

The Treasury

Major Projects Performance

Information Release

Release Document

April 2017

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)(ba)(ii) - to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information - would be likely otherwise to damage the public interest
- 9(2)(i) - to enable the Crown to carry out commercial activities without disadvantages or prejudice
- 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) and section 18 of the Official Information Act.

Interim Major Projects Performance Report

April 2017



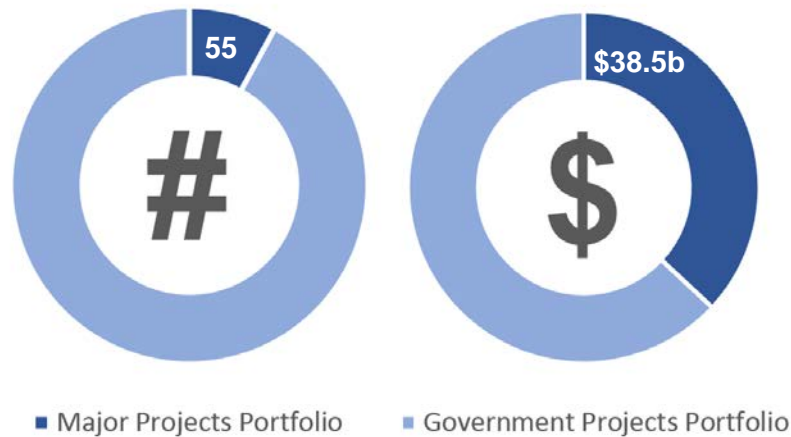
THE TREASURY
Kaitohutohu Kaupapa Rawa

The Interim Major Projects Performance Report

Major projects represent government’s most complex, high-value investments. The *Interim Major Projects Performance Report April 2017* looks at 55 major projects being delivered across 29 agencies, with a combined whole-of-life cost of \$38.5b.

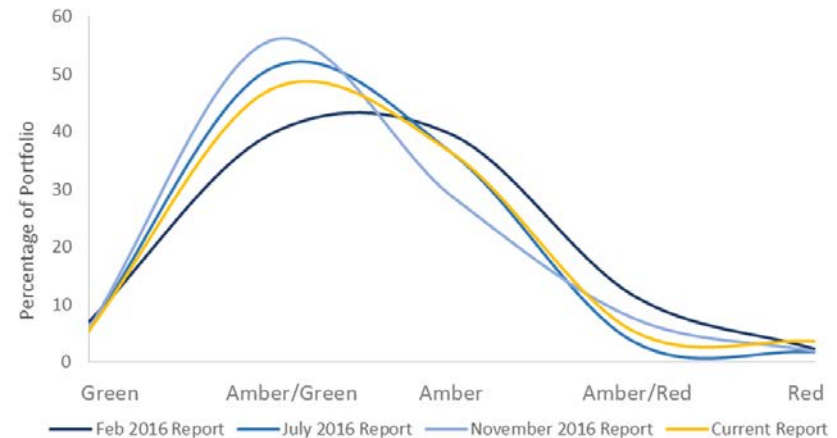
Major Projects are monitored by the Treasury or another entity such as the Ministry of Transport. Major Projects are just 8% of the Significant Projects Portfolio, which comprises of 691 total projects.

Agencies determine if an investment or investment intention is a significant project by assessing the initiative against a set of standard criteria. These include measures of risk, impact, strategic alignment and financial scale. Major Projects are a high risk/high value subset of these significant projects.



The major projects portfolio continues to perform well, with 54% of the assessed projects¹ rated Green or Amber/Green.

Major Projects Portfolio over 2016-2017



The distribution of the major projects portfolio continues to be steady, with projects moving in and out of Red and Amber/Red as they encounter issues, and work towards resolutions. In the previous report (November 2016), 90% of projects were assessed as Amber or better – this is now 91% of the portfolio. 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.

The proportion of Amber/Red and Red projects typically ranges between 5-15%. 9(2)(ba)(ii)

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.

¹ The Major Projects Portfolio includes 54 projects which have been assessed and one project which is yet to be assessed.

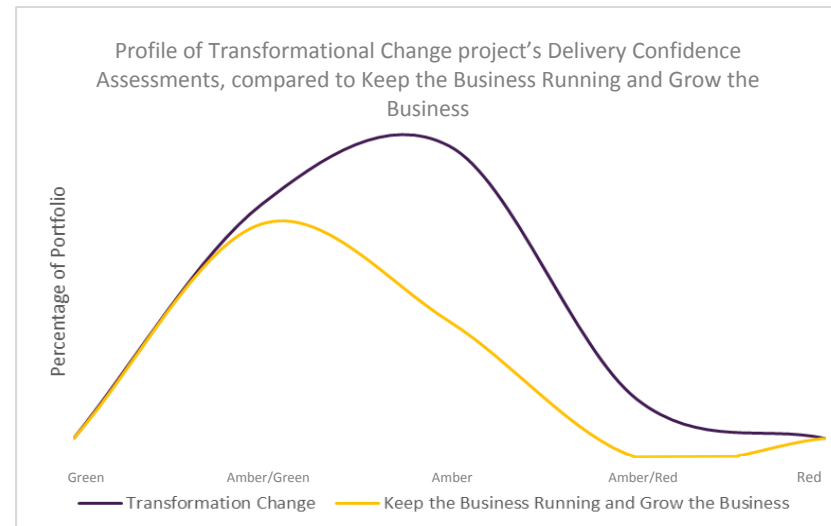
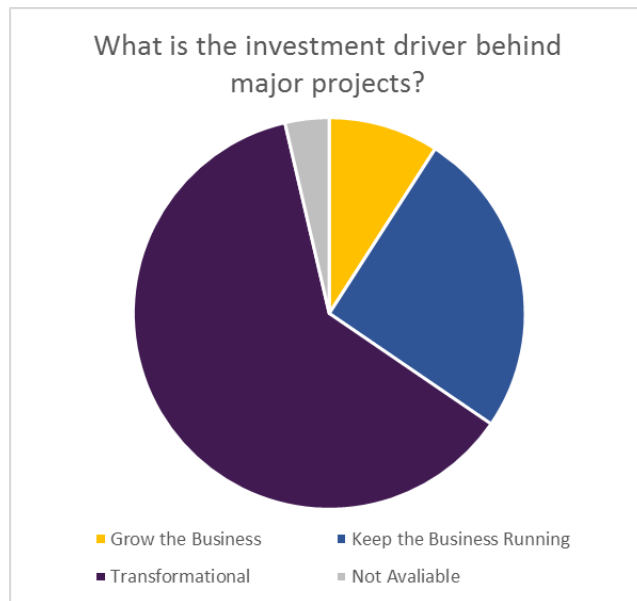
What is in the Major Projects Portfolio?

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.
- **Transformation Change** - To deliver significant change to how government delivers its services

Across the significant projects portfolio, there are 38 agencies (65%) reporting at least one project with transformational change.





















Transformation change projects provide an opportunity for innovation. 36% of all significant projects are transformational change.

The above graph shows that projects with transformational change have slightly lower delivery confidence assessments than projects with other investment drivers. The benefits of transformational change projects often rely on significant organisational change. Change of this magnitude is difficult and introduces a level of uncertainty to these projects that others are less likely to experience.















The Corporate Centre works to support these projects over their lifetime, connecting them to other agencies that have successfully completed transformational and organisational change – such as Immigration's Vision 2015.














Pre-Investment Decision













Sector	Agency	Project/Programme	Delivery Confidence	Change	Page
Canterbury Recovery	Tertiary Education Commission	Lincoln University/AgResearch Joint Facility <i>Enable academic and primary industry education and research by the two partners, Lincoln University and AgResearch.</i>		—	10
Culture and Heritage	Ministry of Culture and Heritage	Military Heritage Delivery Arrangements <i>Options for improving the delivery of military heritage with a national focus.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	Consolidated Logistics Project <i>Implementing a coordinated, efficient logistics management system across NZDF.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	Future Air Mobility Capability (FAMC) Project <i>Sustaining NZDF's strategic airlift capability after the end of life of existing aircraft.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	Future Air Surveillance Capability (FASC) Project <i>Ensuring NZDF has a continuous relevant air surveillance capability.</i>		—	
Economic Development	Callaghan Innovation	Innovation Precinct <i>Re-invigorate the Innovation Quarter in Gracefield to concentrate High Value Manufacturing and Services talent and Equipment into an innovation precinct.</i>		▼	
Economic Development	Te Puni Kōkiri	Māori Land Service Programme <i>Supporting Maori land owners to strengthen the management and utilisation of their land.</i>		▼	11
Education and Skills	Education Payroll Ltd	Education Payroll Strategic Review Project <i>Determining the long-term plan for the provision of schools' payroll services.</i>		—	
Foreign Affairs	Antarctica NZ	Our Place in Antarctica <i>Ensuring Scott Base is fit-for-purpose over the next 50 years.</i>		—	

Sector	Agency	Project/Programme	Delivery Confidence	Change	Page
Health	Ministry of Health	Dunedin Hospital Redevelopment <i>Redevelopment of Dunedin Public Hospital to address seismic issues, outdated and non-compliant inpatient facilities, and capacity issues.</i>		—	
Health	Ministry of Health	Electronic Health Record <i>Implementing a single electronic health record for access by consumers, providers and decision makers to support care delivery and decision making.</i>		—	
Health	Ministry of Health	Nelson Hospital Redevelopment <i>Redevelopment of Nelson Hospital Site to improve service delivery, address seismic issues and future capacity demands.</i>		—	
Health	Northern DHBs	Northern Electronic Health Record <i>Delivering a region-wide integrated eMedical record.</i>		—	
Health	Waikato DHB	e-Space <i>Improving Midland Regional Patient outcomes by enhancing clinicians' access to consistent patient information from primary through to tertiary care.</i>		—	
Housing	Housing New Zealand Corporation	Auckland Housing Programme <i>Accelerating the redevelopment of HNZN land in Auckland to deliver affordable housing.</i>		—	
Services Transformation	Department of Internal Affairs	Transforming the System of Service Delivery (TSSD) Programme <i>Transitioning to a digital, joined-up, customer-centric model of service delivery.</i>			
Transport	Ministry of Transport/Treasury	Auckland City Rail Link <i>To build the City Rail Link in Auckland, a 3.4km tunnel that will connect Britomart with the existing rail network at Mt Eden.</i>		—	

Post-Investment Decision

Sector	Agency	Project/Programme	Delivery Confidence	Change	Page
Border	Customs	Joint Border Management System Programme <i>Moving to a faster, simpler, more cohesive and reliable system of border management.</i>			
Canterbury Recovery	Ministry of Health	Christchurch Hospital Development: Acute Services Building <i>A new 400-bed acute services building incorporating acute services such as ED and Radiology.</i>		—	
Canterbury Recovery	Ministry of Justice	Christchurch Justice and Emergency Services Precinct <i>A new single-site precinct to accommodate justice and emergency services.</i>			
Canterbury Recovery	Ōtākaro Ltd	Convention Centre Precinct <i>To deliver a convention centre precinct in line with the Christchurch Recovery Plan.</i>		—	
Canterbury Recovery	Ōtākaro Ltd	East Frame Residential <i>To develop inner city residential accommodation, supporting regeneration.</i>		—	
Canterbury Recovery	Ōtākaro Ltd	Metro Sports Facility <i>To deliver a metro sports facility in partnership with Christchurch City Council.</i>		—	
Canterbury Recovery	Ōtākaro Ltd	Te Papa Ōtākaro/Avon River Precinct <i>To deliver Te Papa Ōtākaro in line with the Christchurch Recovery Plan.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	ANZAC Frigate Systems Upgrade <i>Restoring and upgrading the surveillance and combat capabilities of the ANZAC frigates.</i>		—	12
Defence	Ministry of Defence/ New Zealand Defence Force	Defence Estate Regeneration <i>Regenerating the Defence Estate to support planned capability investment.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	Littoral Operations Support Capability (LOSC) Project <i>Providing a capability for continued support of the Littoral Warfare Support Force.</i>			
Defence	Ministry of Defence/ New Zealand Defence Force	Maritime Helicopter Capability (MHCP) Project <i>Improving the capability of the Naval Helicopter Force.</i>		—	

Sector	Agency	Project/Programme	Delivery Confidence	Change	Page
Defence	Ministry of Defence/ New Zealand Defence Force	Maritime Sustainment Capability <i>Will replace the HMNZS Endeavour with a new Maritime Sustainment Capability.</i>		—	
Defence	Ministry of Defence/ New Zealand Defence Force	Network Enabled Army (NEA) Programme <i>Improving NZDF's electronic information sharing capability.</i>		—	
6(a)					
Economic Development	Ministry of Business, Innovation and Employment	Integrated Life Cycle Services (NZBN) Programme <i>Delivering a single business registration service that reduces effort and costs for business based on the New Zealand Business Number.</i>		—	
Economic Development	Ministry of Primary Industries	National Biocontainment Laboratory Project <i>Replacing the existing Wallaceville biocontainment facility with an enhanced facility.</i>		—	
Economic Development	StatsNZ	2018 Census Programme <i>Coordinating, directing, and overseeing activities related to the 2018 Census.</i>		▼	13
Education and Skills	Ministry of Education	DELTA – Technology in Schools <i>Infrastructure to enable learning outcomes.</i>		—	
Education and Skills	Ministry of Education	DELTA Programme <i>Using digital infrastructure and technology to improve learning outcomes.</i>		▲	
Education and Skills	Ministry of Education	Education Resourcing System Programme <i>A future-proofed early childhood and schools resourcing system.</i>		—	
Foreign Affairs	Ministry of Foreign Affairs	Programme and Activity Management Project <i>Delivering a core overseas aid management software.</i>		—	
Health	Health Partnerships Ltd	National Infrastructure Platform <i>Delivering clinical and financial benefits for DHBs through a national infrastructure approach.</i>		—	
Health	Health Partnerships Ltd	National Oracle System <i>Designing and building a single financial management information system ready for DHBs.</i>		—	
Health	Ministry of Health	National Bowel Screening Programme <i>Implementing national screening to reduce the mortality rate from bowel cancer.</i>		▲	
Health	Ministry of Health	National Patient Flow <i>A patient-centred, referral-based reporting system.</i>		—	

Sector	Agency	Project/Programme	Delivery Confidence	Change	Page
Intelligence	GCSB	CORTEX <i>Countering cyber threats to organisations of national significance.</i>		—	
Intelligence	GCSB	CPMI Project <i>Replacing the infrastructure that ensures highly classified government communications are secure.</i>		▼	
Justice and Security	Corrections	Prison Capacity Programme (Phase 2) <i>To ensure there is sufficient capacity to accommodate prisoners over the next ten years.</i>		—	
Justice and Security	Police	Identity Management in the Justice Sector and Border Protection <i>To achieve a single Justice Sector identity, for use in the sector and beyond.</i>		NEW	
Services Transformation	ACC	Shaping Our Future Transformation Programme <i>Transforming ACC's operating model to improve delivery of core services.</i>		▼	
Services Transformation	Department of Internal Affairs	SmartStart <i>Developing a federated service focused on registering the birth of a child.</i>		—	
Services Transformation	Inland Revenue Department	Business Transformation Programme <i>Implementing a modern, efficient, and cohesive tax administration system.</i>		—	
Services Transformation	Land Information New Zealand	Advanced Survey and Title Services (ASaTS) Project <i>Replacing LandOnline's outdates and constraining technology platform.</i>		—	
9(2)(ba)(ii)					
Services Transformation	Ministry of Social Development	Simplification Programme <i>Simplifying the provision of MSD's transactional services.</i>		—	
Services Transformation	Police	Human Resources Management Information System <i>Delivering a long-term solution to Police's HR needs.</i>		▲	
Transport	New Zealand Transport Agency	Auckland Accelerated Transport Programme <i>To improve the inter-regional trip reliability and support growth and productivity in Auckland.</i>		—	
Transport	New Zealand Transport Agency	Roads of National Significance <i>Advancing significant roads to reduce congestion, improve safety and support economic growth.</i>		—	

Pre-investment major projects

KEY	Programme Business Case development	Indicative Business Case development	Detailed Business Case development	Single Stage Business Case development
<p>The size of each bubble represents the estimated whole-of-life cost:</p> <ul style="list-style-type: none"> Unknown/Withheld for commercial reasons² \$0m - \$100m \$100m- \$300m \$300m- \$600m \$600m - \$1b \$1b+ <p>p.10 Project dashboard page number</p> <p>GW Project is subject to Gateway</p> <p>BBC Project has had a business case clinic</p>	<p>Defence</p>	<p>MoD/NZDF: Future Air Mobility Capability</p> <p>MoD/NZDF: Future Air Surveillance Capability</p>	<p>MoD/NZDF: Consolidated Logistics Project</p>	
<p>Social</p>	<p>Northern DHBs: Northern Electronic Health Record</p> <p>Ministry of Culture and Heritage: Military Heritage Delivery Arrangements</p> <p>Housing New Zealand: Auckland Housing Programme</p> <p>Waikato DHB: E-space</p>	<p>Ministry of Health: Dunedin Hospital Redevelopment</p> <p>Ministry of Health: Nelson Hospital Redevelopment</p> <p>Ministry of Health: Electronic Health Record</p>	<p>Education Payroll Ltd: Education Payroll Limited Strategic Review</p>	
<p>Other</p>	<p>Callaghan Innovation: Innovation Precinct</p>	<p>Antarctica NZ: Our Place in Antarctica</p>	<p>Tertiary Education Commission: Lincoln University/ AgResearch Joint Facility</p> <p>NZTA: Auckland City Rail Link</p>	<p>Te Puni Kokiri: Maori Land Service Programme</p> <p>DIA: Transforming the System of Service Delivery (TSSD) Programme</p>

²As per grounds 9(2)(i) specified in the Official Information Act

Key Milestones



Corporate Centre Comment

The project team has made improvements to the business case during the reporting period. The project is currently rated Amber/Red as there are key areas which still require development, primarily the direct investment objectives, financial options, and approach to change management. The delivery confidence rating will remain Amber/Red until the project team has completed it's work to address these elements of the business case.

The joint facility business case has adopted the same investment objectives as the Lincoln Hub programme. While the driver for this is to demonstrate linkages to the wider Hub programme the joint facility would only contribute to, not fulfil, these broader stated objectives. Exactly how this contribution will be realised needs greater clarity to ensure measurable progress.

⁹⁽²⁾⁽ⁱ⁾ the Corporate Centre requires further information on the financial case, specifically detail on the whole of life cost ⁹⁽²⁾⁽ⁱ⁾

An effective change strategy is critical to the success of this investment. The benefits of this investment will largely be realised through changing current ways of working. Plans on how the organisations will work differently in the future are required, including resourcing, expertise and implementation plans. This includes ensuring the management and governance structures are appropriate for overseeing the whole project, beyond just delivering the building.

The corporate centre will continue to support the project to strengthen the business case ready for cabinet decision, including exploring options for phasing development.

Benefits

In its current form the business case demonstrates linkages to the Lincoln Hub programme, but measures for the critical success factors need further development. The corporate centre has provided feedback to the project to help address this key focus area, and this is under development.

Budget and Expenditure

Total project budget	\$206.37m
Expenditure to date	\$5.63m
Whole of life cost	\$248.5*

Agency Assessment

Overall project health A

*to be refined as project progresses

Position in lifecycle



Agency Comment

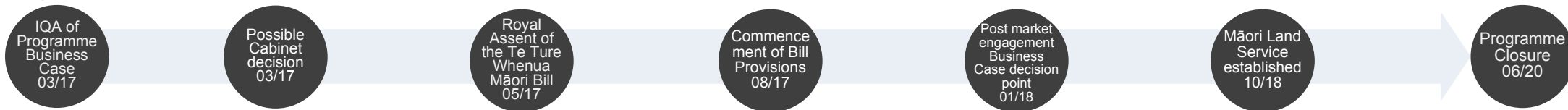
Significant progress continues to be made on the Lincoln University AgResearch Joint Facility in the past reporting period. The Detailed Business Case was submitted by the end of January 2017 and subsequent IQA processes are underway. The preliminary design has been completed on time and the project is now into developed design. Cost estimates currently sit within budget.

The Early Contractor Involvement (ECI) main contractor has been engaged and is working well as part of the project team. MBIE has assessed the procurement process for the ECI main contractor as exemplary. Project IQA resource has been competitively procured (Deloitte), and they have commenced their work.

⁹⁽²⁾⁽ⁱ⁾

Issues identified in the previous monitoring report have been resolved, and the project is progressing well. A main risk being actively managed is tight project timeframes and milestones. The project has a recent (past 10 months) history of meeting deadlines.

Key Milestones



Corporate Centre Comment

The monitoring delivery confidence rating has declined to Red due to concerns about the Māori Land Service (MLS) programme options, phasing and timeframes.

The enabling legislation for the Māori Land Service, the Te Ture Whenua Maori Bill, is expected to have its third reading in May 2017. A clear investment proposal supported by a suitable business case to assist with decision-making was not ready to support Budget 2017 decisions. Key areas still to be developed include how investment options (including phasing) are presented for Ministers, the design of enabling technology, and transition planning for affected agencies.

Due to this, the Corporate Centre recommends a staged approach to the next phase of the programme. Key decision points for Ministers in this process are still to be worked through.

The focus for the next reporting period will be to support the programme team to define the key decision points, and then to determine the information needed to make those decisions in an informed way to achieve the objectives of the programme. There has been increased engagement between the programme team and the Corporate Centre, and continued engagement will assist in addressing the concerns raised.

Benefits

The 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 reform.

High level benefits and costs were developed as part of the Programme Business Case and a benefits plan is still under development, requiring baseline measures, estimated benefits and a realisation timeline.

Budget and Expenditure

Total project budget	9(2)(j)
Expenditure to date	9(2)(j)
Whole of life cost	9(2)(j)

Agency Assessment

Overall project health A

Position in lifecycle



Agency Comment

The MLS design is bound by the Bill to deliver specified services within a statutory timeframe.

The next phase will continue to involve Māori land owners, key partners (ILG, NZMC, MWWL, FOMA), the Ministerial Advisory Group, partner Agencies (MoJ and LINZ) and the Corporate Centre.

Three scaled investment options were assessed under a BBC process and phase implementation options are being considered. A proposal will be submitted to SEC including the service design, target operating model, benefits, and costs for the preferred option.

An IQA assessed the programme as feasible, noting that risks/issues appear resolvable and that “the voices of key stakeholders are reflected within the future state target models, which should be viewed as an exceptional piece of work the programme can be rightly proud of”.

The programme is on track to establish the MLS with appropriate budget to meet resource requirements for FY17/18.

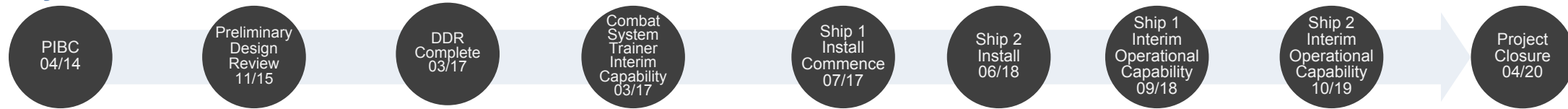
A detailed proposal will be submitted to Cabinet in November 2017, which will include a critical decision pathway for Cabinet.

ANZAC Frigate Systems Upgrade

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

Monitoring delivery confidence R
Previous R

Key Milestones



Corporate Centre Comment

The monitoring delivery confidence assessment remains Red.

The project has three components. The first is the acquisition of the integrated combat system and the second is the design of the system. These two components are well advanced and within budget. The third component is the installation of the system into the ANZAC Frigates. This has proven more complex than expected ^{9(2)(j)}

The contract proposal for the installation phase is due to be presented to Defence on 20 June 2017.

^{9(2)(j)}

Alongside the 2016 Defence White Paper, Cabinet considered a portfolio of indicative capability investments in the Defence Force out to 2030, in conjunction with estimated operating and capital costs. The intention of this portfolio was for Cabinet to choose the level of policy it wanted to support through investment, and to incentivise Defence to actively manage its portfolio in between policy reviews by Cabinet (Defence White Papers) ^{9(2)(j)}

Benefits

The business case for the ANZAC Frigate Systems Upgrade project claims the following investment benefits: improved support to amphibious forces; increased ability to combat emerging threats; improved credibility; improved Defence diplomacy; reduced whole of life support costs; improved efficiency of the Royal NZ Navy; de-risked future Naval Combat Force capability. These benefits still appear achievable.

Budget and Expenditure

Total project budget	\$491m
Expenditure to date	\$272m
Whole of life cost	\$523m

Agency Assessment

Overall project health R

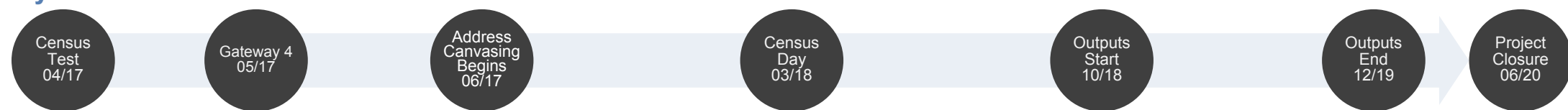
Position in lifecycle



Agency Comment

Design, Manufacture and Electronic Integration of the Combat System equipment and sensors is approaching completion. The Combat System Trainer has been successfully delivered. Initial factory and integration testing and associated requirements verification are continuing to proceed well. ^{9(2)(j)}

Key Milestones



Corporate Centre Comment

The monitoring delivery confidence assessment has declined from Amber to Amber/Red as the programme experienced significant delays following the Kaikoura earthquake that have increased schedule risk and caused cost pressures. StatsNZ was unable to access its building so there was considerable downtime for programme staff while temporary accommodation was secured and essential systems were made accessible.

To manage the schedule impacts the programme has deferred some work for the near-term time-based activities to ensure they are achievable. The deferred work is now scheduled for the final stage of the programme, which is increasing schedule risk and putting pressure on the Census go-live date of 6 March 2018. StatsNZ is confident it can achieve the go-live date if it has the flexibility to invoke contingency plans as and when needed. To provide this flexibility StatsNZ is seeking from Cabinet an increase in the programme contingency funding from 5% to 10%.

The Corporate Centre will continue to support StatsNZ with replanning of the Census programme to understand the risks and cost implications and provide any assistance needed. We are confident that the programme has the required actions underway.

Benefits

Benefits include delivering the next Census by a sustainable lower cost operating model while still providing the information needed by all levels of government to inform decision making.

The programme's go-live date of 6 March 2018 is under pressure following the delays experienced as a result of the 14 November earthquake. The replanning of the 2018 Census programme will firm up the go-live date and timing for realising the expected benefits.

Budget and Expenditure

Total project budget	\$113.73m
Expenditure to date	\$32.86m
Whole of life cost	\$95.2m

Agency Assessment

Overall project health A

Position in lifecycle



Agency Comment

Programme status changed to red in November 2016, reflecting StatsNZ's loss of accommodation and corporate systems in the earthquake. The test scheduled for March 2017 was delayed to April and de-scoped.

The recovery means that the test won't be fully end-to-end and will include work arounds. We will still test campaign, community engagement, address canvassing, on-line forms, mail out, scanning, non-response follow-up for targeted operations and MIS reporting. All vendors will be working with us for the first time.

More testing will now be needed later in 2017. Plans are in place to replace workarounds and fully test end-to-end.

We are proceeding on the basis that we can deliver the model as intended. Field operation is the largest cost element and a more manual workforce model is possible, at a cost, should there be further issues with systems availability and stability. A contingency of 10% (currently 5%) may be prudent for a programme of this size, given the uncertainty ahead.

Current status is amber/red reflecting significant effort and progress made.

9(2)(ba)(ii)

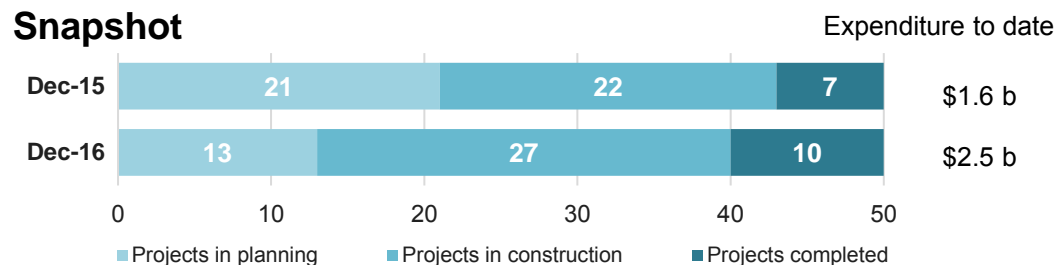
Canterbury Public Sector Rebuild to 31 December 2016

Overview

The Canterbury Public Sector Rebuild (the Rebuild) comprises 50 publicly funded construction projects and programmes with a value of \$6.3 billion 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.

Snapshot

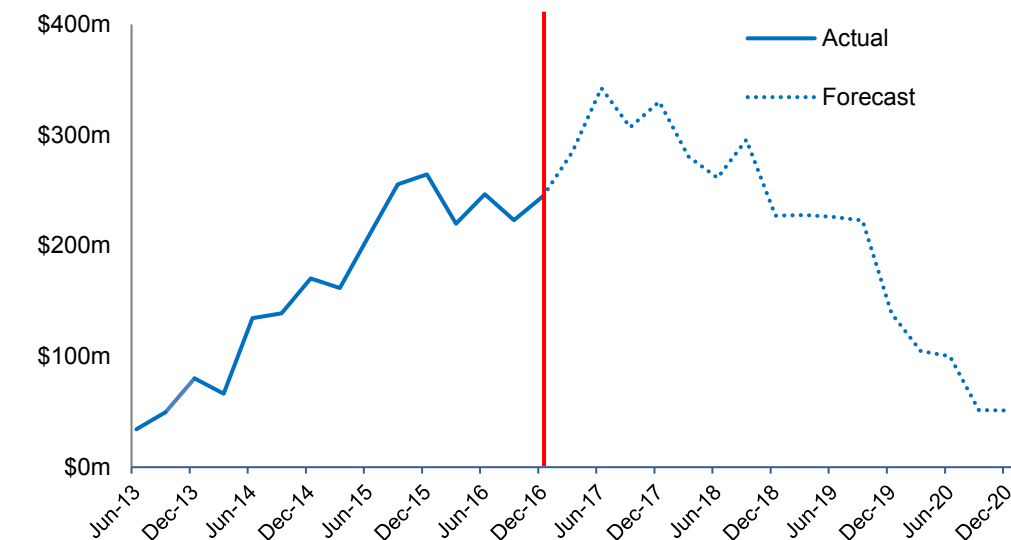


Recent Achievements

- Housing New Zealand has completed its programme of new house builds and repairs
- Christchurch City Council has opened community facilities at St Martins, Heathcote and Governors Bay, the Redcliffs Library, Sign of the Kiwi and Mona Vale Lodge
- Construction worker numbers are at a peak on key project sites, with 580 workers on the Justice and Emergency Services Precinct
- The 115 Christchurch Schools Rebuild programme is gaining momentum with the completion of 10 schools and a further 28 under construction or out to tender. This has included the successful opening of Rolleston College and Haeata Community Campus.
- Lincoln Hub has appointed Southbase Construction to provide input into the design and buildability of its facilities
- The Canterbury Earthquake National Memorial was unveiled on the sixth anniversary of the 22nd February 2011 earthquake

Construction Expenditure

Total project expenditure per quarter



Assessment

The level of construction activity progresses at a steady, but high rate, this is expected to continue into 2019. Operating at this capacity places high demands on a number of construction trades and project completion dates. The University of Canterbury's science and engineering facilities plus the Justice and Emergency Services Precinct are all targeting completion in mid-2017 which will be demanding.

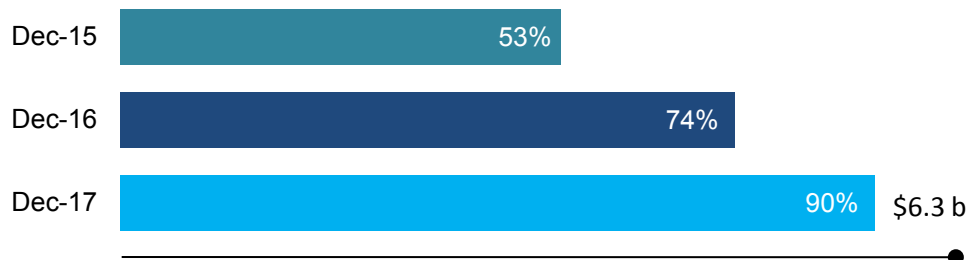
Conversely, rebuild programmes such as schools, and Christchurch City Council's community projects, that rely on smaller construction companies, are finding high levels of competition and attractive pricing.

Continued coordination and communication between public agencies remains essential for the timely and cost-effective delivery of the remaining public sector rebuild projects.

Canterbury Public Sector Rebuild to 31 December 2016

Schedule Progress

Percentage of projects by value that have started or are forecast to start construction

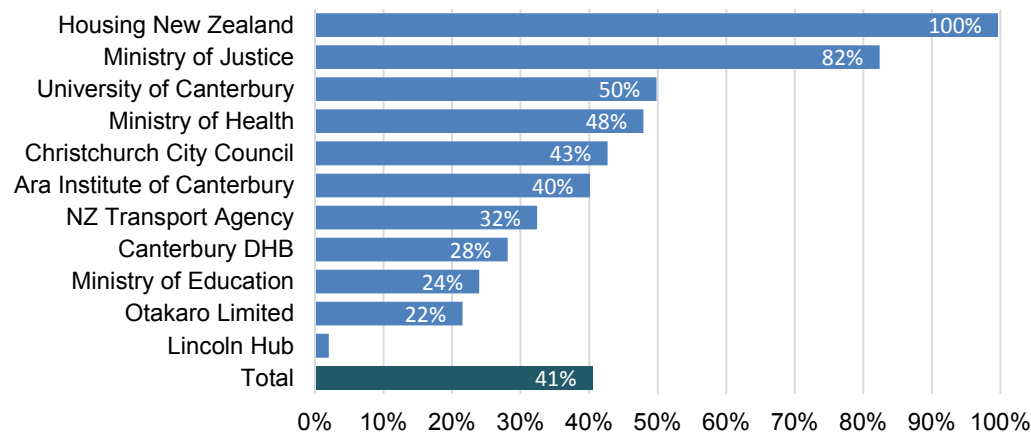


Of the total value of Rebuild projects, 74% have now commenced or completed construction. Major projects to start construction in the past six months include the Central Library, East Frame Public Realm, and NZTA's Christchurch Southern Motorway stage two and the Northern Arterial roading projects.

In the next year, projects with a value of over \$750 million are expected to start construction, including the Eastern Pool, the Convention Centre, Metro Sports Facility and Lincoln Hub.

Expenditure progress

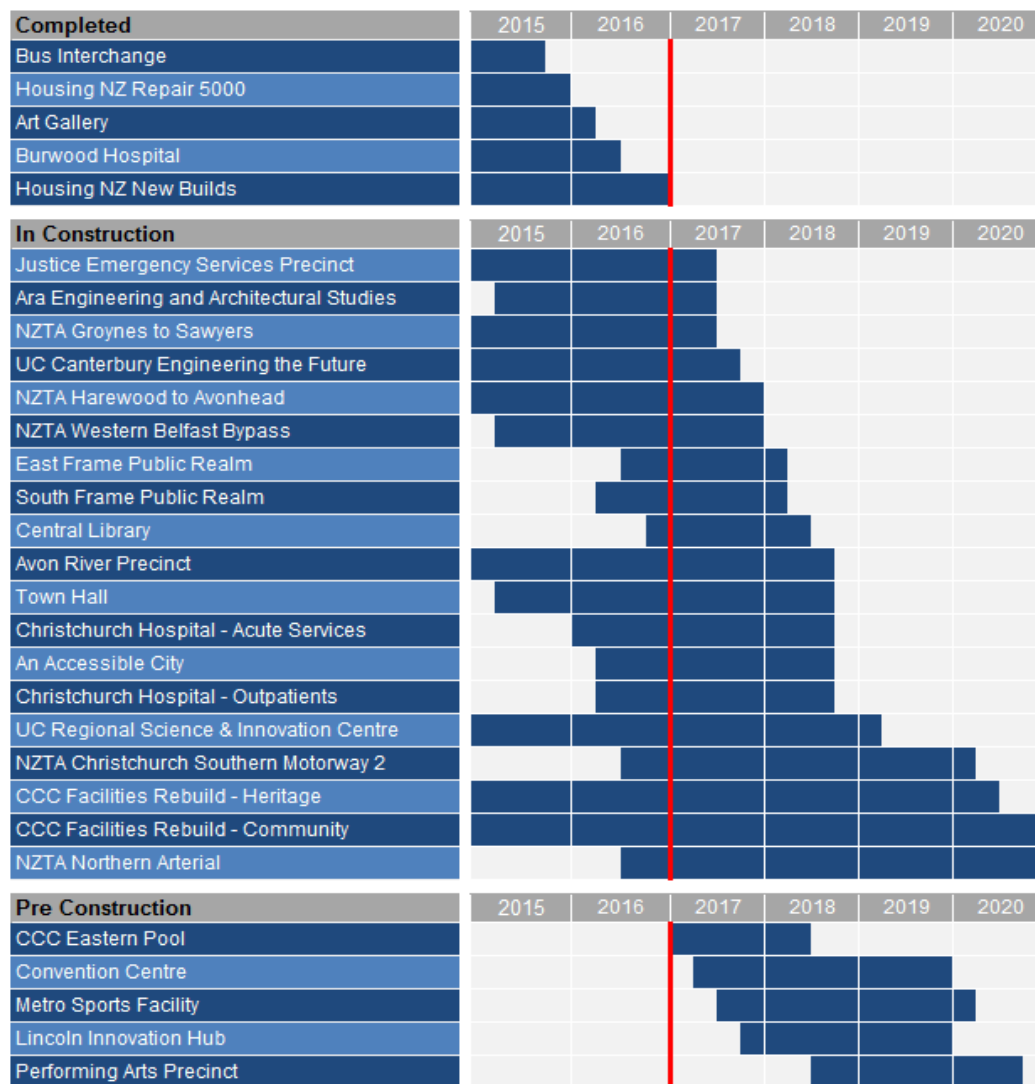
Percentage of project expenditure completed by agency



To date projects in the Rebuild have spent \$2.5 billion or 41% of total project budgets.

Construction Schedule

Timelines for major projects with a value over \$30 million



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 six major projects. Timings for the Stadium have yet to be confirmed and are not included in this report.