The Treasury

Major Projects Performance Information Release

Release Document

November 2016

http://www.treasury.govt.nz/statesector/investmentmanagement/publications/majorprojects

Key to sections of the Official Information Act 1982 under which information has been withheld. Certain information in this document has been withheld under one or more of the following sections of the Official Information Act, as applicable:

6(a) - to prevent prejudice to the security or defence of New Zealand or the international relations of the government

9(2)(f)(iv) - to maintain the current constitutional conventions protecting the confidentiality of advice tendered by ministers and officials

9(2)(j) - to enable the Crown to negotiate without disadvantage or prejudice

In preparing this Information Release, the Treasury has considered the public interest considerations in section 9(1) of the Official Information Act.
The Interim Major Projects Performance Report

Major projects represent government’s most complex, high-value investments. The Interim Major Projects Performance Report November 2016 looks at 53 major projects being delivered across 33 agencies, with a combined whole-of-life cost of $37b.

Government is undertaking a range of significant investment projects. The most challenging are featured in the Major Projects Performance report.

This is the first Interim Major Projects Performance Report. It is a high-level, exception-based report which will be produced in November and March. The full Major Projects Performance Report will continue to be produced at the end of each financial year.

What is included in the Interim Report?
A full dashboard is provided only by exception, for those projects assessed as Red and Amber/Red, as these are the projects likely to need the most support.

The Interim report provides a brief update on both pre-investment and post-investment projects that are tracking largely as expected.

For the first time the Interim report also incorporates the Canterbury Public Sector Rebuild Performance Reporting produced by the Ministry of Business, Innovation, and Employment. This analysis will enhance the information available about the Canterbury Rebuild Recovery.

How are Major Projects Assessed?
Monitoring delivery confidence assessments are not a judgement about whether a project or idea is ‘good’ or ‘bad’, but indicate whether a project is on track to deliver its intended benefits within existing constraints.

Major projects are assessed on a five-point monitoring delivery confidence scale:

<table>
<thead>
<tr>
<th>Color</th>
<th>Description</th>
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<tbody>
<tr>
<td>Green</td>
<td>Successful delivery of the project against budget, schedule, scope and benefits, appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.</td>
</tr>
<tr>
<td>Amber/Red</td>
<td>Successful delivery of the project against budget, schedule, scope and benefits, appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.</td>
</tr>
<tr>
<td>Amber</td>
<td>Successful delivery of the project against budget, schedule, scope and benefits, appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun or loss/delay of benefits.</td>
</tr>
<tr>
<td>Amber/Red</td>
<td>Successful delivery of the project requires urgent action to address major risks or issues in a number of key areas. Changes to budget, schedule, scope or benefits may be necessary if the project is to be delivered successfully.</td>
</tr>
<tr>
<td>Red</td>
<td>Successful delivery of the project requires changes to budget, definition, schedule, budget, quality and/or benefits delivery, which don't appear to be manageable or resolvable without such changes being made.</td>
</tr>
</tbody>
</table>

1 The New Children's Entity/Refocused MSD programme is not in this report but will be in future reports.
How are major projects performing?

The major projects portfolio continues to perform well, with 62% of projects assessed as Amber/Green or Green compared to 56% last period.

The distribution of the major projects portfolio is similar to previous periods. In the previous period (March to June 2016), over 90% of projects were assessed as Amber or better. This period, 90% of projects are assessed as Amber or better.

How are major projects performing?

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### Investment Drivers

Major Projects deliver significant benefits. There are three broad categories of projects:

- **Keep the Business Running** - To continue to run its core services.
- **Grow the Business** - To enhance existing services.
- **Transformational Change** - To deliver significant change to how government delivers its services.

Transformational change projects provide an opportunity for innovation. 37% of all significant projects are transformational.

It is expected that many major projects are innovative, as innovation typically involves significant business change, which can be complex and faces significant risks.

### Monitoring delivery confidence, November 2015-November 2016

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<td>Nov-15</td>
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</tbody>
</table>

Grey projects delivery confidence ratings are not published.

The proportion of Amber/Red and Red projects typically ranges between 5 and 15%. For this period the proportion of Amber/Red and Red projects is 10%. Projects are more likely to move into Amber or Red as they enter delivery and encounter issues, and then move towards Green as they approach closure and certainty increases.

When projects perform consistently well, these are considered for exit from the Major Projects Performance Report, which means there are typically few Green projects in the portfolio.
ANZAC Frigate Systems Upgrade - Defence

Restoring and upgrading the surveillance and combat capabilities of the ANZAC frigates

Key Milestones

Corporate Centre Comment

The monitoring delivery confidence assessment has declined from Amber to Red, 9(2)(j).

There is also ongoing schedule pressure, with the project delayed by 8 months. Careful management will be required to ensure the schedule does not slip further.

Benefits

Decisions under development to address project risks may result in a reduction of expected benefits.

Agency Comment

Design, Manufacture and Electronic Integration of the Combat System equipment and sensors is proceeding well. The design and manufacture is largely complete and initial factory and integration testing and associated requirements verification proceeding well.

As part of the detailed design activity, the Prime Contractor, LMC Canada has been progressively developing estimated installation costs. 9(2)(j)

The refit is planned to start in July 2017.

The Project is now engaged with key stakeholders to determine the optimum refit schedule considering ship departure date, Change Contract Proposal approval process, operational state of the ship(s) and the pre-refit preparation period in Victoria, Canada. This will determine the actual refit start date.

Budget and Expenditure

| Total project budget | $491m |
| Expenditure to date | $259m |
| Whole of life cost | $523m |

Agency Assessment

Overall project health: Red

Position in lifecycle

Pre-project → Start-up → Initiate → Implement → Close

9(2)(j)
Lincoln University/AgResearch Stage One Building Project
This project is designed to enable academic and primary industry education and research by the two partners, Lincoln University and AgResearch

Key Milestones

Corporate Centre Comment
Lincoln University and AgResearch are in partnership to deliver this project, which is separate from the Lincoln Hub programme.

The monitoring delivery confidence assessment of this project is Amber/Red because:

- The future financial viability of a key partner is uncertain which presents significant financial risk for the investment;
- Specific benefits attributable to the project and contribution to the strategic objectives and benefits of the related Lincoln University, AgResearch and the Lincoln Hub programme business cases are unclear;
- Although already extended, the timeframe for submitting the business case to Cabinet in January 2017 looks challenging given these key issues.

Recent positive developments include direct and open engagement with the new Senior Responsible Owner and confirmation that the project will participate in a Better Business Cases (BBC) clinic.

The corporate centre also recommends the project consider participating in the Gateway review programme.

The monitoring focus for the next reporting period will be to confirm key partner financial viability, clarify the overarching strategy and benefits management plan, and complete a detailed business case.

Benefits
High level benefits are identified within the project business case; however, there does not appear to be a clear plan of how the benefits will be evaluated or realised. A benefits realisation plan is required in order to inform the project business case.

Budget and Expenditure

<table>
<thead>
<tr>
<th>Total project budget</th>
<th>$206.37m</th>
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<tbody>
<tr>
<td>Expenditure to date</td>
<td>$2.08m*</td>
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<tr>
<td>Whole of life cost</td>
<td>TBC</td>
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*this figure does not include previous master planning costs

Position in lifecycle

Agency Comment
Significant progress has been made on the Lincoln Hub Build Project in the past 6 months. The strategic case for the project is consistent with the strategic cases contained in the Lincoln Hub Programme Business Case, the Lincoln University Science Facilities Redevelopment Project Business Case and the AgResearch Future Footprint Business Case.

The concept design has been completed and the project is now into preliminary design. Cost estimates currently sit within budget.

The project business case is undergoing revision following its submission in June 2016. Report back timeframes have so far been met, and the final business case will be completed in late January 2017 as agreed with officials.

9(2)(j)

Procurement of a main contractor for early contractor involvement (ECI) is underway with the preferred ECI contractor due to be identified by 23 December 2016. There has been very good interest from the main contracting market in this project.
Māori Land Service - TPK
Supporting Māori land owners to strengthen the management and utilisation of their land

Key Milestones

Corporate Centre Comment
The monitoring delivery confidence rating has declined to Amber/Red because it may no longer be possible to complete a quality business case for ministerial approval in the desired timeframe. In addition, it is unclear whether TPK has sufficient approved funding to complete the business case.

The timeframe for completion of the business case is constrained by the desirability of providing Ministers with timely decision-making information for approval of the Maori Land Service investment, ahead of the third reading of the enabling legislation anticipated for April 2017. With completion of some key deliverables having slipped, there appears to be little or no contingency for further delays.

To ensure effective and efficient delivery of good commercial outcomes, TPK should consider engaging appropriate expert support for current and subsequent tranches.

The focus for the next period will be supporting TPK to access appropriate assistance, and ensuring the delivery timeframe allows sufficient time to deliver a robust investment proposal.

Benefits
High level benefits and costs have been developed as part of the Programme Business Case, and will need to be reviewed in conjunction with the updated implementation plan. A benefits realisation plan will be developed as the business case progresses.

Budget and Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Total project budget</td>
<td>9(2)(j)</td>
</tr>
<tr>
<td>Expenditure to date</td>
<td>9(2)(j)</td>
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<tr>
<td>Whole of life cost</td>
<td>9(2)(j)</td>
</tr>
</tbody>
</table>

*Project budget is for 2016/17 only.*

Agency Assessment

Overall project health

Position in lifecycle

Pre-project → Start-up → Implement → Close

Agency Comment
The Māori Land Service (MLS) will support Māori land owners to strengthen the management and utilisation of their land as proposed by the Te Ture Whenua Māori (1993) Act (the Bill) reform. The MLS Programme is led by Te Puni Kōkiri, but follows a cross-agency approach that includes co-sponsor agencies – Land Information New Zealand (LINZ) and Ministry of Justice (MOJ).

Over this 2016-17 phase, the MLS Programme is comprised of detailed service design, design of a suitable IT platform, and definition of the options for an operating model. A key input to this service design were 25 wānanga (stakeholder engagement with Māori land owners) held throughout New Zealand over September and October. This Programme will culminate in a Single Stage Business Case that sets out the case for investment in the implementation of the Māori Land Service, in March 2017.

While the timeframe to deliver the business case is challenging, the work streams and programme milestones have been planned so that parallel activity can occur. The possibility of alterations during the passage of the Bill through the House in 2016 has required the Programme to stay closely aligned to the changes to be able to adequately respond to impacts on the service design. Additionally the budget split between capex and opex funding will need to be reviewed in conjunction with the ICT workstream.
Transforming the System of Service Delivery Programme-DIA

Transitioning to a digital, joined-up, customer-centric model of service delivery

Key Milestones

Corporate Centre Comment

The monitoring delivery confidence assessment has declined to Amber/Red. While the Corporate Centre supports the change that TSSD seeks to deliver, we continue to have serious concerns about the Programme Business Case (PBC) and Cabinet paper. Our biggest concerns include:

- **Affordability**: DIA’s strategy to fund from baselines is very sensitive to deviations from current cost and cashable benefits projections, which at this stage are high-level estimates.
- **Value-for-money assessment**: the investment objectives, critical success factors, and long-list options assessment are under-developed, and we cannot yet confidently say that the best value-for-money option has been selected.
- **Scope**: The PBC emphasises the programme’s contribution to system priorities without highlighting the additional work/investment required to achieve these benefits.
- **Tranches**: We are concerned about the proposed sequencing of the programme, and the large size of the tranches.

We have been working closely with DIA to get more certainty in these areas, and DIA has agreed that should Ministers choose to proceed, DIA will address these points in the first Single Stage Business Case. This will include undertaking a thorough Quantitative Risk Analysis of costs, and revalidating the tranches and long-list options assessment.

Benefits

The PBC outlines high-level benefits, and a detailed benefits realisation plan will be completed as part of the first Single Stage Business Case.

The PBC includes the direct benefits to DIA expected from the Programme, and the indirect benefits to the wider system. More indication is needed of the work and investment required to realise the indirect system benefits.

9(2)(f)(iv)

Budget and Expenditure

- Total project budget: $111.07m
- Expenditure to date: $6.57m
- Whole of life cost: $134.60m

Agency Assessment

- Overall project health: G

Position in lifecycle

- Pre-project
- Start-up
- Initiate
- Implement
- Close

Agency Comment

The Programme Business Case and Cabinet package have been approved by the Programme Board and the Executive Leadership Team for submission into the cabinet process for an approval decision.

Our consultation with agencies including (but not limited to) Inland Revenue, Ministry of Health, Ministry of Social Development and Statistics New Zealand has confirmed positive support for our Programme Business Case, and an independent review of the Programme Business Case by an accredited BBC Reviewer – IQANZ, also noted the Programme Business Case meets the key requirements and intentions of Treasury’s Better Business Case Guidelines for a programme–level business case, and with supporting information provides a well–reasoned case to proceed to Single Stage Business Case Phase.

We look forward to working closely with the Corporate Centre to resolve a number of issues that have been identified at this time. If the PBC is approved by Cabinet, we will jointly work through the list of actions as part of the necessary processes to prepare the first Single Stage Business Case.
National Bowel Screening Programme - MoH
Implementing national screening to reduce the mortality rate from bowel cancer

Key Milestones

Corporate Centre Comment

The programme remains Amber/Red as it is re-baselining the programme schedule following Cabinet approval of the restated Programme Business Case and revised funding requirements.

Work is underway for the tranche two business cases for the establishment of national and regional coordination centres and the national IT system, and for the rollout of bowel screening to five District Health Boards. These business cases will inform budget bids to fund the programme rollout. The timeframes for delivering the business cases and for rolling out bowel screening to DHBs are still ambitious. The Ministry are appropriately seeking independent advice and corporate centre input to inform their planning and reduce programme risk.

The Ministry has accepted the findings of the external IT review and is acting on all recommendations. Individual plans from DHBs will need to be consolidated to provide an aggregated picture, identify any leverage opportunities and minimise the possibility of competition for the same resources.

Ongoing monitoring focus is on the development of the tranche two business cases.

Benefits

High level benefits are included in the restated Programme Business Case. These will be further refined into a benefits management plan by the end of December.

Budget and Expenditure

Agency Assessment

Overall project health

A

Position in lifecycle

Pre-project Start-up Implement Close

Agency Comment

Following approval of the Programme Business Case the programme is now in the implementation planning phase. This detailed planning ensures the health sector has adequate time to implement a safe bowel screening programme. Hutt Valley and Wairarapa DHBs are on track to commence bowel screening in July 2017.

The Ministry remains confident in its ability to implement a phased roll-out of bowel screening across the remaining 17 DHBs by the end of 2019, but the timeframe to achieve full implementation will be confirmed as part of robust implementation planning. The team are completing a due diligence process for the national IT solution for bowel screening, which has a high likelihood of affecting the timing and completion of the IT component of the next business case and consequent timing of the national roll-out of bowel screening. The programme milestones are therefore currently under review and will be updated in the next report. The Treasury and GCIO are supportive of this approach and its potential impact on programme timing.
### Summary of major projects

<table>
<thead>
<tr>
<th>Sector</th>
<th>Agency</th>
<th>Project/Programme</th>
<th>Delivery Confidence</th>
<th>Change</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>All</td>
<td>Consolidated</td>
<td>Pre-investment major projects dashboard</td>
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<td></td>
<td>14</td>
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<tr>
<td></td>
<td></td>
<td>This dashboard provides information about the scale and delivery confidence for projects that will be included in the major projects portfolio if they are funded</td>
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<tr>
<td>Canterbury Recovery</td>
<td>Tertiary Education Commission</td>
<td>Lincoln University/AgResearch Stage One Building Project</td>
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<td></td>
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<td>Develop an innovation precinct to concentrate high value manufacturing services, talent and equipment</td>
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<tr>
<td>Culture and Heritage</td>
<td>MCH</td>
<td>Military Heritage Delivery Arrangements Project</td>
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<td></td>
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<td>Options for improving the delivery of military heritage with a national focus</td>
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<tr>
<td>Defence</td>
<td>MOD/NZDF</td>
<td>Consolidated Logistics Project</td>
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<td>Implementing a coordinated, efficient logistics management system across NZDF</td>
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<td>Defence</td>
<td>MOD/NZDF</td>
<td>Future Air Mobility Capability (FAMC) Project</td>
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<td>Sustaining NZDF’s strategic airlift capability after the end of life of existing aircraft</td>
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<td>Ensuring that NZDF has a continuous relevant air surveillance capability</td>
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<tr>
<td>Economic Development</td>
<td>Callaghan Innovation</td>
<td>Innovation Precinct</td>
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<td>Re-invigorate the Innovation Quarter in Gracefield to concentrate High Value Manufacturing and Services talent and equipment into an innovation precinct</td>
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<tr>
<td>Economic Development</td>
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<td>Supporting Māori land owners to strengthen the management and utilisation of their land</td>
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<td>Education and Skills</td>
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<td>Determining the long-term plan for the provision of schools payroll services</td>
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<tr>
<td>Foreign Affairs</td>
<td>Antarctica NZ</td>
<td>Our Place in Antarctica</td>
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<td>Ensuring Scott Base is fit-for-purpose over the next 50 years</td>
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<tr>
<td>Health</td>
<td>MOH</td>
<td>Dunedin Hospital redevelopment</td>
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<tr>
<td></td>
<td></td>
<td>Redevelopment of Dunedin Public Hospital to address seismic issues, outdated and non-compliant inpatient facilities, and capacity issues</td>
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<tr>
<td>Sector</td>
<td>Agency</td>
<td>Project/Programme</td>
<td>Delivery Confidence</td>
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</table>
| Health                | MOH             | **Electronic Health Record**  
Implementing a single electronic health record for access by consumers, providers and decision makers to support care delivery and decision making | 🟢                   |        | 16   |
| Health                | MOH             | **Nelson Hospital redevelopment**  
Redevelopment of Nelson Hospital Site to improve service delivery, address seismic issues and future capacity demands | 🟢                   | ▲      | 16   |
| Health                | Northern DHBs   | **Northern Electronic Health Record**  
Delivering a region-wide integrated eMedical record | 🟢                   |        | 16   |
| Health                | Waikato DHB     | **E-space**  
Improving Midland Region patient outcomes by enhancing clinicians’ access to consistent patient information from primary through to tertiary care | 🟢                   |        | 16   |
| Housing               | Housing NZ      | **Auckland Housing Programme**  
Accelerating the redevelopment of HNZC land in Auckland to deliver affordable housing | 🟢                   |        | 16   |
| Justice and Security  | Corrections     | **Prison Capacity Programme (Phase 2)**  
To ensure there is sufficient capacity to accommodate prisoners over the next ten years | 🟢                   | ▲      | 16   |
| Services Transformation | DIA            | **Transforming the System of Service Delivery (TSSD) Programme**  
Transitioning to a digital, joined-up, customer-centric model of service delivery | 🟢                   |        | 6    |
| Transport             | MOT Treasury    | **Auckland City Rail Link**  
To build the City Rail Link in Auckland, a 3.4km tunnel that will connect Britomart with the existing rail network at Mt Eden | 🟢                   | ▲      | 16   |
<table>
<thead>
<tr>
<th>Sector</th>
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</thead>
</table>
| Border              |        | **Joint Border Management System (JBMS) Programme**  
Moving to a faster, simpler, more cohesive and reliable system of border management |                     |        |      |
| Canterbury Recovery | MINEDU | **Christchurch Schools Rebuild Programme**  
Will repair and rebuild 115 damaged Canterbury schools by 2022 | EXITED              |        |      |
| Canterbury Recovery | MOH    | **Burwood Hospital Redevelopment**  
Redeveloping Burwood Hospital after the Canterbury earthquake series | EXITED              |        |      |
| Canterbury Recovery | MOH    | **Christchurch Hospital Redevelopment: Acute Services Building**  
A new 400-bed acute services building incorporating acute services such as ED and Radiology |                     |        |      |
| Canterbury Recovery | MOJ    | **Christchurch Justice Emergency Services Precinct**  
A new single-site precinct to accommodate justice and emergency services |                     |        |      |
| Canterbury Recovery | Ōtākaro Ltd | **Te Papa Otakaro/Avon River Precinct**  
To deliver Te Papa Ōtākaro in line with the Christchurch Central Recovery Plan |                     |        |      |
| Canterbury Recovery | Ōtākaro Ltd | **Convention Centre Precinct**  
To deliver a convention centre precinct in line with the Christchurch Central Recovery Plan |                     |        |      |
| Canterbury Recovery | Ōtākaro Ltd | **East Frame Residential**  
To develop inner city residential accommodation, supporting regeneration |                     |        |      |
| Canterbury Recovery | Ōtākaro Ltd | **Metro Sports Facility**  
To deliver a metro sports facility in partnership with the Christchurch City Council |                     |        |      |
| Defence             | MOD/NZDF | **ANZAC Frigate Systems Upgrade Project**  
Restoring and upgrading the surveillance and combat capabilities of the ANZAC frigates |                     |        |      |
| Defence             | MOD/NZDF | **Defence Estate Regeneration**  
Regenerating the Defence Estate to support planned capability investments |                     |        |      |
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<tr>
<td>Defence</td>
<td>MOD/NZDF</td>
<td>Littoral Operations Support Capability (LOSC) Project</td>
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<td>Defence</td>
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<td>Defence</td>
<td>MOD/NZDF</td>
<td>Network-Enabled Army (NEA) Programme</td>
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<td>Economic Development</td>
<td>MBIE</td>
<td>Integrated Lifecycle Services (NZBN) Programme</td>
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<td>Economic Development</td>
<td>MPI</td>
<td>National Biocontainment Laboratory Project</td>
<td>▶️</td>
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<td>18</td>
</tr>
<tr>
<td>Economic Development</td>
<td>STATS</td>
<td>2018 Census Project</td>
<td>▶️</td>
<td>—</td>
<td>18</td>
</tr>
<tr>
<td>Education and Skills</td>
<td>MINEDU</td>
<td>DELTA Programme</td>
<td>▶️</td>
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<td>18</td>
</tr>
<tr>
<td>Education and Skills</td>
<td>MINEDU</td>
<td>Education Resourcing System Programme</td>
<td>▶️</td>
<td>▼️</td>
<td>19</td>
</tr>
<tr>
<td>Education and Skills</td>
<td>MINEDU</td>
<td>DELTA - Technology in Schools</td>
<td>▶️</td>
<td>NEW</td>
<td>19</td>
</tr>
<tr>
<td>Foreign Affairs</td>
<td>MFAT</td>
<td>Programme and Activity Management Project</td>
<td>▶️</td>
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<td>19</td>
</tr>
<tr>
<td>Health</td>
<td>Health Partnerships</td>
<td>National Infrastructure Platform</td>
<td>▶️</td>
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<tr>
<td>Health</td>
<td>Health Partnerships</td>
<td>National Oracle Solution</td>
<td>▶️</td>
<td>▼️</td>
<td>19</td>
</tr>
<tr>
<td>Sector</td>
<td>Agency</td>
<td>Project/Programme</td>
<td>Delivery Confidence</td>
<td>Change</td>
<td>Page</td>
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</tr>
<tr>
<td>Health</td>
<td>MOH</td>
<td><strong>National Bowel Screening Programme</strong>&lt;br&gt;Implementing national screening to reduce the mortality rate from bowel cancer</td>
<td>▲</td>
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<td>7</td>
</tr>
<tr>
<td>Health</td>
<td>MOH</td>
<td><strong>National Patient Flow Project</strong>&lt;br&gt;A patient-centred, referral-based reporting system</td>
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<td>Intelligence</td>
<td>GCSB</td>
<td><strong>CORTEX</strong>&lt;br&gt;Countering cyber threats to organisations of national significance</td>
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<tr>
<td>Services Transformation</td>
<td>DIA</td>
<td><strong>SmartStart</strong>&lt;br&gt;Developing a federated service focused on registering the birth of a child</td>
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<td><strong>Business Transformation Programme</strong>&lt;br&gt;Implementing a modern, efficient, and cohesive tax administration system</td>
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</tr>
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<td>Services Transformation</td>
<td>LINZ</td>
<td><strong>Advanced Survey and Title Services (AaSTS) Project</strong>&lt;br&gt;Replacing Landonline’s outdated and constraining technology platform</td>
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</tr>
<tr>
<td>Services Transformation</td>
<td>MSD</td>
<td><strong>Simplification Programme</strong>&lt;br&gt;Simplifying the provision of MSD’s transactional services</td>
<td>▲</td>
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<td>20</td>
</tr>
<tr>
<td>Services Transformation</td>
<td>Police</td>
<td><strong>Human Resources Management information System Project</strong>&lt;br&gt;Delivering a long-term solution to Police’s HR needs</td>
<td>▲</td>
<td>▲</td>
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</tr>
<tr>
<td>Transport</td>
<td>NZTA</td>
<td><strong>Auckland Accelerated Transport Programme</strong>&lt;br&gt;To improve the inter-regional trip reliability and support growth and productivity in Auckland</td>
<td>▲</td>
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<td>20</td>
</tr>
<tr>
<td>Transport</td>
<td>NZTA</td>
<td><strong>Roads of National Significance Programme</strong>&lt;br&gt;Advancing significant roads to reduce congestion, improve safety and support economic growth</td>
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</tr>
</tbody>
</table>
## Pre-investment major projects

### Programme Business Case development

<table>
<thead>
<tr>
<th>Programme</th>
<th>Business Case development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence</td>
<td></td>
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<tr>
<td>Health</td>
<td></td>
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<tr>
<td>Other</td>
<td></td>
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</tbody>
</table>

### Indicative Business Case development

<table>
<thead>
<tr>
<th>Programme</th>
<th>Business Case development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence</td>
<td>A/G NZDF: Future Air Surveillance Capability p.15</td>
</tr>
<tr>
<td>Health</td>
<td>A/G Ministry of Health: Dunedin Hospital Redevelopment p.16</td>
</tr>
<tr>
<td>Other</td>
<td>A/G Ministry of Culture and Heritage: Military Heritage Delivery Arrangements Projects p.15</td>
</tr>
</tbody>
</table>

### Detailed Business Case development

<table>
<thead>
<tr>
<th>Programme</th>
<th>Business Case development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defence</td>
<td>A/G NZDF: Future Air Mobility Capability p.15</td>
</tr>
<tr>
<td>Health</td>
<td>GW Ministry of Health: Nelson Hospital Redevelopment p.16</td>
</tr>
<tr>
<td>Other</td>
<td>G NZDF: Future Air Mobility Capability p.15</td>
</tr>
</tbody>
</table>

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**KEY**

The size of each bubble represents the estimated whole-of-life cost:

- Unknown
- $0m - $100m
- $100m - $300m
- $300m - $600m
- $600m - $1b
- $1b+

**Project dashboard page number**

- p.17 Project dashboard page number
- p.16 Project is subject to Gateway

**Project has had a business case clinic**

- GW Gateway
- BBC Business Case Clinic

---

**Major Projects Performance Interim Report, November 2016**

14
Pre-Investment Decision Project Updates

Military Heritage Delivery Arrangements Project - MCH
Options for improving the delivery of military heritage with a national focus

Corporate centre comment
The project is managing key stakeholder engagement and schedule risks. Although later than planned, the Indicative Business Case (IBC) is due for completion in December 2016.

Consolidated Logistics Project - Defence
Implementing a coordinated, efficient logistics management system across NZDF

Corporate centre comment
The project is managing cost pressure risks, and the Detailed Business Case is on track to go to Cabinet for an investment decision by December 2016.

Innovation Precinct – Callaghan Innovation
Re-invigorate the Innovation Quarter in Gracefield to concentrate High Value Manufacturing, Services talent and equipment

Corporate centre comment
Successful delivery of the Programme Business Case is on track and the project is engaging well with the Corporate Centre. Risks include key changes to personnel, which the programme is managing.

Education Payroll Limited Strategic Review Project - EPS
Determining the long-term plan for the provision of schools payroll system

Corporate centre comment
The proposed long-term strategic direction for Education Payroll Services is under review. The Detailed Business Case (DBC) will be finalised upon the approval of the strategic direction.

Future Air Mobility Capability (FAMC) Project - Defence
Sustaining NZDF’s strategic airlift capability after the end of life of existing aircraft

Corporate centre comment
Defence has undertaken constructive early engagement with agency stakeholders on business case development, and issued an RFI in August 2016. Possible related capabilities with the Future Air Surveillance project require options to be assessed across the two projects. This risks compressing the decision schedule and potentially affecting the selection of capability choices. Defence is proactively managing associated risks.

Future Air Surveillance Capability (FASC) - Defence
Ensuring that NZDF has a continuous relevant air surveillance capability

Corporate centre comment
Initial decision timeframes have been brought forward 9(2)(j) putting pressure on business case development. Particular care will be needed to ensure thorough options analysis to allow for well-informed decisions. Decisions on the first stage of the project are expected in December.

Our Place in Antarctica - Antarctica New Zealand
Ensuring Scott Base is fit for purpose over the next 50 years

Corporate centre comment
Strategic context has been developed and is awaiting ministerial confirmation. Development of the Programme Business Case is continuing and a Gateway Review is planned for December 2016.

Dunedin Hospital redevelopment - MoH
Redevelopment of Dunedin Public Hospital to address seismic issues, outdated and non-compliant inpatient facilities, and capacity issues

Corporate centre comment
The project continues to be under timeframe pressure due to the declining state of Dunedin Hospital physical facilities, which is impeding the roll out of new models of care required to improve patient outcomes. The Indicative Business Case is being developed for June 2017 and the project is concurrently designing the new services to maintain momentum.
Pre-Investment Decision Project Updates

**Red or Amber/Red Dashboard**

**Major Projects Performance Interim Report, November 2016**

**Pre-Investment Decision Project Updates**

**Corporate centre comment**

The project is tracking well and managing a broad range of stakeholders and risks relating to buy-in and commitment to this initiative. An Indicative Business Case (IBC) is due for completion by May 2017.

**Nelson Hospital Redevelopment - MoH**

Redevelopment of Nelson Hospital Site to improve service delivery, address seismic issues and future capacity demands

**Corporate centre comment**

The DHB is on track for completing the strategic assessment, which is due to its outgoing Board in November this year for approval and to the incoming Board early next year.

**Northern Electronic Health Record - Northern DHBs**

Delivering a region-wide integrated eMedical record

**Corporate centre comment**

The programme governance group has extended the timeline for approving the Programme Business Case to June 2017 in order to provide time for a robust regional evaluation prior to seeking decisions from each of the four sponsoring District Heath Boards. Next steps would be a recommendation to Cabinet.

**E-space - Waikato DHB**

Improving Midland Region patient outcomes by enhancing clinicians’ access to consistent patient information from primary through to tertiary care

**Corporate centre comment**

The Programme has actively engaged the Ministry of Health to address issues associated with a lack of confidence in the Programme. MOH has been an observer at programme board meetings and has been included in a wide range of ongoing discussions concerning the direction of the programme. The Ministry has recommended a further Gateway review prior to the next phase of the programme.

**Auckland Housing Programme - HNZC**

Accelerating the redevelopment of HNZC land in Auckland to deliver affordable housing

**Corporate centre comment**

The focus continues to be on finalising the Programme Business Case, clearly defining costs and benefits for the programme, and finalising governance and delivery arrangements, in advance of Cabinet decisions. A draft business case has been to the HNZC Board for consideration and comment.

**Prison Capacity Programme (Phase 2) - Corrections**

To ensure there is sufficient capability to accommodate prisoners over the next ten years

**Corporate centre comment**

The programme business case and accompanying Detailed Business Case (DBC) for double bunking and Mt Eden Corrections Facility expansion has been approved by Cabinet in October 2016. The focus over the next reporting period will be on the completion of the Waikeria build DBC and monitoring progress on the double bunking build.

**Auckland City Rail Link - MoT/The Treasury**

To build the City Rail Link in Auckland, a 3.4km tunnel that will connect Britomart with the existing rail network at Mt Eden

**Corporate centre comment**

Auckland Council has commenced early works for the City Rail Link, and this is progressing well. A Heads of Agreement was signed, which outlines arrangements for establishing a Special Purpose Entity to deliver the City Rail Link. The Government will make Crown funding available once this is in place – likely to be early in 2017.
Joint Border Management System (JBMS) Programme - Customs
Moving to a faster, simpler, more cohesive and reliable system of border management

Corporate centre comment
The project appears likely to successfully deliver its final major software release (Trade Single Window Release 10) in early 2017. There is still a risk that user acceptance testing could identify defects. Some cost and schedule risks remain.

Christchurch Hospital Redevelopment: Acute Services Building - MoH
A new 400-bed acute services building incorporating acute services such as ED and Radiology

Corporate centre comment
The project is tracking to schedule but has cost pressures to manage. The Ministry is working through options to resolve the cost pressures by early next year.

Christchurch Justice Emergency Services Precinct - MoJ
A new single-site precinct to accommodate justice and emergency services

Corporate centre comment
Schedule risk around building completion and agency move-in is being well managed and Fletcher remains confident it will meet the 31 March precinct construction completion date.

Te Papa Ōtākaro/Avon River Precinct - Ōtākaro
To deliver Te Papa Ōtākaro in line with the Christchurch Central Recovery Plan

Corporate centre comment
The Terraces were completed during the period with Practical Completion advice to be issued to Christchurch City Council in November. Hawkins has submitted design documentation under a preconstruction services agreement. This is currently being evaluated.

Convention Centre Precinct - Ōtākaro
To deliver a convention centre precinct in line with the Christchurch Central Recovery Plan

Corporate centre comment
This programme is well placed at this early stage, as it is supported by a robust Programme Business Case. Approval for Tranche One of investment will be sought in December 2016.

East Frame Residential - Ōtākaro
To develop inner city residential accommodation, supporting regeneration

Corporate centre comment
Fletcher Residential Living (FRL) has submitted documentation for Super Lots 4, 7, and 11, but they do not meet a number of material outcomes specified within the Development Agreement. Ōtākaro has commenced rectification discussions with FRL. These Super Lot 4, 7, and 11 will be delayed, but longer-term milestones are expected to be met.

Metro Sports Facility - Ōtākaro
To deliver a metro sports facility in partnership with the Christchurch City Council (CCC)

Corporate centre comment
The preliminary design has been approved by Ōtākaro and CCC, the contract for enabling works has been executed, tender documents have been released for the site decontamination works, and the Early Contractor Involvement has been appointed.

Defence Estate Regeneration - Defence
Regenerating the Defence Estate to support planned capability investments

Corporate centre comment
This programme is well placed at this early stage, as it is supported by a robust Programme Business Case. Approval for Tranche One of investment will be sought in December 2016.
Littoral Operations Support Capability (LOSC) Project - Defence
Providing a capability for continued support of the Littoral Warfare Support Force

Corporate centre comment
The project issued a Request for Tender in September 2016, and is on track to complete an Implementation Business Case for approval by Ministers by June 2017.

Integrated Lifecycle Services (NZBN) Programme - MBIE
Delivering a single business registration service that reduces effort and costs for business based on the New Zealand Business Number

Corporate centre comment
The Programme is preparing a major update to its original Programme Business Case which is due to be completed in December 2016. There is a lack of clarity about the size of the NZBN benefits and the timing of their delivery and this will be addressed during the business case revision.

Maritime Helicopter Capability Project (MHCP) - Defence
Improving the capability of the Naval Helicopter Force (NHF)

Corporate centre comment
The project is making steady progress towards closure. Defence has achieved sustainable, concurrent and enduring deployment of up to two helicopters on-board Royal New Zealand Navy ships. A third deployment previously scheduled for January 2017 is now expected by mid-2017, due to constraints on the availability of service personnel to conduct introduction to service tasks and training. Full and timely realisation of benefits will continue to require active management of resourcing risks and issues.

National Biocontainment Laboratory Project - MPI
Replacing the existing Wallaceville biocontainment facility with an enhanced facility

Corporate centre comment
The construction has experienced minor delays, which are expected to be recovered. Fire suppression, ceiling design and services distribution are still being negotiated with contractors.

Maritime Sustainment Capability (MSC) - Defence
Replace the HMNZS Endeavour with a new Maritime Sustainment Capability

Corporate centre comment
Defence achieved contract signature for the new tanker as planned in July 2016, and remains on track for the next major milestone, the review of Preliminary Design in April 2017.

2018 Census Project - Statistics
Coordinating, directing, and overseeing activities related to the 2018 Census

Corporate centre comment
The programme is managing the impacts of IT resourcing issues and delays with deploying IT infrastructure required for the Census Test to ensure there will be no impact on key Census delivery dates.

Network-Enabled Army (NEA) Programme - Defence
Improving NZDF’s electronic information sharing capability

Corporate centre comment
The programme is making good progress although past resourcing issues and additional time taken with equipment and services acquisition has put pressure on tranche one delivery dates.

DELTA Programme - MoE
Using digital infrastructure and technology to improve learning outcomes

Corporate centre comment
Strategic review of the Early Learning and Student Achievement (ELSA) Group work programme is complete. The elements of the DELTA programme are being transferred to other business units within the new ELSA Group and the wider Ministry. This process will be managed by providing a Closure Report outlining where the elements have moved to including associated benefits and financials.
<table>
<thead>
<tr>
<th>Project Description</th>
<th>Delivery confidence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education Resourcing System Programme - MoE</strong> &lt;br&gt; <em>A future-proofed early childhood and schools resourcing system</em></td>
<td>A</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;The programme is meeting milestones and is currently in the procurement phase negotiating the contract and high level system design with preferred vendor. The outcomes and Implementation Business Case are planned to be submitted for approval to Joint Ministers in late November 2016.</td>
<td></td>
</tr>
<tr>
<td><strong>DELTA Technology in Schools – MoE</strong> &lt;br&gt; <em>Infrastructure to enable learning outcomes</em></td>
<td>X</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;Technology in Schools (TiS) scope has now been extended to include wireless. The first stage (original scope for TiS) is now complete and the remainder of the programme is 52% complete at the end of September 2016.</td>
<td></td>
</tr>
<tr>
<td><strong>Programme and Activity Management Project - MFAT</strong> &lt;br&gt; <em>Delivering a core overseas aid management software solution</em></td>
<td>X</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;The programme is meeting timeline and financial objectives although there are some risks due to challenging time frames. MFAT has completed further due diligence on the main provider which is showing the provider is strengthening their position.</td>
<td></td>
</tr>
<tr>
<td><strong>National Oracle Solution - Health Partnerships</strong> &lt;br&gt; <em>Designing and building a single financial management information system ready for DHBs</em></td>
<td>A</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;The core solution is ready for testing. Stakeholder engagement is strong. Establishing the supporting infrastructure is receiving management attention and the delay is not expected to impact on schedule or benefits.</td>
<td></td>
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<tr>
<td><strong>National Patient Flow Project - MoH</strong> &lt;br&gt; <em>A patient-centred, referral-based reporting system</em></td>
<td>A</td>
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<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;The project flow transactional system is completed and analytical capability is increasing; however there are ongoing issues with data quality and completeness from District Health Boards, which will delay full realisation of benefits.</td>
<td></td>
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<tr>
<td><strong>CORTEX - GCSB</strong> &lt;br&gt; <em>Countering cyber threats to organisations of national significance</em></td>
<td>X</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;The project is delivering successfully and is on-track to complete according to its schedule. Resourcing risks mentioned in the previous report are still present, but reducing due to GCSB’s mitigation activity.</td>
<td></td>
</tr>
<tr>
<td><strong>National Infrastructure Platform - Health Partnerships</strong> &lt;br&gt; <em>Delivering clinical and financial benefits for DHBs through a national infrastructure approach</em></td>
<td>A</td>
</tr>
<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;Commitment to proceed by DHBs is required as part of the re-planning phase. This is expected to be finalised in mid October and is a significant milestone.</td>
<td></td>
</tr>
<tr>
<td><strong>CPMI Project - GCSB</strong> &lt;br&gt; <em>Replacing the infrastructure that ensures highly classified government communications are secure</em></td>
<td>A</td>
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<tr>
<td><strong>Corporate centre comment</strong>&lt;br&gt;Pleasing progress has been made since the last report on reducing recruitment risks and issues. Schedule remains under pressure from a supply chain constraint. GCSB is working with the supplier to achieve greater clarity on this matter, and has assessed the impact of any delay to overall delivery.</td>
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<td>-----------------------------------------------</td>
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<td><strong>Shaping Our Future Transformation Programme - ACC</strong></td>
<td>Transforming ACC’s operating model to improve delivery of core services</td>
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<tr>
<td>Corporate centre comment</td>
<td>The programme continues to build momentum and has substantive assurance to de-risk the outcomes. ACC will update its benefit profiles and Programme Business Case (PBC) in November 2016.</td>
</tr>
<tr>
<td><strong>Simplification Programme - MSD</strong></td>
<td>Simplifying the provision of MSD’s transactional services</td>
</tr>
<tr>
<td>Corporate centre comment</td>
<td>User uptake for key digital services has either exceeded or closely met planned targets. The realisation of benefits has been phased to give the business time to fully embed the systems and process changes. This approach changes the interim benefits timings but not the yearly benefit profile or overall benefit numbers.</td>
</tr>
<tr>
<td><strong>SmartStart - DIA</strong></td>
<td>Developing a federated service focused on registering the birth of a child</td>
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<tr>
<td>Corporate centre comment</td>
<td>This is a pilot in the series of Life Event initiatives being led by the Service Innovation Working Group. Release 1 is expected as planned in December 2016. The Corporate Centre will work with DIA to determine how it can best provide support to the series of Life Event initiatives moving forward.</td>
</tr>
<tr>
<td><strong>Human Resources Management Information System Project - Police</strong></td>
<td>Delivering a long-term solution to Police’s HR needs</td>
</tr>
<tr>
<td>Corporate centre comment</td>
<td>The project is on track to achieve the re-baselined project schedule and new go-live date of April 2017. Police have appropriate actions underway to understand the financial implications of the change in go-live date and commercial conversations are continuing.</td>
</tr>
<tr>
<td><strong>Business Transformation Programme - IRD</strong></td>
<td>Implementing a modern, efficient, and cohesive tax administration system</td>
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<tr>
<td>Corporate centre comment</td>
<td>Stage one GST business system testing is tracking well. Robust, well-structured processes are in place for business approval to go live as planned by the end of April 2017. Stage two income tax is ramping up, incorporating lessons learned from stage one.</td>
</tr>
<tr>
<td><strong>Auckland Accelerated Transport Programme - NZTA</strong></td>
<td>To improve the inter-regional trip reliability and support growth and productivity in Auckland</td>
</tr>
<tr>
<td>Corporate centre comment</td>
<td>Progress on the Accelerated Auckland Transport Package has continued as expected this quarter. The NZTA undertakes risk monitoring for all major packages. There are currently no major emerging risks for this package. Any minor risks that eventuate will be managed within the National Land Transport Fund.</td>
</tr>
<tr>
<td><strong>Advanced Survey and Title Service (ASaTS) Project - LINZ</strong></td>
<td>Replacing Londonline’s outdated and constraining technology platform</td>
</tr>
<tr>
<td>Corporate centre comment</td>
<td>The Expression of Interest evaluation process is complete and LINZ has identified a preferred vendor to move forward to the Diligence &amp; Discovery phase.</td>
</tr>
<tr>
<td><strong>Roads of National Significance (RoNS) Programme - NZTA</strong></td>
<td>Advancing significant roads to reduce congestion, improve safety and support economic growth</td>
</tr>
<tr>
<td>Corporate centre comment</td>
<td>Progress on the RoNS has continued as expected this quarter. The NZTA is still working with other parties on finding potential options for the Wellington city centre to the airport section of the Wellington RoNS.</td>
</tr>
</tbody>
</table>
Canterbury Public Sector Rebuild to 30 September 2016

Overview

The Canterbury Public Sector Rebuild (the Rebuild) comprises 50 publicly funded construction projects and programmes with a value of $6,365 million across health, education, social housing, roading, central city and community facilities.

The coordination and performance monitoring of these projects is to ensure that the Rebuild provides value for money, delivers on time, risks are managed, supply capacity and competitive tension are increased, overall progress is transparent, and investors have confidence in the government rebuild programme.

Recent Achievements

• Construction of the Central Library has commenced
• Christchurch Hospital Outpatients building has commenced
• Christchurch City Council has delivered 57 social houses
• Housing New Zealand has completed 648 new houses, with the final 52 expected to be completed by the end of 2016
• Seven schools have been completed, 19 are under construction and a further five are out to tender
• Agreement has been reached between Ara, CDHB and University of Canterbury to enable the new Health Research Education Facility to proceed
• Two major road contracts were awarded by NZTA; the Christchurch Northern Corridor, which is the first alliance contract of this size in the South Island, and stage two of the Christchurch Southern Motorway

Assessment

The Rebuild continues to develop momentum with nine out of 50 projects complete and 27 currently under construction.

Despite the high level of construction activity, competition has been maintained, with many recent tenders across all sectors coming in below budget. Agencies have now down-graded escalation forecasts from 8% per annum to 4% per annum.

A number of projects have recently commenced at the Christchurch Hospital and adjacent sites, including Metro Sports. As a result the contractors and agencies involved are working together to plan traffic management, health and safety and access to the construction sites in this congested area.

Discussions are proceeding proactively on the ownership, operations and maintenance obligations on a number of anchor projects.
Canterbury Public Sector Rebuild to 30 September 2016

Schedule Progress
Percentage of projects by value that have started or completed construction

<table>
<thead>
<tr>
<th></th>
<th>Sep-15</th>
<th>Sep-16</th>
<th>Sep-17</th>
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<tr>
<td></td>
<td>53%</td>
<td>73%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Of the total value of Rebuild projects, 73% have now commenced or completed construction. Major projects to start construction in the past year include the Christchurch Hospital's Acute Services and Outpatients Buildings, NZTA's Christchurch Southern Motorway Stage 2 and Northern Arterial roading projects.

In the next year, projects with a value of $463 million are expected to start construction, including the Metro Sports Facility and the Eastern Pool. After September 2017 the major projects remaining to commence construction are forecast to be the Lincoln/AgResearch Building, the Convention Centre and the Performing Arts Precinct.

Expenditure progress
Percentage of project expenditure completed by agency

<table>
<thead>
<tr>
<th>Agency</th>
<th>Sep-15</th>
<th>Sep-16</th>
<th>Sep-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing New Zealand</td>
<td>36%</td>
<td>45%</td>
<td>75%</td>
</tr>
<tr>
<td>Ministry of Justice</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>University of Canterbury</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>Ara Institute of Canterbury</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>Christchurch City Council</td>
<td>33%</td>
<td>45%</td>
<td>75%</td>
</tr>
<tr>
<td>Canterbury DHB</td>
<td>27%</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>NZ Transport Agency</td>
<td>25%</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>21%</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>Otakaro Limited</td>
<td>19%</td>
<td>33%</td>
<td>45%</td>
</tr>
<tr>
<td>Lincoln Hub</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
<tr>
<td>Total</td>
<td>36%</td>
<td>44%</td>
<td>75%</td>
</tr>
</tbody>
</table>

To date projects in the Rebuild have spent $2,269 million or 36% of total project budgets.

Construction Schedule
Timelines for major projects with a value over $30 million

Completed
- Bus Interchange
- Housing NZ Repair 5000
- Art Gallery
- Burnwood Hospital

In Construction
- Housing NZ New Builds
- Justice Emergency Services Precinct
- Ara Engineering and Architectural Studies
- UC Canterbury Engineering the Future
- NZTA Goves to Sawyers
- NZTA Harwood to Aranuihead
- NZTA Western Belfast Bypass
- South Frame Public Realm
- Central Library
- Avon River Precinct
- Town Hall
- Christchurch Hospital - Acute Services
- An Accessible City
- Christchurch Hospital - Outpatients
- UC Regional Science & Innovation Centre
- NZTA Christchurch Southern Motorway 2
- CCC Facilities Rebuild - Heritage
- CCC Facilities Rebuild - Community
- NZTA Northern Arterial

Pre Construction
- East Frame Public Realm
- CCC Eastern Pool
- Metro Sports Facility
- Lincoln Innovation Hub
- Convention Centre
- Performing Arts Precinct

Significant momentum has been achieved in the public sector rebuild with three major projects completed in the past year. The next twelve months will deliver stronger progress with the expected completion of a further five major projects. Timings for the Stadium have yet to be confirmed and are not included in this report.