

Aide-Mémoire

Update on Health Capital Projects as at 29 February 2024

To:	Hon Dr Shane Reti, Minister of Health	Reference:	HNZ00041319
From:	Jeremy Holman, Chief, Infrastructure and Investment Officer, Infrastructure and Investment Group, Health New Zealand	Due Date:	29 April 2024
Copy to:	Hon Nicola Willis, Minister of Finance Hon Matt Doocey, Minister for Mental Health	Security level:	In Confidence

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The following departments/agencies have been consulted

The Ministry of Health will receive a copy of this report for monitoring purposes.

Attachments

Annex 1: Report 'Update on Health Capital Projects as at 29 February 2024', including Appendices 1-4

Purpose

1. This Aide-Mémoire accompanies our monthly report 'Update on Health Capital Projects as at 29 February 2024', including to provide key updates since the last report.

Key Updates since the last monthly report

2. We continue to improve the report based on feedback. This month we have:
 - a. Improved the information provided on projects over \$10 million that have been rated red. See Appendix 4 of the monthly report;
 - b. Updated the graph on monthly actual spend this year to include a comparison against the last month's forecast (Figure 2 in the monthly report);
 - c. Provided some analysis to identify trends related to the cost pressures that projects are experiencing (Page 10 of the monthly report);
 - d. Provided some performance metrics on the HCE portfolio. This includes cost per m² and cost per bed (Page 12 of the monthly report);
3. On 25 March 2024, Cabinet approved an additional \$290 million for the New Dunedin Hospital, with drawdown subject to Cabinet approval of the Implementation Business Case.
4. The Taranaki Mental Health Facility Upgrade (Project 30033), has two components: an upgrade and refurbishment of the existing acute facility and a new four-bed step down unit, Tukapa House. The upgrade and refurbishment is complete, and Tukapa House will begin construction in May 2024. s9(2)(b)(ii), 9(2)(j)

Performance Reporting

5. The monthly report (Annex 1) reports on the performance of the 75 in-flight projects that are over \$10 million or funded from the Health Capital Envelope. They have a combined value of \$6.7 billion across the range of phases in the project life cycle. The \$6.7 billion includes \$1.59 billion for the New Dunedin Hospital project.
6. The table below shows the project status for the 75 in-flight projects.

Table 1: Project status as at 29 February 2024

	Green rated projects	Amber rated projects	Red rated projects	Total
Number of projects	36	22	17 ¹	75
\$ value	\$2,695.9m	\$1,554.7m	\$2,494.7m	\$6,745.4m
Movement In	1	3		4
Movement Out	1	1	1	3

7. Details of the red-rated projects and the mitigations actions we are taking are provided in the table below and in the report at Annex 1. A summary is provided in Table 2.

Table 2: List of Red-rated projects as at 29 February 2024

Project name (and ID)	Reason for red rating
Project Whakatuputupu New Dunedin Hospital (10025)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted] [Redacted]
E Tū Wairua Hinengaro – Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland (10050)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted] [Redacted] This change request was approved on 25 March 2024 and the project is now rated Green.
Taranaki Base Hospital Redevelopment - Project Maunga - Stage 2 (10079)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted] Several risk items require further investigation
Te Rau Kawakawa Buller Integrated Family Health Centre, Westport (10112)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted]
Hawke’s Bay Hospital Radiology Facilities Redevelopment (10208)	s9(2)(b)(ii), 9(2)(f)(iv) [Redacted] S9(2)(b)(ii), S9(2)(f)(iv) [Redacted]
New Specialised Rehabilitation Centre, Manukau Health Park (10225)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted] [Redacted]
Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment (30002)	S9(2)(b)(ii), S9(2)(f)(iv) [Redacted] [Redacted] [Redacted] [Redacted]
Parkside Building Refurbishment, Christchurch Hospital (30006)	Scope increased after issues were identified when wall linings were removed including slab penetrations made over time that did not meet IL4 in the building impacting time and budget

¹ Includes New Dunedin Hospital

Project name (and ID)	Reason for red rating
Hawke's Bay Hospital Procedure Rooms Upgrade (30013)	s9(2)(b)(ii), 9(2)(f)(iv)
Woman, Child and Family Facility Upgrade at Rotorua Hospital (30017)	Significant delays with joinery and air handling unit and funding constraints
Manaia House – Community Mental Health – Whangārei (30025)	Significant water damage occurred just before practical completion Extensive remediation will delay the project by at least 10 months Budget risk remains until insurance claim has been completed
Rural Primary Birthing Unit Construction, Wanaka and Clyde (30030)	s9(2)(b)(ii), 9(2)(f)(iv) Mitigating the cost pressures has also resulted in programme delays
Gisborne Hospital New Child and Youth Health Community Hub (30032)	s9(2)(b)(ii), 9(2)(f)(iv)
Mental Health Inpatient Facility Replacement, Grey Base Hospital (30041)	s9(2)(b)(ii), 9(2)(f)(iv) Revised programme has been issued with 13 weeks delay
Waimarino Health Centre Extension (30045)	s9(2)(b)(ii), 9(2)(f)(iv)
Linear Accelerators Replacement, Auckland City Hospital (102115)	s9(2)(b)(ii), 9(2)(f)(iv) Formalise scope change to the IT system Extend the schedule by four months
Hawke's Bay Hospital Linear Accelerators (102118)	Scope increased to include medical oncology chemotherapy and haematology s9(2)(b)(ii), 9(2)(f)(iv)

Key Construction Dates

8. Table 3 below provides a list of upcoming construction starts or completion until the end of the Financial Year. This table is provided in addition to the Update on Health Capital Projects report at Annex 1.
9. There is a time lag between the completion of the Update on Health Capital Projects Report, and it being provided to you. This is due to the time needed to compile the information and to give the Capital and Infrastructure Committee the opportunity to consider the report.
10. The dates in Table 3 are as at 15 April 2024 and are based on the latest information available. This may differ from those shown in the Update on Health Capital Projects report, which is as at 29 February 2024.

Table 3: Upcoming key construction dates

Project	Type	Description	Planned Date
Christchurch Hospital, Parkside Enhancements - Tranche One (30006)	Practical Completion & Go Live	Refurbishment of the wards in Parkside building at Christchurch Hospital.	Practical Completion May 2024
Building For the Future - Fit-out of shelled theatres, inpatient wards and procedure rooms, Tōtara Haumarū, North Shore Hospital (10222)	Practical Completion & Go Live	Increasing capacity in Northern region with the fit-out of four surgical theatres, one 30-bed ward and two endoscopy procedure rooms within Tōtara Haumarū.	Practical Completion April 2024 Go Live May 2024
Tokoroa ED Reconfiguration (30048)	Practical Completion	Reconfiguration of Tokoroa Hospital to improve infectious disease management, enlarge front of house, provide flexible space, and repurpose a consultation room as a plaster room.	May 2024
Maternity Ward and Neonatal Unit Upgrade (30016)	Construction Start	Facility redevelopment to improve care and outcomes for hapu mama, pepe and whanau.	May 2024
Surgical Services Expansion Project (SSEP), Hawke's Bay Hospital (10218)	Practical Completion	Bringing the previously shelled theatre eight online, expanding the post anaesthesia care unit and minor modifications to the central sterile services department.	May 2024
Construction of Waitākere Primary Birthing Unit (10238)	Construction Start	Construction of a 970sqm primary birthing facility, which includes six birthing/postnatal suites, to meet the urgent demand for maternity services in the West Auckland area.	May 2024
Te Kotuku Redevelopment, Whangārei Hospital (Critical Works - Package 2) (10047)	Go live	Addressing capacity constraints and provide relief until the new hospital is commissioned, including Special Care Baby Unit, Acute Assessment Unit, Ambulatory Care/Outpatients and Laboratory	May 2024
Christchurch Hospital Endoscopy Expansion (10246)	Construction Start	Fit out of four new procedure rooms, construction of two new procedure rooms, and the refurbishment of two existing procedure rooms to provide additional capacity within the endoscopy unit at Christchurch Hospital.	June 2024
Radiology Relocation to Harley Gray at Middlemore Hospital (10045)	Construction Start (Main works)	Relocation of existing radiology department from earthquake prone Galbraith building to Harley Gray building.	June 2024
Christchurch Central City Energy Centre and Services Tunnel (10005)	Practical Completion & Go Live	Redevelopment of Energy Centre and Services Tunnel post 2011 Canterbury Earthquakes.	June 2024
Linear Accelerators Replacement, Auckland City Hospital (102115)	Practical Completion	Replacement of linear accelerator cancer radiation machines	June 2024

Project	Type	Description	Planned Date
Wairarapa Hospital Outpatients Refurbishment (30037)	Practical Completion & Go-Live	Refitting of outpatients' area for a triaging area, plus new office and clinic space.	June 2024
Construction of new building, Tōtara Haumaru North Shore Hospital (10036)	Go Live	Increasing capacity across the Northern region with a new build.	June 2024
Bay of Plenty Seismic Strengthening (Building 20 and Kitchen Refurbishment) (10252)	Construction Start	Structural upgrade of building to protect IL4 services (includes relocation of kitchen).	June 2024
Generator and Electrical Upgrade and Electrical Supply to Site (10258)	Construction Start	Electrical upgrade, including supply to site and replacement of ageing generators, replacement of coal boilers	June 2024
Nelson Hospital ED Reconfiguration (30020)	Construction Start	An extension to Nelson ED to support the current and increasing ED attendances until a new ED is completed as part of the broader hospital redevelopment.	June 2024
Boiler Replacement, Wairau Hospital, Blenheim (30024)	Practical Completion	Replacement of boilers with an energy efficient, sustainable option.	August 2024

Next steps

11. The next Update on Health Capital Projects Report, based on 31 March 2024 assurance reports, will be provided to you in May 2024.

Update on Health Capital Projects

as at 29 February 2024

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Executive Summary

1. The Infrastructure and Investment Group (IIG) is delivering approximately 1,500 capital projects across New Zealand. The vast majority are funded through Health New Zealand baseline (depreciation). New Dunedin Hospital has its own appropriation, and the rest are funded through the Health Capital Envelope (HCE).
2. This report focuses on the 75 in-flight projects that are over \$10 million or funded from the HCE. They have a combined value of \$6.7 billion across the range of phases in the project life cycle. The \$6.7 billion includes \$1.59 billion for the New Dunedin Hospital project.
3. Most of these projects are progressing well and rated Green or Amber in February.

Table 1: Current RAG ratings as at 29 February 2024

	Green rated projects	Amber rated projects	Red rated projects	Total
Number of projects	36	22	17	75
\$ value	\$2,696 m	\$1,555 m	\$2,495 m	\$6,745 m

4. The 'Outpatients Refurbishment' (30037) at Wairarapa Hospital has moved out of Red, into Amber as the project is being de-scoped to keep it within the approved funding.
5. The Child, Adolescent and Family Relocation Project in Waitaha Canterbury has recently increased its baseline investment to over \$10 million so now falls within the scope of this report. It is currently rated Amber due to a pending scope change request with potential financial implications.
6. This month's report contains new information on:
 - a) Forecast project completions to 30 June 2025 (Figure 1, page 5)
 - b) Committed and Actual Spend (Figure 3 page 6)
 - c) Forecast cashflows (Figure 4, page 7)
 - d) Post Completion Review Analysis (page 9)
 - e) Cost Pressures Review (page 10)
 - f) Cost per m2 Analysis (page 12)
 - g) Cost per Bed Analysis (page 12)

Health Capital Envelope Allocation

7. The s9(2)(b)(ii) HCE is almost fully allocated to projects as summarised below. A more detailed report on the allocation of the HCE is attached at Appendix 3.

Table 2: Summary of HCE Allocation

Health Capital Envelope	s9(2)(b)(ii)
Less: Allocated and approved to date	
Less: Allocated to new projects yet to be approved	
Less: Projects in Deliver seeking additional funding	
Surplus (Deficit) of HCE Available for Allocation	
Other known cost pressures	
Potential Capital Returns	
Proposed Funding Reallocations	
Projected surplus of funds	

8. s9(2)(b)(ii)
9. Given the current pressures on the HCE, and signals of a constrained Budget 2024 appropriation, a detailed reconciliation of the HCE has been initiated by the IIG. The reconciliation will review all transactions and transfers of HCE appropriated funds since its inception in 2019 to confirm the funds that remain available for allocation.

¹ s9(2)(b)(ii), 9(2)(f)(iv)

Portfolio Life Cycle Performance

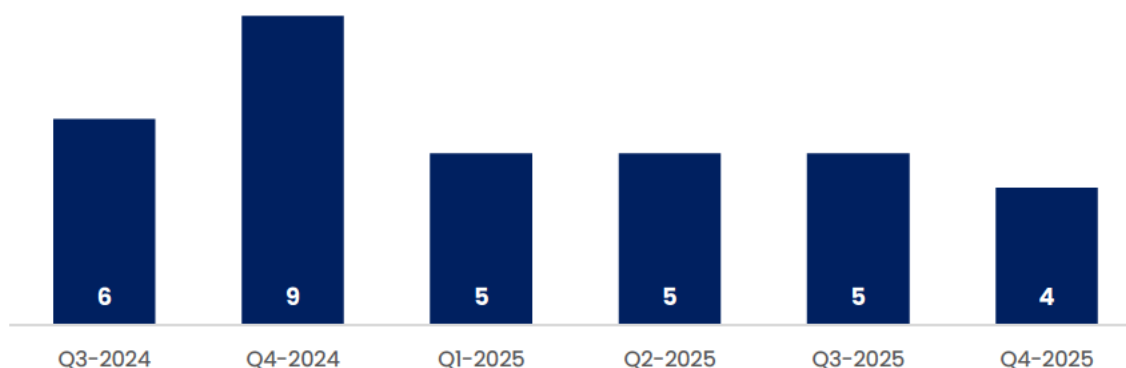
10. The 75 in-flight projects over \$10 million or funded from the HCE are in different stages of the project life cycle.

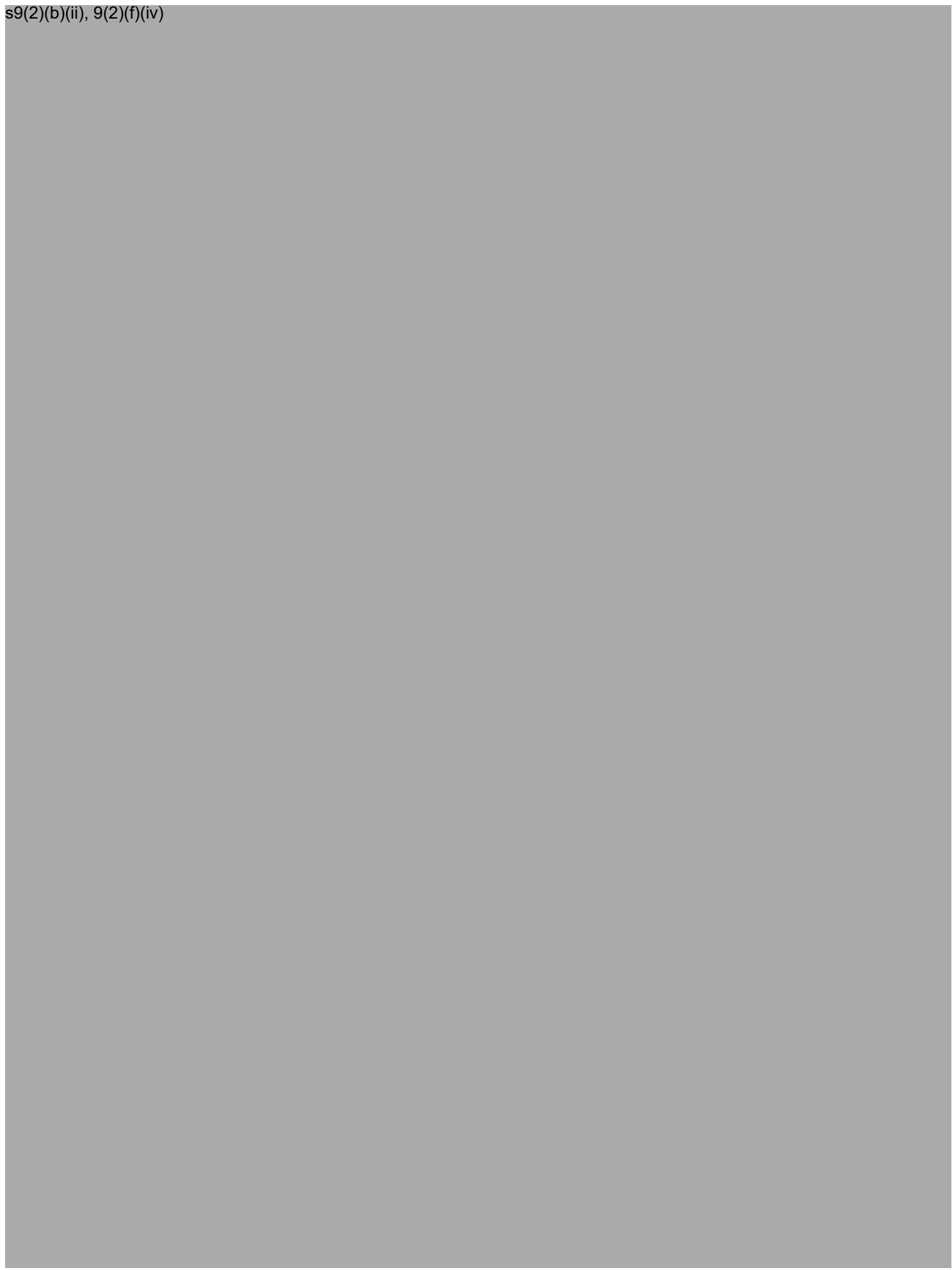
Table 3: Project life cycle phases as at 29 February 2024

	Define	Design	Deliver	Total
Number of projects	4	22	49	75
\$ value	\$88 m	\$1,641 m	\$5,017 m	\$6,745 m
Movement In			1	1
Movement Out				

11. One project in Delivery Phase has been recently identified to fall within the scope of this report and has been added this month: Child, Adolescent and Family Relocation in Waitaha Canterbury (10259). The scope of the project is the fit-out of the Hillmorton Laundry space to provide a clinically appropriate and economical accommodation solution for the consolidation of Child, Adolescent and Family outpatient service.
12. There are 15 projects scheduled to reach practical completion before the end of June 2024. Figure 1 below shows the forecast of projects completions out to FY2025. A more detailed report on the status and schedule, including completion dates, of each project is attached at Appendix 1 and Appendix 2.

Figure 1: Forecast Project (Practical) Completion





Portfolio Status Performance

18. Project performance is measured using a Red/Amber/Green (RAG) assessment rating system, which broadly covers project risk against time, budget, and scope.
19. The RAG ratings presented in this report are based on an assessment of the RAG ratings applied to the categories of time, budget, and scope for each project.

Overall programme status rating	GREEN	AMBER	RED
	No significant risks and issues are impacting the overall project.	Some risks and issues could impact the overall project. These are being actively managed by the IIG.	Ministers should be aware of one or more significant risks and issues that require decisions from the Committee, Board and potentially Ministers.

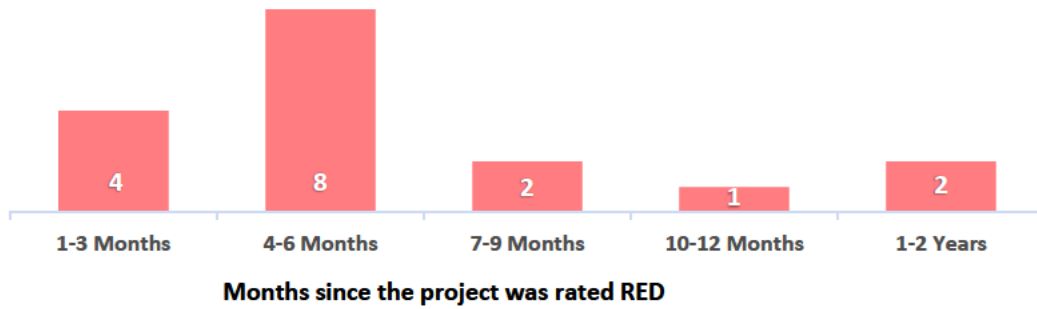
20. Based on the February 2024 assurance reports, Table 4 below shows the number and value of projects in each of the risk categories.

Table 4: Current RAG ratings as at 29 February 2024

	Green rated projects	Amber rated projects	Red rated projects	Total
Number of projects	36	22	17	75
\$ value	\$2,696 m	\$1,555 m	\$2,495 m	\$6,745 m
Movement In	1	3		4
Movement Out	1	1	1	3

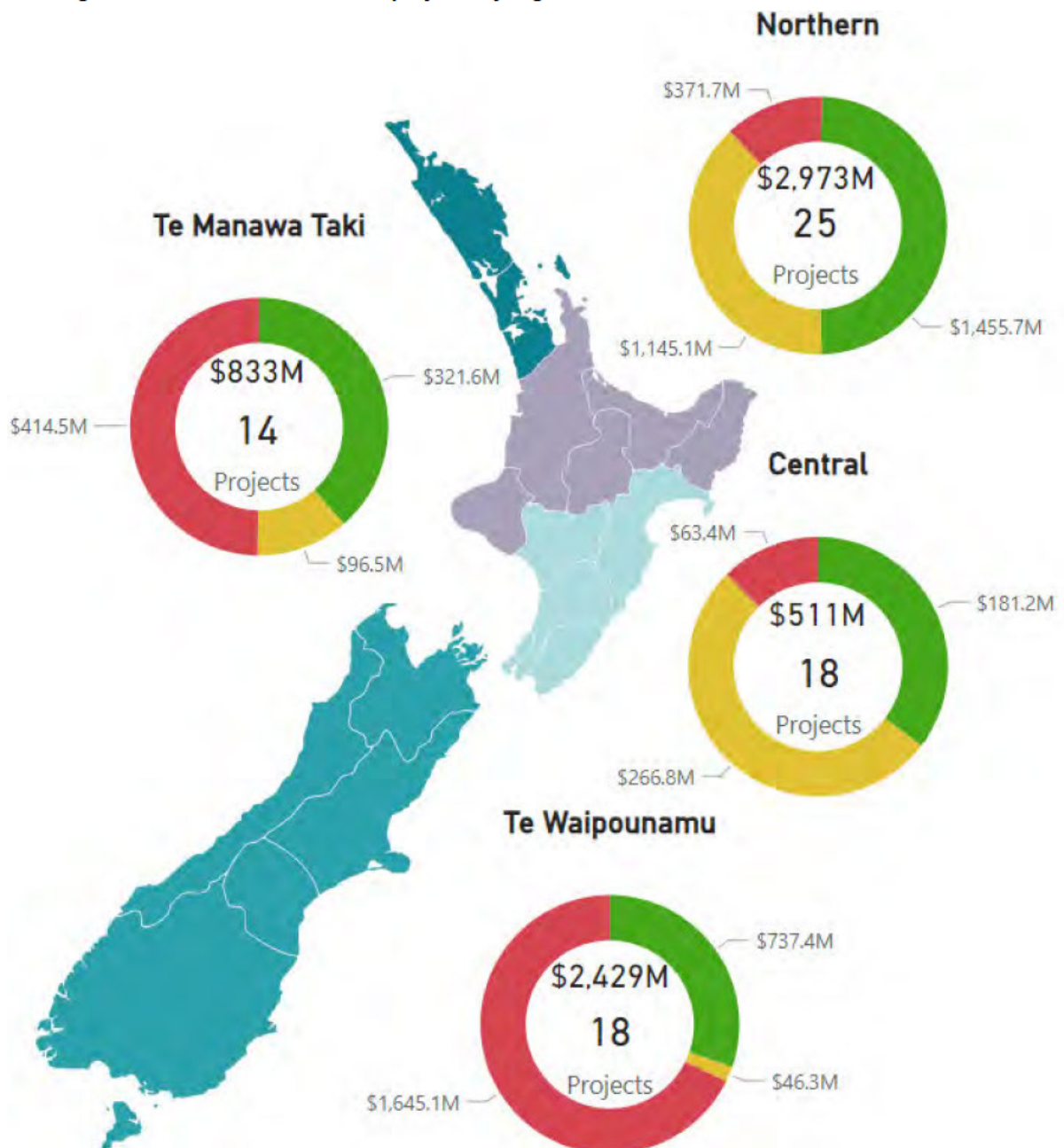
21. The 'Outpatients Refurbishment' (30037) at Wairarapa Hospital has improved its RAG rating from Red to Amber because the relocation of the audiology booth to leased premises adjacent to the hospital has been considered a non-material scope change.
22. The newly added project 'Child, Adolescent and Family Relocation' in Waitaha Canterbury (10259) is rated Amber due to a pending scope change request with potential financial implications.
23. Figure 5 below shows that most Red rated projects have remained unresolved for over three months. Further details on Red rated projects with total costs over \$10 million, are provided at Appendix 4.

Figure 5: Age of Red Ratings



24. Figure 6 below shows the value of active projects in each of the status categories by region.

Figure 6: Portfolio risk for active projects by region



Post Completion Review


25. We have commenced a review of Post-Implementation Review (PIR) and Post-Occupancy Evaluation (POE) documentation submitted for completed projects.
26. This review will provide us with an overview of benefits realised through the delivery of the project, lessons learned, and where relevant, contributing factors to project overruns.
27. To date, 16 PIRs (or the equivalent) have been submitted with a further 18 expected to be received over the next four months (see Table 5).

Table 5: Overview of received and pending Post Implementation Reviews by project size

Project Size	Submitted	Due by End of FY24	Expected in FY25
Under \$10 m	9	9	8
Over \$10 m	7	9	13
Total	16	18	21

28. Based on the initial analysis:
 - a) The content and quality of project closure reports differ significantly across projects as the templates are not currently mandated but for guidance only. This will be addressed when we have formally established the Portfolio Management Office and standardised templates and guidance for project management and delivery.
 - b) Reports from projects with a total cost less than \$10 million are brief and contain very limited information.
 - c) Reports from projects greater than \$10 million provide greater detail on benefit realisation and lessons learned.
 - d) The variation in project reporting may be appropriate depending on the size of the project, and we expect to reflect scalable templates in the Portfolio Management Office suite of resources.
 - e) There is limited narrative around reasons for cost and schedule overruns.
29. The conclusion of the review will result in a change to the project closure process and templates to ensure that insights across the portfolio can be better captured.
30. The review is expected to be completed in April 2024. A further update on progress will be provided in the next monthly update.

s9(2)(b)(ii), 9(2)(f)(iv)






Portfolio Performance Metrics

Cost Per m² Analysis

39. We have undertaken a review of project business cases for m² information across the HCE portfolio.
40. The analysis in Figure 9 shows that the cost per m² relative to project size (m²) varies considerably across projects.

Figure 9: Cost per m² for different size projects

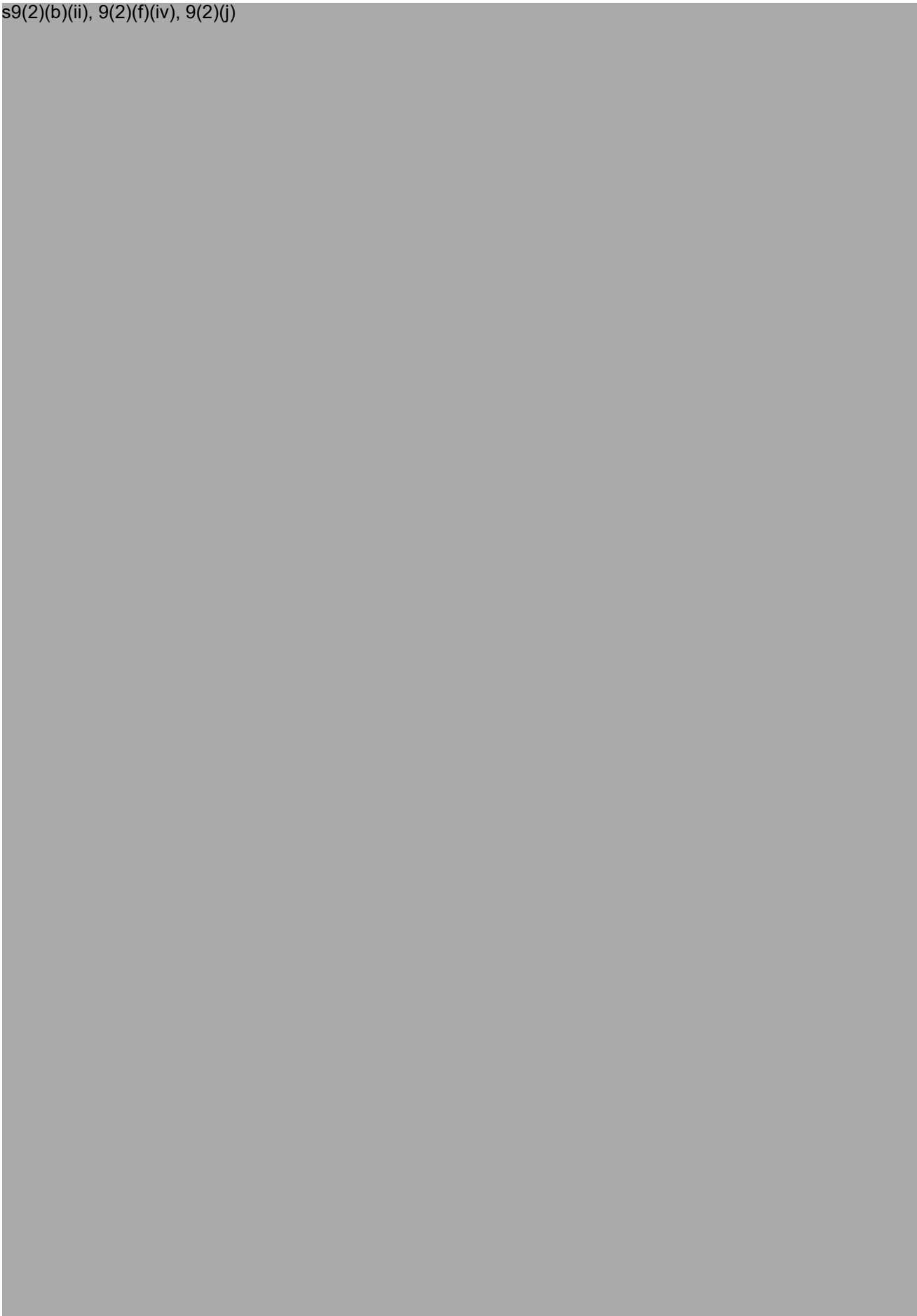
s9(2)(b)(ii), 9(2)(f)(iv), 9(2)(j)



41. Comparing m² information across projects is challenging due to differences in:
- project scope
 - timing and currency of information
 - multiple use buildings (admin, ward, theatre etc)
 - project types (mix of refurb, extension, new build)
 - building standards (IL3/4, seismic, fire systems)
 - condition of the site.
42. To get further insight from cost per m² information will require the analysis of more granular cost and project information. The next stage of the analysis is to gather detailed information from new project cost estimate reports as they become available.

Cost per Bed Analysis

43. During the development of the Infrastructure Investment Plan (IIP), the IIG conducted a stock take of the total beds, existing and proposed in in-flight projects.



Upcoming Ministerial decisions

48. Table 6 shows projects with near-term submission dates for Ministerial consideration of business case approvals.

Table 6: Upcoming Business Case Approvals

Area	Project Name	Prioritised Crown Funding	Expected Total Budget Request	Indicative Date to Health NZ Board	Estimated Date to Ministers
Bay of Plenty	Whakatāne Mental Health Inpatient Unit Replacement	s9(2)(b)(ii), 9(2)(f)(iv)		Q3 2024 ²	Q3 2024
Hawke's Bay	Hawke's Bay Hospital Radiology Facilities Redevelopment			May 2024	June 2024
Hawke's Bay	Hawke's Bay LINAC			May 2024	June 2024

49. Projects requiring additional funding are accounted for in the HCE Allocation Report (Appendix 3) projections.

50. Table 7 show projects with pending Ministerial decisions which are estimated to be presented to Ministers in March.

Table 7: Pending Decisions to be presented in March

Area	Project Name	Decision Request	Additional Funding Request
Capital, Coast and Hutt Valley	Remedial Works (Copper Pipes Tranche 2)	s9(2)(b)(ii), 9(2)(f)(iv)	s9(2)(b)(ii), 9(2)(f)(iv)
Hawke's Bay	Procedure Rooms Upgrade		
Tairāwhiti	New Child and Youth Health Community Hub		
Whanganui	Waimarino Health Centre Extension		
West Coast	Te Nīkau Grey Hospital		
West Coast	Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC)		
Auckland	Linear Accelerators Replacement, Auckland City Hospital		
Northland	New Community Mental Health Facility, Manaia House		
Southern	Urgent Interim Works – Deferred Main, Gastroenterology, Audiology, and ICU		

² s9(2)(b)(ii), 9(2)(f)(iv)

Key Programme Overview

New Dunedin Hospital (NDH)

Current Costs

51. Cabinet has approved a tagged contingency of \$290 million to meet cost pressures faced by NDH. Once released, this will increase the overall project budget to \$1,880million.
52. The project team will develop a new baseline cost estimate to enable monitoring of budget against this new programme. Programme and budget remain at risk until the construction contract can be executed.
53. The end of 2028 completion date for Practical Completion is now at risk of delay due to the reviews required prior to engaging CPB.
54. Based on the latest cost estimates
 - the forecast total is currently (excluding risks) at \$1,796 million
 - s9(2)(b)(ii) [REDACTED]
55. In accordance with the recent Cabinet decision, the financial elements of the Implementation Business Case will be further refined as the project advances, and a final Implementation Business Case with updated costings and quantitative risk assessment will be submitted Cabinet approval in December which will show how we are managing scope and risk to deliver the project on budget.

Outpatient Building

56. There is progress on site with around 90% of the steel structure now erected with approximately 40% of the concrete floors poured.

Table 8: Forecast completion dates for Outpatient Building milestones.

Milestone	Forecast Completion Date
Construction – Main Build	31 July 2026
Go Live (operationally in use)	October 2026

Inpatient Building

57. Work on the slab removal works on the ex-Cadbury Inpatient Building site is complete and piling is underway with approximately 120 piles fully driven to date and a further 100 piles partially driven.
58. The cost pressure for the Inpatient Building remains, based on continued inflation and exchange rate changes. The project team has developed an alternative contracting methodology that will mean that the contractor and client work together to minimise cost pressures and delays along with early procurement of major subsystems to avoid further cost escalation.

Table 9: Forecast completion dates for Inpatient Building milestones.

Milestone	Forecast Completion Date
Developed Design	26 February 2024 (complete)
Detailed Design	17 December 2024
Construction – Main Build	s9(2)(b)(ii), 9(2)(f)(iv), 9(2)(j) Completion: 20 December 2028
Go-Live (operationally in use)	May 2029

Mental Health Infrastructure Programme (MHIP)

Te Puna Waioira anti-ligature and safety upgrades complete

59. Upgrades to Taranaki Base Hospital’s acute mental health ward, Te Puna Waioira, recently completed. The scope of the upgrades included installation of anti-ligature furniture and curtain fittings within bedrooms, anti-ligature sanitary ware, new doors with vision panels, hardware and sensors, and an upgrade of the nurse call and duress system. Upgrading a ward while maintaining patient occupancy is challenging however the project team report that staff feel safer and that morale in the upgraded facility has increased.

60. s9(2)(b)(ii), 9(2)(j)

Roof shout marks significant milestone at Gisborne Hospital

61. February’s roof shout provided those that have contributed to the Te Whare Awhiora replacement project an opportunity to reflect on how far the project has come, thank the workers and celebrate a significant project milestone – completion of the roof. Considerable work has taken place to reach this milestone and many people have contributed to the project since it was prioritised in 2019.

62. Thirteen companies are involved with the build which is due to complete late this year. The new building is designed to achieve both the Zero Energy and Core Green international sustainability certifications; preparations for the installation of its solar panel are underway.

Regional Hospital Redevelopment Programme (RHRP)

Overview of RHRP

63. The RHRP programme is comprised of two tranches. Tranche 1 is in the Deliver phase and Tranche 2 is in the planning phase.

64. All projects within the Programme have significant capital value (\$500+ million), with a dedicated project director allocated from planning to construction completion.

Project Pihi Kaha – Whangārei Hospital Redevelopment

65. The Whangārei Whānau House construction is on track, with the facility almost fully closed in, internal first fix services nearing completion and internal linings planned within the next period. Furniture, fittings and equipment schedules for procurement are almost complete, along with final shop drawings for cabinetry and joinery. The project remains on track to be delivered within the approved timeframes by mid-2024.
66. Tira Ora detailed design continues on programme, with the 50% design drop now completed. The project remains on track in accordance with the current programme with design due for completion in mid-2024 ahead of consenting and contractor procurement. Preparations for contractor procurement are well underway.
67. Tira Ora's scale and complexity is considered to be within the capability of the local market, so a traditional fixed price lump sum build only contract is proposed. This is also informed from recent learnings on similar projects within the Northland region.
68. The overall Pihi Kaha investment programme (which includes the Acute Services Building (ASB) and Ward Tower) has significant scale and complexity relative to other investment projects in the regions, and relative to the local market capability. Informed by recent learnings from other large-scale projects, and by the arrival and national priorities of the new IIG Head of Infrastructure Delivery, the project team are considering the best approach to partnering with industry to deliver on our project and national programme objectives collectively. The team continue to engage with internal stakeholders and target presenting a final procurement recommendation for the steering group meeting in April 2024.
69. The Ward Tower design scope was included in the previously approved business case. Drafting of the business case for the construction scope of the Ward Tower is now complete and ready to circulate for review/approval during April 2024. The single stage business case for additional car parking is also ready for circulation during April – this carparking is an essential pre-requisite to clear the site prior to the ASB works commencing.

Project Whakatupuranga – Nelson Hospital Redevelopment

70. The project team remains focused on two key areas:
 - refining the campus master plan and evaluating the options for new and refurbished facilities on the campus
 - engineering works to lift the two earthquake-prone building (EPB) notices.
71. Regarding the campus planning, a phased option with smaller builds as opposed to a single “mega” build is being developed to address agreed priorities in the rationale behind the phasing.
72. To inform the Test to Fit works, the bed modelling produced in 2018 is being reviewed by the IIG and Hospital and Specialist Services (HSS) analysts to ensure the population and bed modelling outputs are up to date and accurate to inform the design brief. This work is currently under review with the HSS Senior Leadership Team. A new standardised national methodology is being used to validate the modelling.
73. The Test to Fit works will be completed late April. Concept Design is currently scheduled to complete by January 2025, Preliminary Design by July 2025, and Developed Design for Phase One by October 2025.

74. Design works to address the strengthening works required following the Earthquake Prone Building notices are progressing well. Additional non-structural elements have been identified as requiring remediation. This relates to non-structural walls within George Manson.
75. Staff have been briefed on the works and planning is underway to confirm the impacts to planned care while works are being undertaken.

Tauranga Hospital Redevelopment

76. Recent project activities include the development of a Clinical Services Plan, detailed seismic assessments of key buildings, an existing site feasibility study, and work on an early site master plan/options analysis.
77. A Strategic Assessment is in progress, and will be followed by a Programme Business Case, due to start in the second half of 2024.
78. A programme approach is being taken in the procurement of the resource required to develop and deliver the RHRP Tranche 2 business cases.
79. The procurement of a supplier for business case development services across Tranche 2 is in progress and a preferred supplier is expected to be identified in March.

Hawke's Bay Fallen Soldier's Memorial Hospital Redevelopment

80. The draft Local Clinical Services Plan (including demand and capacity modelling), future model of care planning, asset management planning, and Site Master Plans for Hawke's Bay Hospital and Wairoa Health have been completed.
81. The Māori health equity plan, cultural narrative and cultural impact assessment will be developed in the first half of 2024.
82. Work on the Programme Business Case for the project is expected to start in the second half of 2024.

Palmerston North Hospital Redevelopment

83. The draft local Clinical Services Plan and asset management planning was completed in 2023 and is currently being reviewed by the national Health NZ planning teams.
84. Site Master planning for Palmerston North Hospital is on hold until the clinical service plan is finalised. This is expected to be restarted in early 2024.
85. Work on the Programme Business Case for the project is expected to start in the first quarter of 2025.

Linear Accelerator Programme

86. The Linear Accelerator programme is not currently managed as a programme but managed individually in each region.
87. Table 10 below provides a summary of progress for the current in-flight linear accelerator projects.

Table 10: Summary of in-flight Linear Accelerator Projects

Area	Project Name	Project Stage	No. of LINAC Machines	Total Project Cost	Forecast Go-live	RAG Status		
						Time	Scope	Budget
Te Toka Tumai Auckland (102115)	Linear Accelerators Replacement, Auckland City Hospital	Construction	2	s9(2)(b)(ii)	Oct 24	G	G	R
Te Tai Tokerau Northland (102116)	Radiation Oncology Project	Procurement (Main Contractor)	1		May 26	G	G	G
Taranaki (102117)	Linear Accelerators	Construction	1		Sep 25	G	G	G
Te Matau a Māui Hawke's Bay (102118)	Linear Accelerator & Bunker, Hawke's Bay Hospital	Detailed Business Case	1		Jul 27	R	R	R

88. There have been no changes in the RAG status of these in-flight projects over the past month.

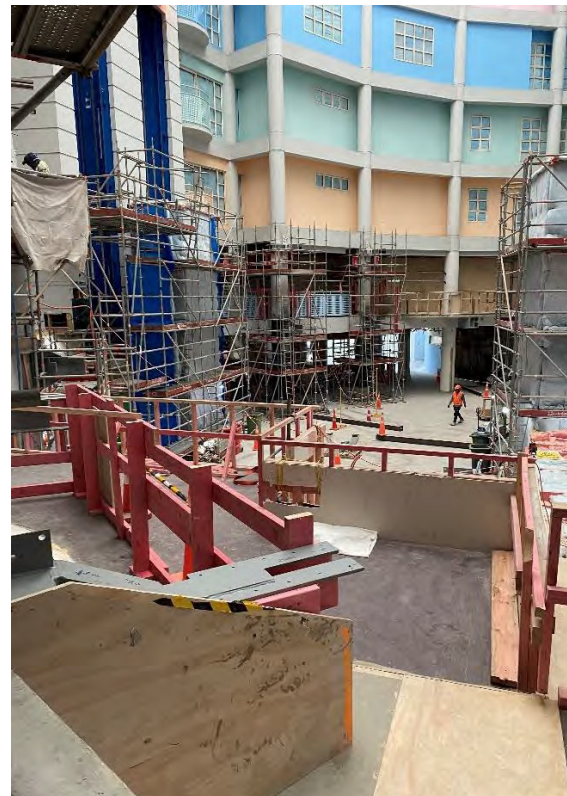
Project Photos

10001 – Facilities Infrastructure Remediation Programme - Tranche 1, Te Toka Tumai Auckland

New pumps for the Heating Hot Water supply connected to the HVAC system serving Building A01 at Auckland City Hospital in Grafton



30002 – PICU/ICU Child Health Expansion (Starship), Auckland Atrium



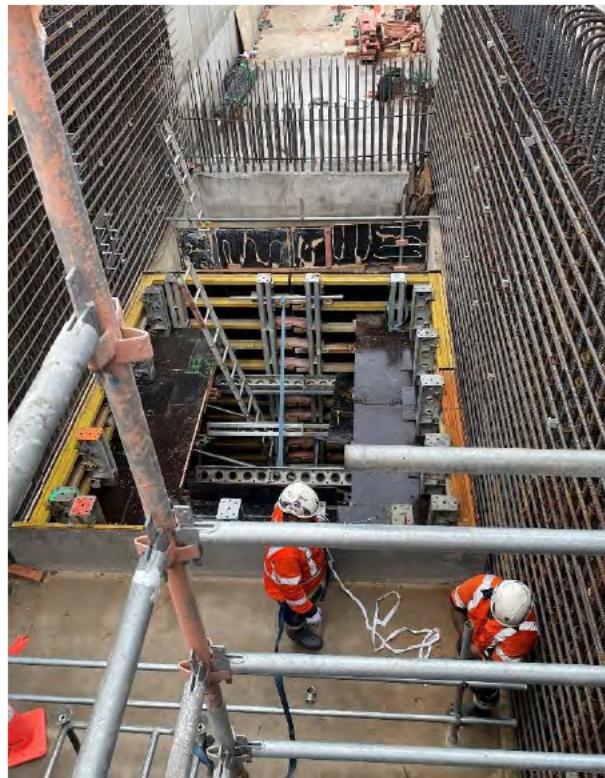
**10056 – Facilities Infrastructure Remediation Programme - Tranche 2, Te Toka
Tumai Auckland**
Site view of Building A40



Tunnel A



Tunnel B



10204 – Manaaki Hōhonu – Construction of inpatient ward and ICU, Waitākere Hospital

Western View in early February



Western View in late February



102116 – Radiation Oncology Project, Whangārei Hospital

Sod turning



**10209 – Manukau Superclinic expansion and planned care capacity increase,
Manukau Health Park
North and top of West and East Building**



East Building



West Building



10230 – Pihi Kaha – Whangārei Hospital Redevelopment, Northland

Exterior of Te Whaea O Te Iwi, Whanau House



Interior



30024 Wairau Boilers, Nelson-Marlborough

First generator on site



Heat pump installation



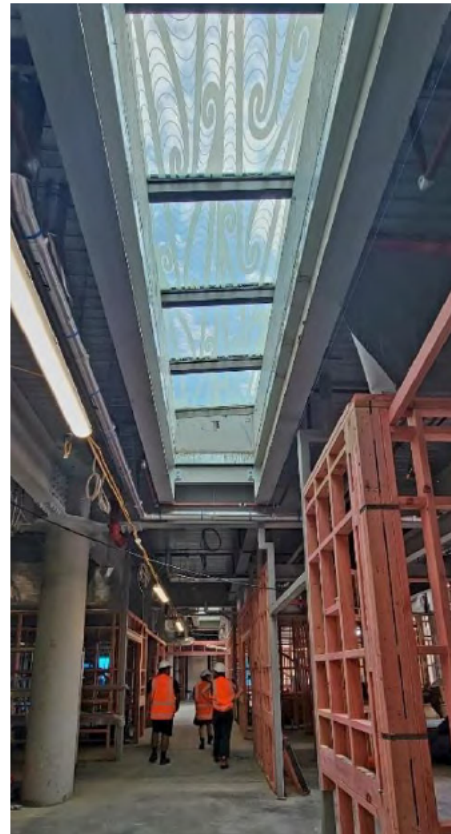
10079 – Taranaki Base Hospital Redevelopment – Project Maunga – Stage 2
East Wing Building



Ambulance Bay and Emergency Department
Entrance



Skylight at the Emergency Department



10073 – Adult Mental Health Facility – Tranche 1, Waikato

Steel structure with first level concrete pour



10240 – Renewal of Vertical Transport (Lifts) – Tranche 2

Capital, Coast & Hutt Valley

Motor Room C1-2 Control Board



Motor Room C3-4 Motors



**30008 – Copper Pipes, Wellington Hospital, Capital, Coast & Hutt Valley
Birthing Suite 11 finishes**



Level 4 North Pod D, demolition of staff base started



10050 – E Tū Wairua Hinegaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland, Waitematā
Reinforcement for ground beams and slab



Structural steelwork in Zones 2 and 3



30025 – New Community Mental Health Facility, Manaia House, Northland
Sample of remediation work at middle floor after flooding



Completed furnishing of the top floor



10036 – Construction of new building, Tōtara Haumaru North Shore Hospital, Waitematā
Building with completed Ambulance Bay roof



Main entrance with Lifts and Lobby



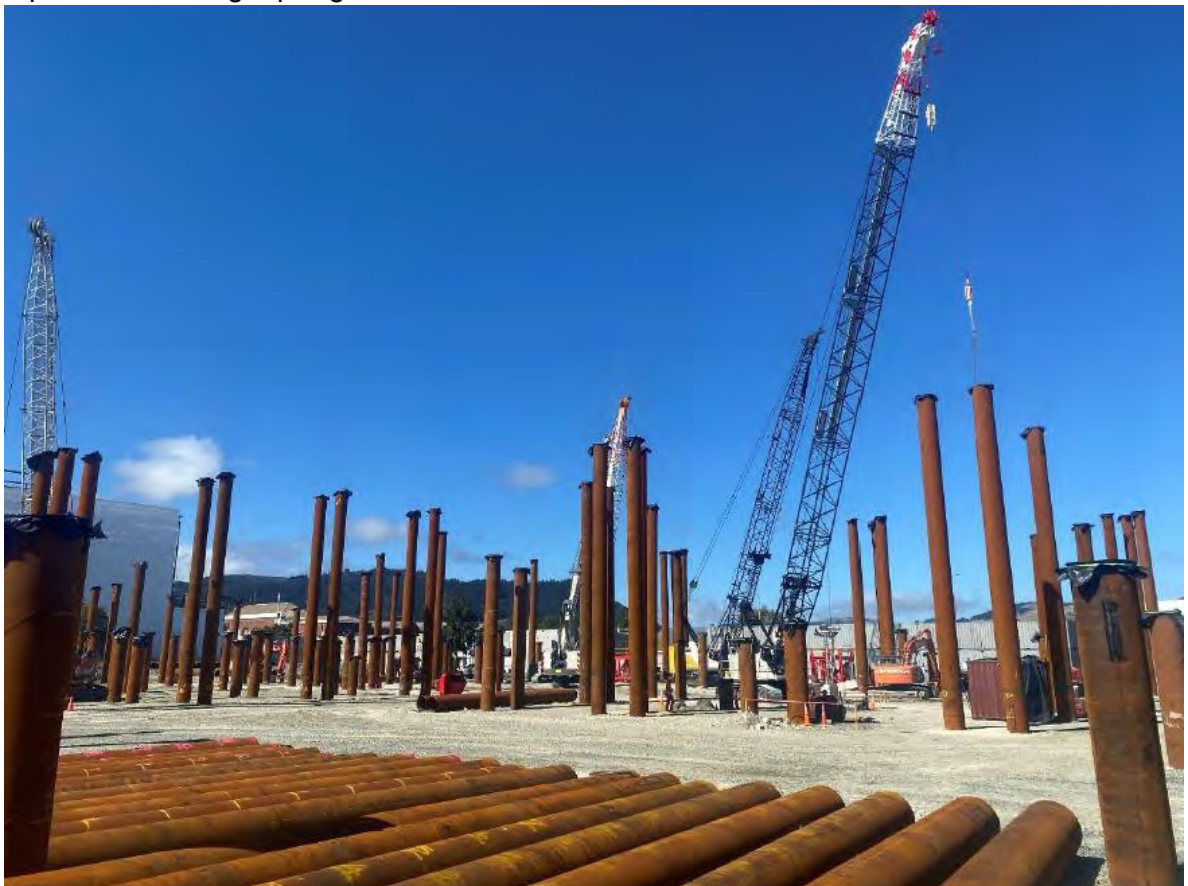
Bariatric beds



**10025 – New Dunedin Hospital, Southern
Outpatients Building**



Inpatients Building – piling works



Appendices

Appendix 1: Project Performance Summary Period ending 29 February 2024

Appendix 2: Mental Health Project Performance Summary Period ending 29 February 2024

Appendix 3: Health Capital Envelope – Allocation Summary February 2024

Appendix 4: Projects with Significant Risks Period ending 29 February 2024

Appendix 1 Health Capital Project Update

Reporting Period: Period ending 29 February 2024

	ID	REGION	LOCATION/ CAMPUS	BUSINESS CASE NAME	DESCRIPTION	BUSINESS CASE STAGE	FORECAST BUSINESS CASE COMPLETION	TOTAL FUNDING ALLOCATED	INDICATIVE TOTAL COST	PREVIOUS MONTH RISK RATING	CURRENT MONTH RISK RATING
DEFINE	10239	2 - Te Manawa Taki	Hauora a Toi Bay of Plenty	Tauranga Hospital Redevelopment	Redevelopment of Tauranga Hospital	Programme Business Case	Dec-24	TBD	S9(2)(b)(ii)	Green	Green
	10255	3 - Central	Capital, Coast & Hutt Valley	Copper Pipes (Tranche 2)	Lifts, copper pipes, seismic and other remediation. Programme exceeds this amount. Phasing to be determined. Programme business case has been completed for lifts element but further work required to scope the remaining remediation elements. Funding is for first tranche only.	Single Stage Business Case	TBC	\$40.0 m		Amber	Amber
	102118	3 - Central	Te Matau a Māui Hawke's Bay	Linear Accelerator & Bunker Installation, Hawke's Bay Hospital	Installation of linear accelerator machine and construction of bunker to expand regional cancer services.	Detailed Business Case	Mar-24	\$33.2 m		Red	Red
								\$73.2 m			

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	PROJECT DESCRIPTION	FORECAST DESIGN COMPLETION	FORECAST CONSTRUCTION COMPLETION	TOTAL FUNDING APPROVED	INDICATIVE TOTAL COST	PREVIOUS MONTH OVERALL RISK RATING	CURRENT MONTH OVERALL RISK RATING	CURRENT MONTH SCHEDULE RATING	CURRENT MONTH BUDGET RATING	CURRENT MONTH SCOPE RATING
10225	1 - Northern	Counties Manukau	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.	Jul-25	Jun-27	\$136.0 m	S9(2)(b)(ii)	Red	Red	Amber	Red	Amber
10059	1 - Northern	Counties Manukau	Core Infrastructure Upgrade	Phased upgrade of essential infrastructure at Middlemore Hospital, e.g., power, lifts, air-conditioning, medical gases, water, etc.	May-25	Mar-27	\$33.8 m		Amber	Amber	Amber	Amber	Amber
10230	1 - Northern	Te Tai Tokerau Northland	Project Pihī Kaha - Whangārei Hospital Redevelopment	Replacement of a large section of the main hospital block to address building issues and increase capacity	Jun-24	Feb-31	\$759.0 m		Amber	Amber	Amber	Amber	Green
30026	1 - Northern	Te Tai Tokerau Northland	Kaitiāia Hospital Weathertightness Remediation	Weatherproofing to extend building lifespan.	May-24	Jul-26	\$12.9 m		Green	Green	Green	Green	Green
10247	1 - Northern	Waitematā	Waitematā Infrastructure Services Programme (ISP) Tranche 1B	Programme of remediation projects of critical plant and equipment to ensure compliance with relevant standards and legislation, and projects enabling and supporting campus resilience.	May-25	May-26	\$40.9 m		Green	Green	Green	Green	Green
10238	1 - Northern	Waitematā	Construction of Waitākere Primary Birthing Unit	Construction of a 970sqm primary birthing facility, which includes six birthing/postnatal suites, to meet the urgent demand for maternity services in the West Auckland area.	Aug-24	May-25	\$12.3 m		Green	Green	Green	Green	Green
10241	1 - Northern	Waitematā	Waitākere – Electrical Infrastructure Upgrade	Upgrade to critical elements of electrical infrastructure at Waitākere Hospital	Apr-24	Nov-24	\$7.2 m		Green	Green	Amber	Green	Green
10252	2 - Te Manawa Taki	Hauora a Toi Bay of Plenty	Bay of Plenty Seismic Strengthening (Building 20 and Kitchen Refurbishment)	Structural upgrade of building to protect IL4 services (includes relocation of kitchen).	Jan-25	Aug-25	\$24.8 m		Green	Green	Green	Green	Green
10258	2 - Te Manawa Taki	Tairāwhiti	Generator and Electrical Upgrade and Electrical Supply to Site	Electrical upgrade, including supply to site and replacement of ageing generators, replacement of coal boilers	Dec-23	Jun-25	\$25.0 m		Green	Green	Green	Green	Green
30032	2 - Te Manawa Taki	Tairāwhiti	New Child and Youth Health Community Hub	Centralised location for a one stop shop providing services for children and youth.	May-24	Feb-25	\$5.0 m		Red	Red	Amber	Red	Green
10226	3 - Central	Capital, Coast & Hutt Valley	Nga Puna Waiora High Voltage Infrastructure Upgrades, Wellington Regional Hospital	Electrical upgrade, including supply to site and replacement of ageing generators.	Feb-24	Dec-27	\$25.0 m		Amber	Amber	Green	Amber	Amber
10256	3 - Central	Capital, Coast & Hutt Valley	Front of Whare	Addresses seismic, configuration and capacity issues. Significant planning required so this will deliver first phase only	Dec-25	Dec-27	\$10.0 m		Green	Green	Green	Green	Green
30016	3 - Central	Capital, Coast & Hutt Valley	Maternity Ward and Neonatal Unit Upgrade	Facility redevelopment to improve care and outcomes for hapu mama, pepe and whanau.	Mar-24	Dec-25	\$9.5 m		Amber	Amber	Amber	Amber	Green
10208	3 - Central	Te Matau a Māui Hawke's Bay	Radiology Facilities Redevelopment, Hawke's Bay Hospital	Refurbishment of Radiology Buildings.	Mar-24	Oct-26	\$25.1 m		Red	Red	Red	Red	Amber
30045	3 - Central	Whanganui	Waimarino Health Centre Extension	Health Centre redevelopment to co-locate primary and community services.	Aug-23	Sep-25	\$2.1 m		Red	Red	Red	Red	Red
30020	4 - Central	Nelson Marlborough	Nelson Hospital ED Reconfiguration	An extension to Nelson ED to support the current and increasing ED attendances until a new ED is completed as part of the broader hospital redevelopment.	Mar-24	Oct-25	\$1.4 m		Green	Green	Green	Amber	Green
10243	4 - Te Waipounamu	Nelson Marlborough	Project Whakatapuranga (Nelson Hospital Redevelopment)	Design and construction of a new Acute Services Building and refurbishment of existing clinical buildings across the campus to address seismic issues and critical services infrastructure.	Apr-24	TBC	\$73.0 m		Green	Green	Green	Green	Green
10246	4 - Te Waipounamu	Waitaha Canterbury	Christchurch Hospital Endoscopy Expansion	Fit out of four new procedure rooms, construction of two new procedure rooms, and the refurbishment of two existing procedure rooms to provide additional capacity within the endoscopy unit at Christchurch Hospital.	Oct-26	Mar-25			S9(2)(b)(ii)	Green	Green	Green	Amber

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	PROJECT DESCRIPTION	FORECAST CONSTRUCTION COMPLETION	SPEND TO DATE	TOTAL FUNDING APPROVED	INDICATIVE TOTAL COST	PREVIOUS MONTH RISK RATING	CURRENT MONTH RISK RATING	CURRENT MONTH SCHEDULE RATING	CURRENT MONTH BUDGET RATING	CURRENT MONTH SCOPE RATING
10209	1 - Northern	Counties Manukau	Manukau Superclinic Expansion	Critical expansion of capacity at Manukau Health Park with supporting infrastructure, including outpatients, theatres, renal, radiology, integrated breast care and more.	Nov-25	\$103.1 m	\$316.8 m	S9(2)(b)(ii)	Green	Green	Green	Green	Green
10210	1 - Northern	Counties Manukau	Building Recladding, Middlemore Hospital & Manukau Health Park	Year 2 of Stage 2 of the recladding programme to address leaky building and cladding issues.	Apr-27	\$3.6 m	\$67.0 m		Amber	Amber	Amber	Amber	Amber
10045	1 - Northern	Counties Manukau	Acute Radiology Unit Relocation, Middlemore Hospital	Relocate existing radiology department from earthquake-prone Galbraith Building to Harley Gray Building.	Jan-26	\$2.5 m	\$44.5 m		Green	Green	Green	Green	Green
102116	1 - Northern	Te Tai Tokerau Northland	Radiation Oncology Project	New radiation oncology facility and redevelopment of the Jim Carney Cancer Centre	Feb-26	\$5.2 m	\$60.9 m		Green	Green	Green	Green	Green
10047	1 - Northern	Te Tai Tokerau Northland	Te Kotuku Redevelopment, Whangārei Hospital (Critical Works - Package 2)	Addressing capacity constraints and provide relief until the new hospital is commissioned, including: Special Care Baby Unit, Acute Assessment Unit, Ambulatory Care/Outpatients and Laboratory	Mar-24	\$46.2 m	\$49.5 m		Green	Green	Green	Green	Green
10068	1 - Northern	Te Tai Tokerau Northland	Regional Collaborative Community Care (RCCC)	Implement a new regional platform to support an integrated network of primary, community and hospital-based care.	Sep-24	\$7.0 m	\$17.1 m		Amber	Amber	Amber	Green	Amber
10056	1 - Northern	Te Toka Tumai Auckland	Facilities Infrastructure Remediation Programme - Tranche 2	Building Resilience - New central plant, tunnels and future integration at Auckland City Hospital and Greenlane	Dec-25	\$167.5 m	\$358.1 m		Green	Green	Amber	Green	Green
10001	1 - Northern	Te Toka Tumai Auckland	Facilities Infrastructure Remediation Programme - Tranche 1	Remediation of urgent infrastructure at Auckland City Hospital and Greenlane Clinical Centre	Jun-25	\$173.1 m	\$312.8 m		Green	Green	Green	Green	Green
10069	1 - Northern	Te Toka Tumai Auckland	Tū Pono Āroha - Hospital Administration Replacement Project	Delivery of a replacement Patient Administration System (PAS) for Auckland to secure business continuity and integrate with other current Northern Region PAS solutions	Apr-24	\$25.8 m	\$59.6 m		Green	Green	Amber	Green	Green
30002	1 - Northern	Te Toka Tumai Auckland	Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment	Expansion of PICU to create an additional 10 beds in the current non-clinical area, and the development of atrium and public spaces on levels two and three in Starship Hospital to accommodate new public spaces, medical day stay and displaced PICU staff.	Jan-26	\$17.5 m	\$40.0 m		Red	Red	Red	Amber	Green
102115	1 - Northern	Te Toka Tumai Auckland	Linear Accelerators Replacement, Auckland City Hospital	Replacement of linear accelerator cancer radiation machines	Jun-24	\$6.8 m	\$11.3 m		Red	Red	Green	Red	Green
10036	1 - Northern	Waitematā	Construction of new building, Tōtara Haumarū North Shore Hospital	Increasing capacity across the Northern region with a new build comprising eight surgical theatres, an endoscopy suite with four procedure rooms, five 30-bed wards for post-surgical care and to support acute and elective inpatient bed requirements, and associated clinical support services. Funding from project 10036 has been spent and forecast as part of this project.	Mar-24	\$290.6 m	\$268.2 m		Amber	Amber	Amber	Amber	Green
10204	1 - Northern	Waitematā	Manaaki Hōhono - Construction of inpatient ward and ICU, Waitākere Hospital	Increasing capacity at Waitākere Hospital with a new build comprising a 30-bed inpatient ward and an 8-bed ICU (with 6 ICU beds initially fitted out), with future-proofing for additional clinical space.	Feb-26	\$10.4 m	\$88.9 m		Green	Green	Green	Amber	Green
10222	1 - Northern	Waitematā	Building For The Future - Fit-out of shelled theatres, inpatient wards and procedure rooms, Tōtara Haumarū, North Shore Hospital.	Increasing capacity in Northern region with the fit-out of four surgical theatres, one 30-bed ward and two endoscopy procedure rooms within Tōtara Haumarū. Funding of this project has been spent and forecast as part of 10036.	Apr-24	\$-	\$41.4 m		Green	Green	Amber	Green	Green
10049	1 - Northern	Waitematā	Waitematā Infrastructure Services Programme (ISP) Tranche 1A	Mitigation of risks in relation to critical assets and building resilience, focused on demolition of facilities, and relocation and provision of new infrastructure at the North Shore Hospital campus to support Tōtara Haumarū.	Mar-24	\$29.2 m	\$37.6 m		Green	Green	Green	Green	Green
10227	2 - Northern	Te Tai Tokerau Northland	Regional Network Remediation	Replacement of 826 end-of-life network devices.	Jun-24	\$8.2 m	\$12.4 m		Green	Green	Amber	Green	Green
30017	2 - Te Manawa Taki	Lakes	Women, Child and Family Facility Upgrade	Women, Child and Family Facility upgrade incorporates the Birthing Unit, Perinatal Unit, Childrens Unit, Special Care Baby Unit and a 24 bed general ward that is used currently for decanting. These units were in need for substantial investment to bring them standard meeting the needs for both patients and staff.	Jul-24	\$5.3 m	\$6.0 m		Red	Red	Red	Red	Amber
10079	2 - Te Manawa Taki	Taranaki	Taranaki Base Hospital Redevelopment - Project Maunga - Stage 2	This is Stage 2 of a 3 Stage inpatient building programme. Stage 1 completed in 2014. Recent seismic assessment informed the DHB had 5 EPB buildings (IL4 <34%) + 4 tunnels carrying essential services - all currently housing key clinical services (ED, ICU/HDU/CCU, Radiology, Renal, Pathology Lab, Maternity services). Further the buildings are aged and not fit for purpose - a few exceeding > 55 years. New building housing core clinical services including ED, radiology, laboratory, maternity services, neonatal and ICU	Mar-25	\$248.8 m	\$403.5 m		Red	Red	Amber	Red	Green
102117	2 - Te Manawa Taki	Taranaki	Linear Accelerators	Replacement of Linac and Bunker as part of regional services.	Aug-25	\$14.3 m	\$56.1 m		Green	Green	Green	Green	Green
30048	2 - Te Manawa Taki	Waikato	Tokoroa ED Reconfiguration	Reconfiguration of Tokoroa Hospital to improve infectious disease management, enlarge front of house, provide flexible space, and repurpose a consultation room as a plaster room.	Apr-24	\$1.4 m	\$1.5 m		Amber	Amber	Red	Green	Green
30008	3 - Central	Capital, Coast & Hutt Valley	Copper Pipes	Replacement of corroding hot-water pipes in Wellington Hospital.	Dec-26	\$68.9 m	\$50.4 m		Amber	Amber	Red	Amber	Green
10240	3 - Central	Capital, Coast & Hutt Valley	Renewal of Vertical Transport (Lifts) - Tranche 2	Renewal of failing lifts in seven buildings across Wellington Regional Hospital.	Jul-25	\$2.0 m	\$5.8 m		Green	Green	Green	Green	Green
10218	3 - Central	Te Matau a Māui Hawke's Bay	Surgical Services Expansion Project (SSEP), Hawke's Bay Hospital	Bringing the previously shelled theatre eight online, expanding the post anaesthesia care unit (PACU), and minor modifications to the central sterile services department (CSSD).	May-24	\$15.4 m	\$18.8 m		Amber	Amber	Amber	Red	Green
10148	3 - Central	Te Matau a Māui Hawke's Bay	Hawke's Bay Hospital Seismic Remediation Works	Seismic strengthening remediation works on theatres, and acute assessment unit.	Mar-24	\$7.1 m	\$8.8 m	Green	Green	Green	Green	Green	
30014	3 - Central	Te Matau a Māui Hawke's Bay	Main Electrical Supply Upgrade	Replacement the DHB's aging main electrical switchboards in hospital buildings.	Aug-24	\$3.4 m	\$4.0 m	Amber	Amber	Red	Green	Green	
30013	3 - Central	Te Matau a Māui Hawke's Bay	Procedure Rooms Upgrade, Hawke's Bay Hospital	Fitout of two procedure rooms in the Ruakopito (Endoscopy) building to enable ophthalmological procedures to be undertaken whilst maintaining endoscopy procedures.	TBC	\$1.6 m	\$3.0 m	Red	Red	Red	Green	Red	
30037	3 - Central	Wairarapa	Outpatients Refurbishment	This funding will enable the outpatients' area to be re-fitted for a triaging area, new office and clinic space which will better position the DHB for future models of care including virtual consultations.	Jun-24	\$0.2 m	\$0.9 m	Red	Amber	Red	Amber	Green	
30024	4 - Te Waipounamu	Nelson Marlborough	Wairau Boilers	Replacement of boilers with an energy efficient, sustainable option.	Apr-24	\$2.8 m	\$8.1 m	Green	Green	Amber	Green	Green	
10025	4 - Te Waipounamu	Southern	Project Whakatuputupu - New Dunedin Hospital	New Dunedin Hospital campus built across the ex Cadbury and Wilson blocks in central Dunedin to replace hospital services currently provided in the Clinical Services Block, Ward Block (acute clinical services, birthing, inpatient units, clinical and non-clinical support services and ambulatory services) and an Energy Centre.	Mar-29	\$319.2 m	\$1590.0 m	Red	Red	Amber	Red	Green	
10027	4 - Te Waipounamu	Southern	Urgent Interim Works - Deferred Main, Gastroenterology, Audiology, ICU	Redevelopment of gastroenterology, audiology and ICU facilities, and a deferred maintenance programme at Dunedin Hospital.	Feb-25	\$30.4 m	\$29.7 m	Amber	Amber	Red	Amber	Amber	

DELIVER

ID	REGION	LOCATION/ CAMPUS	PROJECT NAME	PROJECT DESCRIPTION	FORECAST CONSTRUCTION COMPLETION	SPEND TO DATE	TOTAL FUNDING APPROVED	INDICATIVE TOTAL COST	PREVIOUS MONTH RISK RATING	CURRENT MONTH RISK RATING	CURRENT MONTH SCHEDULE RATING	CURRENT MONTH BUDGET RATING	CURRENT MONTH SCOPE RATING
10026	4 - Te Waipounamu	Southern	Keeping the Lights on - Stage 2 (Dunedin Hospital Transition Programme - Maintenance) (Critical Infrastructure Works)	Essential maintenance projects to maintain services until completion of the new Dunedin Hospital development.	Dec-25	\$2.7 m	\$23.6 m	S9(2)(b)(ii)	Green	Green	Amber	Green	Green
30030	4 - Te Waipounamu	Southern	Rural Primary Birthing Units in Central Otago	Additional facility required due to rapid and sustained population growth in Central Otago.	Oct-25	\$3.5 m	\$7.0 m		Red	Red	Red	Red	Amber
10257	4 - Te Waipounamu	Te Pae Hauora o Ruahine o Taranua MidCentral	Critical Infrastructure Interim Works, Palmerston North Hospital	This is Phase 2 of the Electrical Systems Strategy and comprises the replacement of the Low Voltage Substation 1 together with the associated essential services cables and installation of a new high voltage and LV substation 6 to support both the Acute Mental Health Unit and other site developments.	Dec-25	\$3.1 m	\$30.2 m		Amber	Amber	Amber	Green	Green
10112	4 - Te Waipounamu	Te Tai o Poutini West Coast	Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC)	Development of Buller Integrated Family Health Centre in Westport.	Dec-24	\$20.8 m	\$21.0 m		Red	Red	Green	Red	Green
10007	4 - Te Waipounamu	Waitaha Canterbury	Christchurch Hospital Redevelopment, Tower 3	The objective of the project is to provide a new ward tower to the existing IL4 Waipapa building (formerly Acute Services Building) to provide provision for 160 bed spaces across five ward (32 bed wards). The project has approval to fit out two of the wards currently to provide 64 beds, with the remaining three to be constructed as shell floors.	Oct-25	\$42.5 m	\$183.5 m		Green	Green	Green	Green	Green
10220	4 - Te Waipounamu	Waitaha Canterbury	Compliance Works Programme	Compliance works for the Christchurch Hospital Main Campus. This includes structural strengthening, passive fire compliance works, structural upgrades.	Jun-26	\$33.3 m	\$76.9 m		Green	Green	Green	Green	Green
10005	4 - Te Waipounamu	Waitaha Canterbury	Energy Centre and Services Tunnel	Redevelopment of Energy Centre and Services Tunnel post 2011 Canterbury Earthquakes.	Jun-24	\$64.1 m	\$71.4 m		Green	Green	Green	Green	Green
10259	4 - Te Waipounamu	Waitaha Canterbury	Child, Adolescent and Family Relocation	Fit-out of the Hillmorton Laundry space to provide a clinically appropriate and economical accommodation solution for the consolidation of Child, Adolescent and Family outpatient service.	Sep-24	\$1.9 m	\$11.1 m		N/A	Amber	Green	Amber	Green
30006	4 - Te Waipounamu	Waitaha Canterbury	Parkside Enhancements - Tranche One	Upgrade aims to address many facility issues that hinder staff's ability to provide an adequate level of care for their patients. The proposed investment will support the refurbishment of the wards in Parkside building at Christchurch Hospital.	Apr-24	\$7.1 m	\$7.1 m		Red	Red	Green	Red	Green
							\$4,404.4 m						

Appendix 2 Health Capital Project Update

Reporting Period: Period ending 29 February 2024

PHASE	ID	LOCATION	PROJECT NAME	INTER-VENTION LEVEL	PREVIOUS MONTH RATING	CURRENT MONTH OVERALL RATING	CURRENT MONTH SCHEDULE RATING	CURRENT MONTH BUDGET RATING	CURRENT MONTH SCOPE RATING	SPEND TO DATE	TOTAL FUNDING APPROVED OR ALLOCATED	INDICATIVE TOTAL COST	COMPLETION CALENDAR YEAR (PRACTICAL COMPLETION)	NEXT MILESTONE
DEFINE	30004	Hauora a Toi Bay of Plenty	Whakatāne Hospital - Te Toki Maurere - Mental Health and Addictions Acute Inpatient Unit redevelopment	3	Amber	Amber	Red	Red	Amber	\$-	\$15.0 m	S9(2)(b)(ii)	TBA	Investment decision
DESIGN	30003	Hauora a Toi Bay of Plenty	Tauranga Hospital - Te Whare Maiangiangi - Mental Health and Addictions Acute Inpatient Unit redevelopment*	3	Green	Amber	Amber	Amber	Amber	\$0.2 m	\$23.1 m		Q3 2027	Completion of extension design
	10232	Waitaha Canterbury	Hillmorton Hospital - Masterplan Redevelopment Tranche 1	2	Green	Green	Green	Green	Green	\$5.8 m	\$129.3 m		2028	Completion of detailed design
	30041	Te Tai o Poutini West Coast	Grey Base Hospital - Mental Health and Addictions Facility replacement	3	Red	Red	Red	Red	Green	\$1.4 m	\$20.0 m		Q3 2026	Completion of detailed design
	300151	Hutt Valley	Hutt Hospital – Tranche 2 - Mark Dunajtschik Mental Health Centre**	3D	Amber	Amber	Amber	Amber	Green	\$-	\$80.0 m		Q4 2026	Completion of developed design
DELIVER	10073	Waikato	Waikato Hospital - Te Pae Tawhiti - Mental Health Adult Acute Inpatient Facility replacement	2	Green	Green	Green	Green	Green	\$22.4 m	\$175.6 m		Q3 2026	Completion of civil works (mental health facility)
	30033	Taranaki	Taranaki Base Hospital - Tukapa House and Te Puna Waiora - Acute Inpatient Mental Health Facility upgrade	0	Green	Green	Green	Green	Green	\$3.6 m	\$9.0 m		Q4 2024 - Tukapa House Complete – Te Puna Waiora upgrade	Procurement Contract Award
	10075	Lakes	Rotorua Hospital - Mauri Ora - Mental Health and Addictions Inpatient Facility redevelopment	3	Amber	Amber	Amber	Amber	Green	\$9.6 m	\$50.0 m		Q3 2025	Completion of foundation work
	30015	Hutt Valley	Hutt Hospital Acute Mental Health Unit Tranche 1 - Enabling Works**	0	Amber	Amber	Red	Red	Amber	\$5.9 m	\$8.0 m		Q3 2024	Completion of enabling works
	30021	Nelson Marlborough	Nelson Hospital - Wāhi Oranga Mental Health Inpatient Unit refurbishment	0	Amber	Amber	Green	Amber	Amber	\$2.2 m	\$5.5 m		Q4 2024	Practical completion
	10207	Tairāwhiti	Gisborne Hospital - Te Whare Awhiora - Acute Mental Health and Addictions Facility	3	Amber	Green	Amber	Green	Green	\$14.9 m	\$31.1 m		Q4 2024	Weather tight structure
	10050	Waitematā	Mason Clinic - E Tū Wairua Hinengaro - Tranches 1A and 1B	1	Red	Red	Amber	Red	Green	\$44.9 m	\$162.8 m		Q3 2025	Completion of sub-structure
	10020	Te Pae Hauora o Ruahine o Taranaki MidCentral	Palmerston North Hospital - Acute Mental Health Unit replacement	2	Green	Green	Amber	Green	Green	\$17.5 m	\$66.6 m		Q2 2025	Weather tight structure
	30025	Northland	Whangarei - Community Mental Health Hub at Manaia House	0	Red	Red	Red	Amber	Green	\$21.0 m	\$21.6 m		Q4 2024	Confirm remediation scope
10010	Waitaha Canterbury	Specialist Mental Health Services Relocation from The Princess Margaret Hospital (TPMH) to Hillmorton Hospital	0	Green	Green	Green	Green	Green	\$81.4 m	\$81.8 m	Q1 2024	Practical completion		
DEBRIEF	10012	Capital & Coast	Rātonga-Rua-O-Porirua campus - Manawai - Individualised Service Units	0						\$13.3 m	\$13.3 m		Post-occupancy evaluation	
	10014	Counties Manukau	Middlemore Hospital - Tiaho Mai - Mental Health Inpatient Unit	0						\$62.9 m	\$67.5 m		Not applicable	
											\$960.3 m			


The IIG refer to estimated practical completion rather than 'go live' dates. Practical completion refers to the infrastructure component of the project, when the building and fit out is complete. 'Go live' incorporates operational decision-making including service change management and staffing.

Actual cost and practical completion are only confirmed once a project is completed. There are key stage gates where accuracy of an estimate is enhanced, these are generally at business case decision, at the end of each design phase and main contract award. For this reason, IIG recommends that project information is updated (rebaselined) at key stage gates.

*\$30 million was allocated through Budget 2022. The use of \$23.1 million is approved for this project with the remaining \$6.9 million placed in reserve.

** From June 2023, the Mark Dunajtschik Mental Health Centre project at Hutt Hospital was separated into two projects (enabling and main build) for reporting purposes.

S9(2)(b)(ii)





Appendix 4


Projects with Significant Risks


This document provides commentary on progress and mitigations for **Red-rated projects with total costs over \$10 million** including projects of the Mental Health Infrastructure Programme (MHIP) as at **29 February 2024**. A list of all projects, their stage and RAG rating is provided at Appendices 1 and 2.


Project Name	Location	Rated Red since	Page
Taranaki Base Hospital Redevelopment Project Maunga - Stage 2	Taranaki	January 2024	2
New Specialised Rehabilitation Centre, Manukau Health Park	Counties Manukau	January 2024	3
E Tū Wairua Hinengaro - Forensic Psychiatric Services Facilities Replacement, Mason Clinic	Waitematā	October 2023	4
Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment	Te Toka Tumai Auckland	October 2023	5
Manaia House - Community Mental Health, Whangārei	Te Tai Tokerau Northland	October 2023	6
Integrated Family Health Centre (IFHC)	Te Rau Kawakawa Buller	October 2023	7
Linear Accelerators Replacement, Auckland City Hospital	Te Toka Tumai Auckland	October 2023	8
Grey Base Hospital - Mental Health and Addictions Facility replacement	West Coast	September 2023	9
Project Whakatuputupu - New Dunedin Hospital	Southern	August 2023	10
Hawke's Bay Radiology Facilities Redevelopment	Te Matau a Māui Hawke's Bay	June 2023	11
Hawke's Bay Hospital Linear Accelerators	Te Matau a Māui Hawke's Bay	June 2022	12


<p>Taranaki Base Hospital Redevelopment Project Maunga - Stage 2 10079</p>	<p>Total project funding: \$403 million</p>
<p>Rated Red since January 2024</p>	
	
<p>ISSUE The project is rated Red s9(2)(b)(ii), 9(2)(f)(iv) .</p>	
<p>KEY MITIGATION ACTION The IIG Regional Head for Te Manawa Taki is working with the SRO and the project team to clarify options on mitigation of the risk and submit a Change Request</p>	<p>PROGRESS IN THE MONTH s9(2)(b)(ii), 9(2)(f)(iv) The project will submit the change request and options to manage in April [for consideration by the Capital and Infrastructure Committee].</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • August 2020: Joint Ministers approved the Detailed Business Case with Crown funding of \$336 million. • April 2022: budget increased by \$61.1 million due to increased main contract cost and inflation. • \$6.4 million other funding from EECA grants for boiler and energy efficiency works and donations for the helipad. 	


<p>Counties Manukau New Specialised Rehabilitation Centre, Manukau Health Park 10225</p>	<p>Total project funding: \$136 million</p>
<p>Rated Red since January 2024</p>	
	
<p>ISSUE s9(2)(b)(ii), 9(2)(f)(iv), 9(2)(j)</p>	
<p>KEY MITIGATION ACTION s9(2)(b)(ii), 9(2)(f)(iv)</p>	<p>PROGRESS IN THE MONTH s9(2)(b)(ii), 9(2)(f)(iv)</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> April 2022: Joint Ministers approved a budget of \$136.0 million (\$135.4 million Crown funded from the HCE) for a 60-bed facility with Green Star 5 rating. 	


<p>Waitematā E Tū Wairua Hinengaro – Forensic Psychiatric Services Facilities Replacement, Mason Clinic, Auckland 10050</p>	<p>Total project funding: \$162.8 million</p>
<p>Rated Red since October 2023 <i>Resolved by approval on 25 March 2024.</i></p>	
	
<p>ISSUE</p> <p>The project is rated Red s9(2)(b)(ii), 9(2)(f)(iv) .</p> <p>The additional costs are a result of gradual contracting of trades which is substantively higher than budget estimates and variations due to asbestos, earthworks, and ground conditions which required piling methodology changes.</p> <p>The project team received approval from the IIG in November 2023 to continue the procurement while the change request is considered to mitigate further cost increases.</p> <p>Securing the budget uplift approval by early March 2024 is on the critical path to maintain project progress on site.</p>	
<p>KEY MITIGATION ACTION</p> <p>The project team has committed to an agreed target of \$4 million in value management combining commercial gains, design and scope reduction, and potential budget realignment.</p>	<p>PROGRESS IN THE MONTH</p> <p>The Design documentation got updated to incorporate agreed value engineering initiatives. Procurement of the remaining trades is currently halted.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> 20 February 2020: Joint Ministers approved \$60 million for Tranche 1A of the Mason Clinic Redevelopment to construct: a 30-bed inpatient building containing 15-bed units on two floors, and other plant, administrative space and some temporary building and road works. 22 April 2022: Additional funding of \$86.8 million was approved for Tranche 1B to complete the Adult Forensic Mental Health Building with a new three floor inpatient wing and a new three floor support wing and further \$16 million for the delivery of a Tier 1 high security unit. 	


<p>Te Toka Tumai Auckland Starship Paediatric Intensive Care Unit (PICU) Bed Expansion and Atrium Redevelopment 30002</p>	<p>Total project funding: \$40 million</p>
	<p>Rated Red since October 2023</p>
	
<p>ISSUE</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>_____</p> <p>_____ . It will be funded through Starship Foundation donations.</p>	
<p>KEY MITIGATION ACTION</p> <p>The project is seeking approval for two injections from the Starship Foundation totalling s9(2)(b)(ii), 9(2)(f)(iv) to fund the forecast additional costs.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>_____</p> <p>_____</p> <p>The project will move out of Red once the change request is approved and scope, time and budget are reset.</p>	<p>PROGRESS IN THE MONTH</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> December 2020: Joint Ministers approved the Paediatric Intensive Care Unit Bed Expansion and Atrium Redevelopment at Starship Hospital at a cost of \$40 million with \$15 million funded by the Starship Foundation and \$25 million Crown equity contribution. 	


<p>Te Tai Tokerau Northland Manaia House – Community Mental Health, Whangārei 30025</p>	<p>Total project funding: \$21.6 million</p>
<p>Rated Red since October 2023</p>	
	
<p>ISSUE</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>In October 2023, significant water damage occurred due to a pipe bursting within the facility.</p> <p>Scoping is still ongoing, and repairs will take at least 10 months. The repairs are expected to be covered by insurance.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv), 9(2)(j)</p>	
<p>KEY MITIGATION ACTION</p> <p>Health NZ is working with insurers, loss adjusters and the new main contractor to establish the remediation scope, programme, and the insurance claim.</p> <p>Tenancy agreements for the facilities that currently provide mental health and addiction services to the community are being extended.</p> <p>Health NZ legal are working through the ramifications of the liquidation.</p>	<p>PROGRESS IN THE MONTH</p> <p>The insurance claim has received approval. However, the final remediation scope will need approval.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv), 9(2)(j)</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • 27 August 2020: Joint Ministers approved a \$12.1 million budget, of which were \$8.4 million Crown funding, for the Northland Community Mental Health Hub Project to purchase and fit-out Manaia House in central Whangārei to better integrate with community health services in a centralised community hub. • 19 November 2021: additional \$11.1 million Crown funding were approved to cover necessary re-design (\$7.4 million) and Northland DHB’s original self-funding contribution (\$3.7 million) as it was unlikely to be able to contribute. 	


<p>Te Rau Kawakawa Buller Integrated Family Health Centre (IFHC) 10112</p>	<p>Total project funding: \$21 million</p>
<p>Rated Red since October 2023</p>	
	
<p>ISSUE</p> <p>This project is rated Red s9(2)(b)(ii), S9(2)(f)(iv)</p> <p>[Redacted]</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
<p>KEY MITIGATION ACTION</p> <p>The request for additional funding will be put to Joint Ministers for approval in accordance with the letter of expectations.</p>	<p>PROGRESS IN THE MONTH</p> <p>The request for approval of the increased budget has been submitted to Ministers in March for approval.</p> <p>While the new facility has been completed and is live, all remaining work is focused on the outstanding demolition which is mandatory to achieve code compliance</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • 8 November 2018: Ministers approved \$20 million to redevelop the Buller Integrated Family Health Centre (IFHC) on the current Buller Hospital location. • July 2020: Ministers approved a further \$1 million for asbestos removal from buildings and remediation of soil with asbestos containing material (ACM) for Stage One of the project (enabling works). Assessment of costs for asbestos management for Stage Two and any additional Crown funding was to be addressed later. • The IFHC reached practical completion in April 2023 and became operational in May 2023. 	

<p>Te Toka Tumai Auckland Linear Accelerators Replacement, Auckland City Hospital 102115</p>	<p>Total project funding: \$11.3 million</p>
<p>Rated Red since October 2023</p>	
	
<p>ISSUE</p> <p>The project is now rated Red s9(2)(b)(ii), S9(2)(f)(iv)</p> <p>The project has prepared a change request to formalise the scope change due to the change in IT systems, s9(2)(b)(ii), 9(2)(f)(iv)</p>	
<p>KEY MITIGATION ACTION</p> <p>The increase in total budget for the project was endorsed by Health NZ Board in December 2023 and has been presented to Joint Ministers for approval.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p>	<p>PROGRESS IN THE MONTH</p> <p>The request for the approval of the increase of budget and allocation of the baseline funding has been submitted to Ministers in March.</p> <p>Commissioning & training of the new MV4 LINAC is in progress and is scheduled to finish end of March. MV4 go-live is scheduled for the 2 April, MV5 bunker construction will begin in late April.</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • March 2022: Joint Ministers approved a project budget of \$11.3 million, inclusive of \$10 million Crown contribution. • The scope of the project included a like-for-like update of the oncology IT system. • During 2023, the project encountered multiple issues that required \$1.3 million drawn down from contingency. 	

<p>West Coast Grey Base Hospital – Mental Health and Addictions Facility replacement 30041</p>	<p>Total project funding: \$20 million</p>
	<p>Rated Red since September 2023</p>
	
<p>ISSUE</p> <p>The project remains at Red S9(2)(b)(ii), S9(2)(f)(iv)</p> <p>S9(2)(b)(ii), S9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
<p>KEY MITIGATION ACTION</p> <p>The Capital and Infrastructure Committee has requested the project team review the range of options and test if the investment continues to represent value for money.</p> <p>Subject to the direction of the Board, a briefing will be provided to Joint Ministers on the proposed approach.</p>	<p>PROGRESS IN THE MONTH</p> <p>A briefing was to be prepared by the end of March for the Capital and Infrastructure Committee outlining the options for the project.</p> <p>Detailed design was nearly completed and will then go through coordination and review. Meanwhile, the procurement has progressed through the first stage (ROI) and evaluation criteria are being finalised for the tender.</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • 20 December 2021: Ministers approved \$20 million in Crown funding for the replacement of the Acute Mental Health Facility at Grey Base Hospital with a six-inpatient bed/six ensuites facility on the current site. • As part of the Mental Health Infrastructure Programme, an IIG project director was appointed to this project. • June 2023: Cost pressures were signalled when projected costing of design indicated an excess above the business case budget. 	

Project Whakatuputupu - New Dunedin Hospital 10025	Total project funding: \$1,590 million
	Rated Red since August 2023
	
ISSUE NDH requires an initial urgent additional funding of ~\$290 million to enable entering a construction contract for the Inpatient Building. While conditional approval of funding has been granted programme and budget remains at risk until the construction contract can be executed.	
KEY MITIGATION ACTION Cabinet has approved a tagged contingency of \$290 million to meet cost pressures faced by NDH. This approval is subject to the following conditions: <ul style="list-style-type: none"> • s9(2)(b)(ii), 9(2)(f)(iv) [Redacted] • a one-off review of the NDH project, led by an external advisor and facilitated by Te Waihanga, with support from the Treasury and the Ministry of Health, to be completed before the end of May 2024 • appointment of a Specialist Ministerial Advisor to the NDH project 	PROGRESS IN THE MONTH Advice on options available for funding the shortfall of the project was developed for Ministers to consider and presented to Cabinet in late March for consideration. Developed Design was issued on programme with Detailed design to commence on 1 May 2024.
PROJECT BACKGROUND <ul style="list-style-type: none"> • 15 April 2021: Cabinet approved in principle the Final Detailed Business Case for the New Dunedin Hospital (NDH) Project at a total budget of \$1,470 million. • 1 November 2022: Ministers approved an additional \$110 million to manage market cost escalation. This resulted from a \$200 million cost increase identified during a review of the cost of all health infrastructure projects. A design update was then implemented to reduce the cost increase by \$90 million. • 10 April 2023: Ministers agreed to further funding of \$10 million from the Day One Health System Capital – Contingency. 	

<p>Te Matau a Māui Hawke’s Bay Radiology Facilities Redevelopment 10208</p>	<p>Total project funding: \$25.1 million</p> <p>Rated Red since June 2023</p>
	
<p>ISSUE</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>[Redacted text]</p>	
<p>KEY MITIGATION ACTION</p> <p>A new project manager was appointed in May 2023.</p> <p>The IIG is providing additional resources to support the development of the business case.</p> <p>Further advice on the business case is expected to be presented to the Board in April 2024.</p>	<p>PROGRESS IN THE MONTH</p> <p>Development of the updated business case has been the focus, including review of the options and recommended way forward. The business case will be finalised in April 2024 and will be submitted for Ministerial consideration in June 2024 following the internal Health NZ review and approval process.</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> • Joint Ministers have previously approved \$10 million of Crown funding and \$15.1 million of local funding for this project. • July 2021: The project was placed on hold due to an unfavourable seismic assessment. • May 2022: The (then DHB) internally approved a rescope of the project and proceeded with design work. This has not been approved by the Board, Manatū Hauora, or Ministers. • August 2022: the IIG initiated an updated business case to outline a range of proposed options. 	

Te Matau a Māui Hawke’s Bay Hospital Linear Accelerators 102118	Total project funding: \$33.2 million
Rated Red since June 2022	
	
<p>ISSUE</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>The IIG will work to clarify the extent any changes reflect the required change in location and need for service delivery and resubmit the business case in 2024.</p>	
<p>KEY MITIGATION ACTION</p> <p>A design review has been initiated to determine possible opportunities to reduce building size and total cost of the building.</p>	<p>PROGRESS IN THE MONTH</p> <p>Project is being peer reviewed against similar projects in Taranaki and Whangarei regarding cost and scope. The review is being conducted by Destravis and is scheduled to be completed by the end of March 2024.</p> <p>s9(2)(b)(ii), 9(2)(f)(iv)</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>
<p>PROJECT BACKGROUND</p> <ul style="list-style-type: none"> November 2021: Joint Ministers approved the original business case of \$33 million subject to a check of the preferred site location and the future planning of the Regional Hospital Redevelopment Programme (RHRP). December 2021: a new site was selected. The relocation of relevant clinical services, and the future layout of the hospital grounds was then assessed. March 2022: the Health Infrastructure Unit endorsed the site change and the testing of scope through the business case process. S9(2)(b)(ii), S9(2)(f)(iv) <p>[Redacted]</p>	