Nelson Hospital Redevelopment – Revised Programme Business Case Gateway Review Recommendations

Ref	Recommendation	Priority	Health NZ Actions
R1	Revise the draft PBC to ensure that it provides a concise forward view of the overall campus masterplan and provides appropriate detail on Project Three.	DO NOW	Updated revised PBC to include all planning information for Project three and all initiatives planned and underway on the Nelson Campus. s 9(2)(f)(iv), s 9(2)(j)
R2	Secure appropriated funding to progress work to more fully define the seismic works and the potential operational impacts.	DO by 31-10-25	CIC has agreed that Health NZ will fund the initial design work for Project Three. A paper will be prepared for CE / CFO seeking confirmation of that allocation to enable the initiation of the work in November.
R3	Ensure adequate resourcing for communications and effective engagement.	DO by 31-10-25	Through the Health NZ Communications and Engagement restructure, a Principal Advisor for the Nelson Hospital Redevelopment Programme was established. A suitable internal candidate was not identified and an external recruitment process commenced in October 2025. We expect an appointment to be made by the end of the calendar year.
R4	Continue to develop policy approach in respect of iwi/Māori involvement in programme delivery.	CONSIDER	To generate the appropriate actions, engagement is planned with GDO, and Executive Regional Director and other leaders.
R5	Ensure that the risk management process is applied to the full scope of the Programme activities (including Project Three) that contribute to the successful delivery and benefits realisation of the Programme and associated projects.	Ongoing	To generate the appropriate actions, engagement is planned with GDO, and Executive Regional Director and other leaders.
R6	Strengthen governance and leadership arrangements, including: • Taking a whole of campus approach to all IIG and Facilities Management projects • Ensuring the right skills and capability, independent expertise and decision makers are included in programme governance bodies • Ensuring that the SRO holds relevant delegations and decision-making authority.	DO NOW	Health NZ is undertaking a system-wide uplift in how major infrastructure investments are governed and delivered. Led by the Infrastructure and Investment Group (IIG), the uplift responds to lessons from Gateway reviews, internal assurance findings, and reflects guidance from the Treasury and Infrastructure Commission. The objectives of this work are to: • Establish nationally consistent, risk-based governance arrangements • Clarify the distinction between governance and management functions • Strengthen the role of the Senior Responsible Owner (SRO)

			• Integrate independent expertise (e.g. clinical, commercial, iwi) into governance groups • Improve the transparency and consistency of reporting and escalation. A review of the existing membership of the Nelson PSG was undertaken, and proposed membership put to the Ministerial Committee for Health Infrastructure and the Minister to bring the programme in alignment with the national governance framework while responding to the specific needs and context of the region. Pending approval by the Senior Responsible Owner, the PSG membership will be refreshed as soon as possible.
R7	Ensure that the project team has strategies to achieve the key milestones for delivering the Project Two 'Approval to Deliver' Business Case by the end of Q2 2026.	DO NOW	Project team is developing strategies to enable the timeline to support the delivery of the business case by June 2026 and this will be presented to CIC Chair.
R8	Fast track staffing appointments already underway and develop a resourcing uplift plan that prioritises the work to secure funding and approvals.	DO NOW	A resource plan for programme has been developed for presentation to the HR Oversight Committee on 17 October 2025. Subject to approvals from the Committee, we expect to begin recruitment as soon as possible.
R9	Develop a comprehensive methodology for assessing the issues and consideration of options and pathways to determine a preferred implementation plan for Project Three and have this approved through Governance.	DO BY 31–10-25	This will be done when there are resources and funding in place that can focus on Project Three. The timeframes for this action will be determined when there are
R10	Establish a consistent approach to monitoring programme Benefits and the implementation of Models of Care in relation to Nelson Hospital and required Health targets, as the redevelopment progresses.	DO BY 31-12-25	To generate the appropriate actions, engagement is planned with GDO, and Executive Regional Director and other leaders by the project Senior Responsible Owner. The output will be captured in the Benefits Management Plan which will state the expected benefit, how it is measured, and when it will be realised.