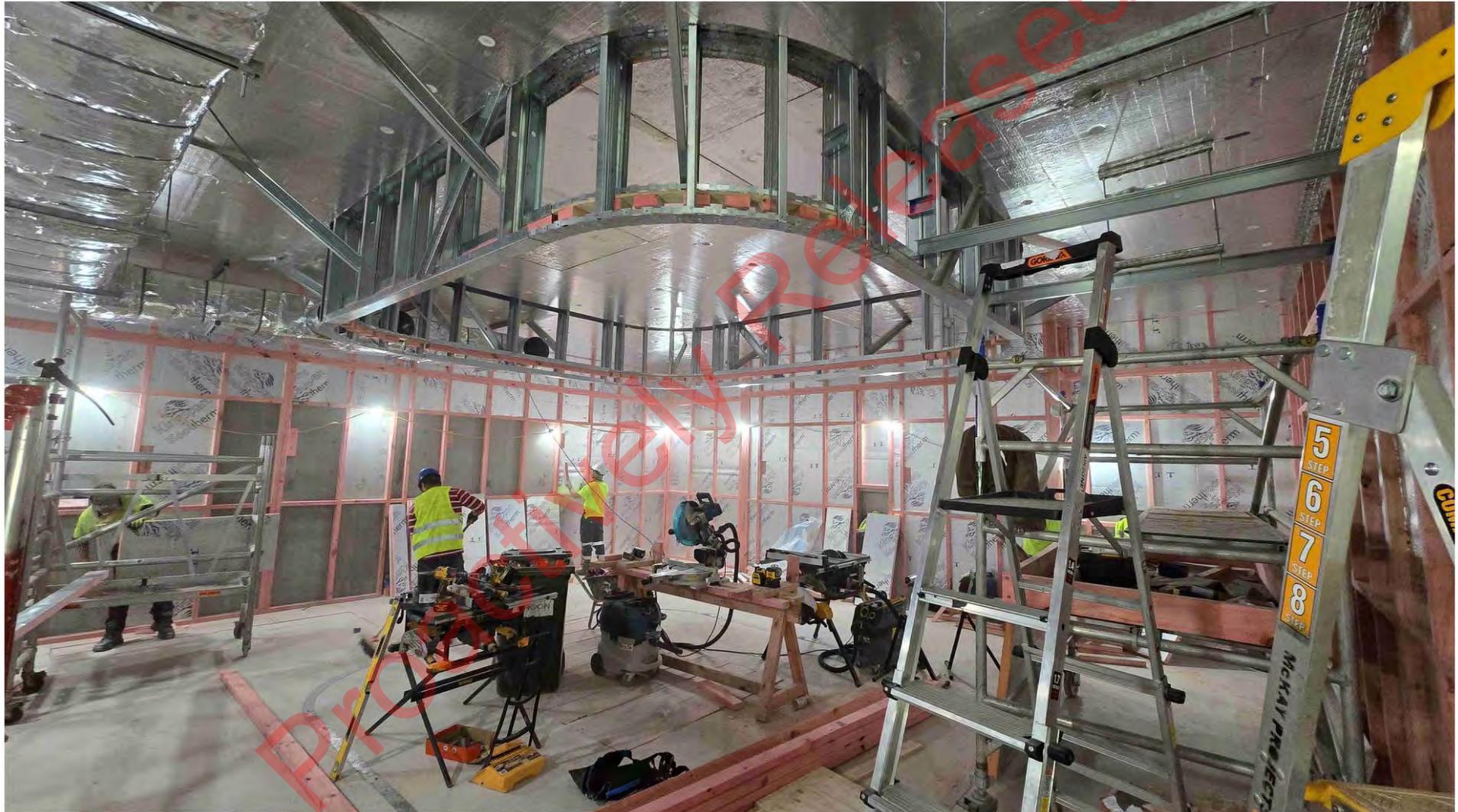


**30002 Starship Paediatric Intensive Care Unit (PICU) Atrium Redevelopment**

**102101 Manukau Elective Surgical Hospital Building Recladding, Manukau Health Park**



102116 Radiation Oncology Project, Whangārei Hospital



# National Asset Management Strategy (NAMS)

Quarterly Report – June 2025

# NAMS Quarterly Report: June 2025

## Introduction - National Asset Management Strategy

This National Asset Management Strategy – Infrastructure (NAMS), is about improving the practices and tools that Health New Zealand | Te Whatu Ora (Health NZ) needs to better manage all public health infrastructure across the estate.

In practical terms, the NAMS provides a forward plan, ensuring better management of public health facilities, enabling clinical services to be provided to New Zealanders 24/7.

The NAMS provides a nationally consistent approach to managing the health infrastructure assets across the country. The NAMS balances four concurrent challenges:

1. Management of risk of asset failure due to the degraded state of the health infrastructure portfolio
2. The need to improve planning and management of the portfolio to support sustained delivery and financial sustainability
3. The importance of realigning health infrastructure to support the goals of Pae Ora (Healthy Futures) Act 2022 (Pae Ora)
4. Meeting Government expectations for investment and asset management as contained in 'Cabinet Office Circular: CO (23) 9'.

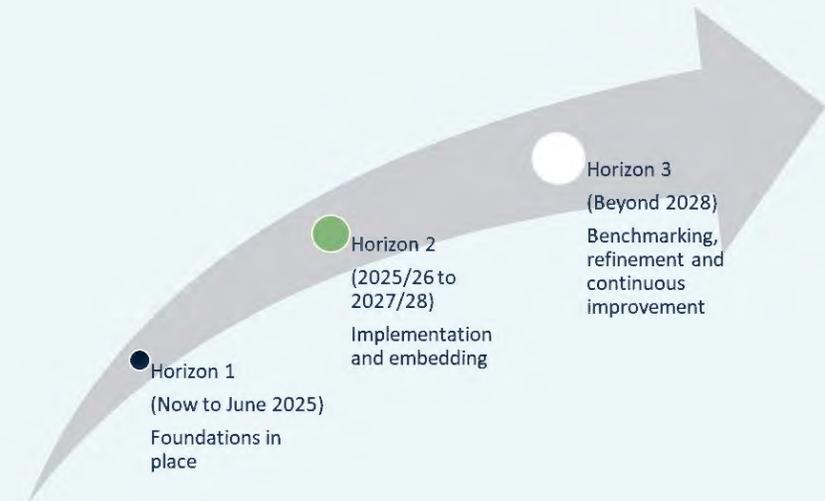
Achieving the desired uplift in asset management practice is a multi-year journey, requiring a progressive lift in capability and maturity across multiple areas to get the foundations right and support longer-term planning.

## Our Implementation Roadmap & Workstreams National Asset Management Strategy implementation

Since the first March quarterly report, the Horizon 1 foundational activities have been delivered. The NAMS reporting format has been revised to better align reporting against Horizon workstreams.

The workstream focus has now shifted to Horizon 2 – implementation and embedding. Both Horizon 1 and 2 activities underpin Horizon 3; and progress the goal of achieving a core level of maturity by year six.

The implementation roadmap is below.



# NAMS Quarterly Report: Horizon 1: June 2025

## General Programme Update June 2025

- Good progress was made over the last quarter with all the Horizon 1 deliverables, aside Workstream 8 (IIG Structure), delivered.
- Planning for the Horizon 2 activities and actions is underway – see next page.
- The workstreams were delivered in line with the funding allocation.

Pillar	NAMS Workstreams	Horizon 1 Workstream Milestones	Horizon 1 RAG Status
Understanding Requirements	1. Finalise the Asset Management Policy	<ul style="list-style-type: none"> <li>Asset Management Policy finalised and is in the final stage of approval. Implementation plan ready to be rolled out over the next quarter.</li> </ul>	Green
	2. Develop an Asset Levels of Services Framework	<ul style="list-style-type: none"> <li>Asset levels of service framework developed</li> </ul>	Green
	3. Implement a condition assessment programme to baseline the estate	<ul style="list-style-type: none"> <li>Condition Assessment plan and procurement completed</li> </ul>	Green
Lifecycle Management	4. Develop a risk management and criticality frameworks	<ul style="list-style-type: none"> <li>Risk Management Framework approved and implemented and Initial asset criticality framework drafted</li> </ul>	Green
	5. Implementation of further risk and resilience assessments	<ul style="list-style-type: none"> <li>Plan for further risk and resilience assessments developed</li> </ul>	Green
	6. Develop a maintenance strategy	<ul style="list-style-type: none"> <li>National maintenance strategy drafted</li> </ul>	Green
	7. Development of asset management plans across all campuses (regional/national)	<ul style="list-style-type: none"> <li>Stock take of existing Asset Management Plans completed</li> </ul>	Green
Asset Management Enablers	8. Complete and embed the new IIG structure	<ul style="list-style-type: none"> <li>Complete and embed the new IIG structure is a key part of a successful NAMS implementation</li> </ul>	On hold*
	9. Implement an Asset Management Information System (AMIS) which includes an asset register and asset data standards	<ul style="list-style-type: none"> <li>Asset Management Information system foundational capability implemented including migrating all campuses to the new national tool</li> </ul>	Green
	10. Develop and Audit and Improvement Programme	<ul style="list-style-type: none"> <li>N/A - This is an Horizon 2 activity</li> </ul>	Grey

\* This measure will be removed in future reporting . Reporting against this measure is provided for in Health NZ's quarterly Te Pae Waenga reporting, with a different workstream accountability.  
In confidence

# NAMS Quarterly Report: Horizon 1: June 2025

Pillar	NAMS Workstreams	Horizon 2 Activities and Actions (July 2025 to June 2027)
Understanding Requirements	1. Finalise the Asset Management Policy	<ul style="list-style-type: none"> <li>Implement and support the adoption of the Asset Management Policy. Monitor and update the policy as required</li> </ul>
	2. Develop an Asset Levels of Services Framework	<ul style="list-style-type: none"> <li>Identify meaningful performance measures to reach/improve our Asset Maturity goals.</li> </ul>
	3. Implement a condition assessment programme to baseline the estate	<ul style="list-style-type: none"> <li>Condition assessment programme underway, including the development renewal modelling to cost asset renewals</li> </ul>
Lifecycle Management	4. Develop a risk management and criticality frameworks	<ul style="list-style-type: none"> <li>Risks are identified and managed in accordance with the risk framework.</li> <li>Finalise, approve and adopt criticality framework and risk management framework.</li> </ul>
	5. Implementation of further risk and resilience assessments	<ul style="list-style-type: none"> <li>Implement further risk and resilience assessments</li> <li>Implement further seismic assessments</li> </ul>
	6. Develop a maintenance strategy	<ul style="list-style-type: none"> <li>Develop a service delivery plan, informed by supplier spend analysis, to support efficient procurement and identify the best delivery models for each region or campus.</li> <li>Draft a plan to address and remediate levels of deferred maintenance.</li> </ul>
	7. Development of asset management plans across all campuses (regional/national)	<ul style="list-style-type: none"> <li>Asset Management Plan framework developed, including piloting approach.</li> <li>Based on pilot – develop first generation AMPs</li> </ul>
Asset Management Enablers	8. Complete and embed the new IIG structure	<ul style="list-style-type: none"> <li>Accountability sits outside of the NAMS delivery remit</li> </ul>
	9. Implement an Asset Management Information System (AMIS) which includes an asset register and asset data standards	<ul style="list-style-type: none"> <li>Implement lease management, system integrations for asset information management, operational asset management reporting.</li> <li>Implement datawarehouse and national strategic analysis and reporting</li> </ul>
	10. Develop and Audit and Improvement Programme	<ul style="list-style-type: none"> <li>Initial asset management review programme developed – and updated as we embed foundation activities</li> </ul>

Proactive



# NAMS Quarterly Report: June 2025

## Financial Summary Horizon 1 - NAMS implementation

	Last quarter	This quarter (Year end)
<b>Total funding</b>	\$1,215,560	\$ 1,215,560
<b>Committed to date</b>	\$1,207,666	\$1,213,743
<b>Yet to allocate</b>	\$7,894	N/A
<b>Spend to date</b>	\$478,574	\$1,195,087
<b>Left to spend</b>	\$736,986	\$20,473

## Key risks and issues

Below are risks and issues to the implementation of the NAMS that are being closely monitored and managed

Risk	Mitigation
The IIG change process (W8) has a RAG status of amber due to the delays with a proposed structure being released for consultation	Short term resource onboarded to support key deliverables and mitigate lack of capacity of key stakeholders
Timeline to reach core maturity is not meeting external requirement/expectations expected for an organization of the size and complexity and criticality of Health NZ.	Developing the foundational NAMS Horizon 2 in a less collaborative manner than would ideally be done to reduce the impact of limited resources and capacity.
Capacity of key stakeholders to develop and implement NAMS deliverables in addition to business-as-usual activity.	Prioritise workstreams, and seeking additional funding and resource to speed up the time reach an appropriate level of maturity
Health NZ, being an asset intensive agency, should ideally be at an intermediate/advanced level of asset management maturity. The timeline to reach our NAMS target of a core level of maturity over 6-years does not meet external expectations.	Prioritise workstreams, and seeking additional funding and resource to speed up the time reach an appropriate level of maturity

