

NZ Upgrade Programme

MAY 2021 MONTHLY REPORT

Issued: 11 May 2021



Programme Dashboard

PROGRAMME HEALTH

no change since last period

\$243.9m

Whole of life spend to date

▲ \$35.8m since last report

4.3%

% spend to date

▲ 0.6% since last report

142

Properties acquired to date

▲ 1 since last period

9

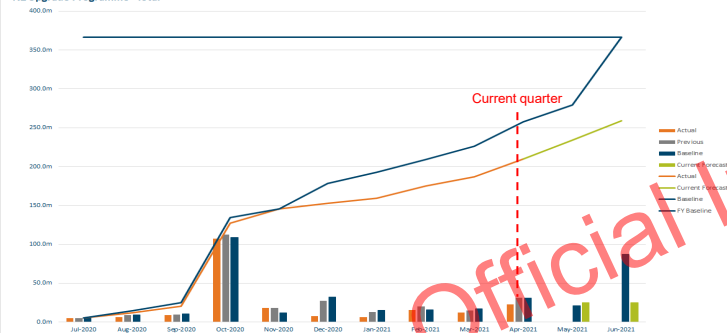
Milestones achieved in period

10%

Milestones delivered on time

Financials

NZ Upgrade Programme - Total



Property

NZUP Property Acqn - Settlement Run Rate



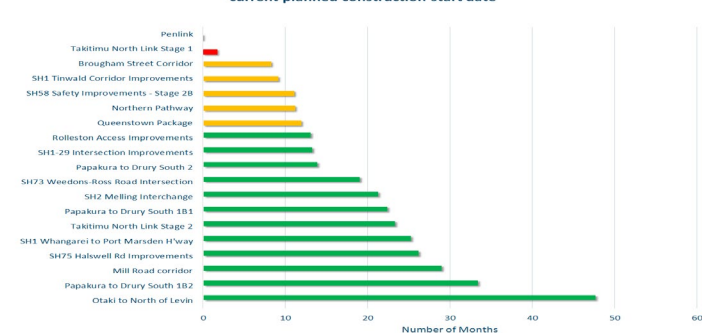
Schedule

MILESTONE DELIVERY PERFORMANCE



Consenting

Month variance as of April 2021 between anticipated consent lodgement date and current planned construction start date



Programme Overview

Programme remains at an overall **AMBER** s 9(2)(g)(i)

The baselining exercise was completed in April 2021 and discussed at a meeting between the Joint Ministers, Treasury, MoT, Kiwirail and Waka Kotahi.

Following this meeting we received an official response to our prioritisation advice from Minister Wood and Minister Robertson. The response gave in principle approval to 21 Waka Kotahi and KiwiRail projects and requested some additional information on the remaining projects, including investigation of alternate options for three projects: Whangārei to Port Marsden, South Auckland (Mill Road, Papakura to Drury South Stage 2 and Rail) and Ōtaki to north of Levin.

s 9(2)(g)(i)

Scope and cost issues of note will be updated post baselining decisions to reflect the up-to-date view of the programme.

Project	Phase	Time	Financial
NZUP SH1 Whangarei to Port Marsden H'way	Business Case		
NZUP Penlink	Pre-Implementation		
NZUP Mill Road Corridor	Business Case		
NZUP Papakura to Drury South	Pre-Implementation		
NZUP Northern Pathway	Pre-Implementation		
NZUP SH1-29 Intersection Improvements	Pre-Implementation		
NZUP Takitimu North Link Stage 1	Pre-Implementation		
NZUP Takitimu North Link Stage 2	Pre-Implementation		
NZUP SH58 Safety Improvements	Implementation		
NZUP SH2 Melling Efficiency & Safety Imp	Pre-Implementation		
NZUP Otaki to North of Levin	Business Case		
NZUP Rolleston Access Improvements	Business Case		
NZUP Brougham St Corridor Improvements	Business Case		
NZUP SH75 Halswell Rd Imps	Business Case		
NZUP SH73 Weedons-Ross Road Intersection	Business Case		
NZUP Walnut Avenue	Pre-Implementation		
NZUP SH1 Tinwald Corridor Improvements	Business Case		
NZUP SH6A corridor improvements	Pre-Implementation		
NZUP SH6 Ladies Mile Stage 2	Pre-Implementation		
NZUP Grant Road to Kawarau Falls	Pre-Implementation		

Project Updates

Key Project Milestones Completed

Takitimu North Link Stage 1:

- Consenting completed
- Physical works contractor confirmed
- Contract A Award (design and enabling works)

Penlink:

- Shortlisted Consortiums Approved

SH1 Tinwald Corridor Improvements:

- Complete option analysis and confirm preferred option

SH73 Weedons-Ross Road Intersection:

- Pre-Imp & MSQA Tender commenced

Programme Workstream Update

Programme Baselining

- Baselining is now complete and prioritisation is well advanced.
- Tasks completed in April:
 - **Baseline Reports:** Final endorsement of project baseline reports by Project Steering Groups completed.
 - **Ministerial briefing** issued on baselining findings and prioritisation recommendations
 - Meetings on next steps held with the Minister of Finance and Minister of Transport
- Upcoming activities for May:
 - **Ministerial advice:** We are working with MoT, KiwiRail and Treasury on a joint briefing to provide further advice on prioritisation and project options
 - This will be used to inform advice to Cabinet before the end of May

Delivery Improvement (Step Change)

- **Priority initiatives implementation:** Initiative implementation at programme and project level will begin to accelerate with additional resourcing joining the Delivery Improvement team over May.
- **Intranet Support:** The intranet site for Delivery Improvement initiatives is progressing through development – initial case studies, toolkits and content for initiatives are under review.
- **Procurement & Projects Interface:** A significant focus for the coming month is building strong interfaces between Delivery Improvement and upcoming procurement documents and project teams to ensure both alignment and early quick wins opportunities are not missed.
- **Measurement & cost:** A key focus for the team for the next few months - as initiatives take shape - is determining how much they will cost, assessing benefits, and working out how to measure and report on success.

Programme Financials

FINANCIAL HEALTH

no change since last period

\$5.61b

Allocated budget

no change since last period

\$243.9m

Whole of Life Spend to date

▲ \$35.8m since last report

4.3%

% spend to date

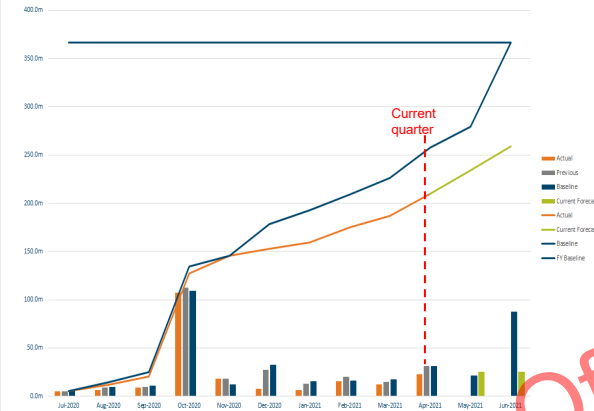
▲ 0.6% since last report

\$6.23b

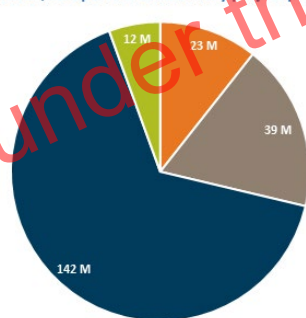
Forecast at completion

no change since last period

NZ Upgrade Programme - Total



FY2020/21 Spend Breakdown by project phase



Business Case Pre Implementation Property Construction/implementation

Finance Summary

FY2020/21 financial performance:

As at the end of April, total spend to date is \$215.9m against YTD forecast of \$268.4m. **s 9(2)(i)** driven primarily by:

- s 9(2)(i)** underspend against forecast on Mill Road due to delays in project initiation and revision of property forecasts.
- s 9(2)(i)** underspend against forecast on Takitimu North Link Stage 1 due to re-phasing of property acquisitions to next financial year.
- s 9(2)** underspend against forecast across the Canterbury Package due to slower than anticipated progress in business case phases.

FY20/21 forecasts have been revised in parallel with baselining and upon receiving Ministerial direction to pause some project activity. As a result, property acquisition forecasts have been adjusted and around **s 9(2)** has been moved into future financial years. **Therefore total 20/21 outturn has been revised down to **s 9(2)(i)**.**

Overall programme forecast to budget:

Forecasted out-turn is **s 9(2)(g)(i)** allocated budget, unchanged from January. Note: Baselining exercise will result in a review of forecasts.

Programme Schedule

SCHEDULE HEALTH

no change since last period

21

Planned baseline milestones in period

2

Completed baseline milestones in period

9

Total milestones achieved in period (inc. baselined)

10%

% baseline milestones delivered on time in period

KEY PROGRAMME MILESTONES ACHIEVED IN PERIOD

(including previously delayed milestones)

Project	Milestone	Delivered	Baseline	Var.
Penlink	Shortlisted Consortiums Approved	12/04/2021	02/10/2020	\$ 9(2)(g)(i)
	Consenting Completed	30/04/2021	31/08/2020	\$ 9(2)(g)(i)
Takitimu North Link Stage 1	Preferred Physical Works contractor confirmed	30/04/2021	18/12/2020	\$ 9(2)(g)(i)
	Contract A Award (design and enabling works)	30/04/2021	24/02/2021	\$ 9(2)(g)(i)
	ER MIL: Award contract	30/04/2021	31/03/2021	\$ 9(2)(g)(i)
Weedons	Pre-Imp & MSQA Tender commenced	07/04/2021	11/01/2021	\$ 9(2)(g)(i)
Tinwald	Option analysis and confirm preferred opt completed	12/04/2021	02/11/2020	\$ 9(2)(g)(i)
Ladies Mile Stage 2	Pre-Imp Project Management Plan approved	01/04/2021	01/04/2021	On time
Grant Road to Kawarau Falls	Pre-Imp Project Management Plan approved	01/04/2021	01/04/2021	On time

DELAYED (19)

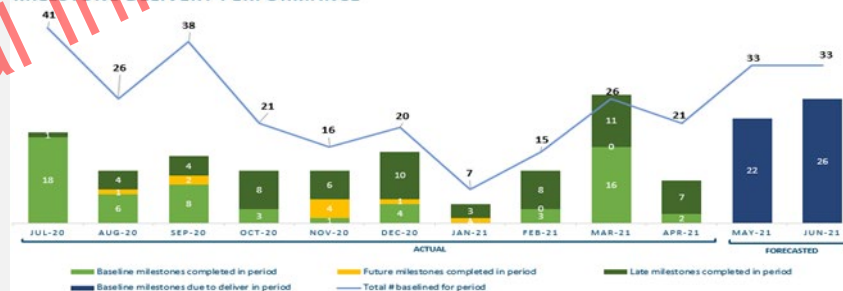
Penlink: IPAA contract award postponed to late August 2021.

Takitimu North Link Stage 1: The possession of the site delayed to early October 2021

Rolleston: Few delays in identifying the preferred option and will be completed in late July 2021.

Halswell Rd: The completion of Detailed Business Case phase activities pushed to late October 2021.

MILESTONE DELIVERY PERFORMANCE



Milestone Delivery Performance

The graph to the right shows monthly milestone performance against the original approved June 2020 baseline. Data source is Planview.

The blue line shows the total number of 'baselined' milestones scheduled per month. The columns depict milestones completed / forecast to be completed for that month.

The expectation / assumption is that post the baselining exercise, the blue line and the columns will align with each other.

NZUP Construction Start Variance

Key insights & information:

- Graph shows variance between current planned construction start dates vs construction start dates provided within the establishment report.

Delayed construction starts:

- 12 projects are forecasting a construction start delay exceeding the interim threshold of 3 months. These new dates have come to light as we progress through the baselining exercise.
- Projects SH73 Weedons-Ross Rd Intersection, SH1 Tinwald Corridor Improvements, SH1 Whangarei to Port Marsden and Northern Pathway have extended their expected planned construction start dates from last month.
- 5 projects show construction start dates ahead of time



This graph depicts project progress on the critical path against construction start dates and will be used to track and monitor this key milestone.

Programme Consent Lodgement Insights

Risk Status

Red status

- Takitimu Northern Link Stage 1 Extension – s 9(2)(g)(i)

- Penlink – s 9(2)(g)(i)

Amber status

- SH1 Papakura to Drury South – s 9(2)(g)(i)

- Queenstown Package – s 9(2)(g)(i)

Designations,
consents, other
statutory
approvals

2

Number of projects considered
at high programme risk of not
securing consents before
planned construction date

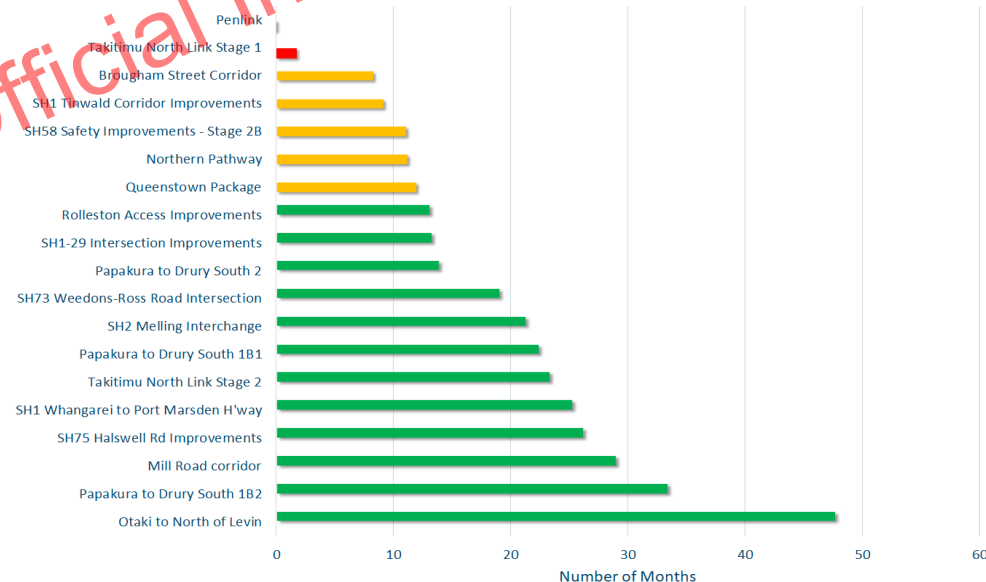
5

Number of projects considered
at medium programme risk of
not securing consents before
planned construction date

13

Number of projects considered
low programme risk to securing
consents before planned
construction date (Queenstown
projects represented separately in
this total)

Month variance as of April 2021 between anticipated consent lodgement date and
current planned construction start date



Programme Property Acquisition Insights

PROPERTY ACQUISITIONS

199

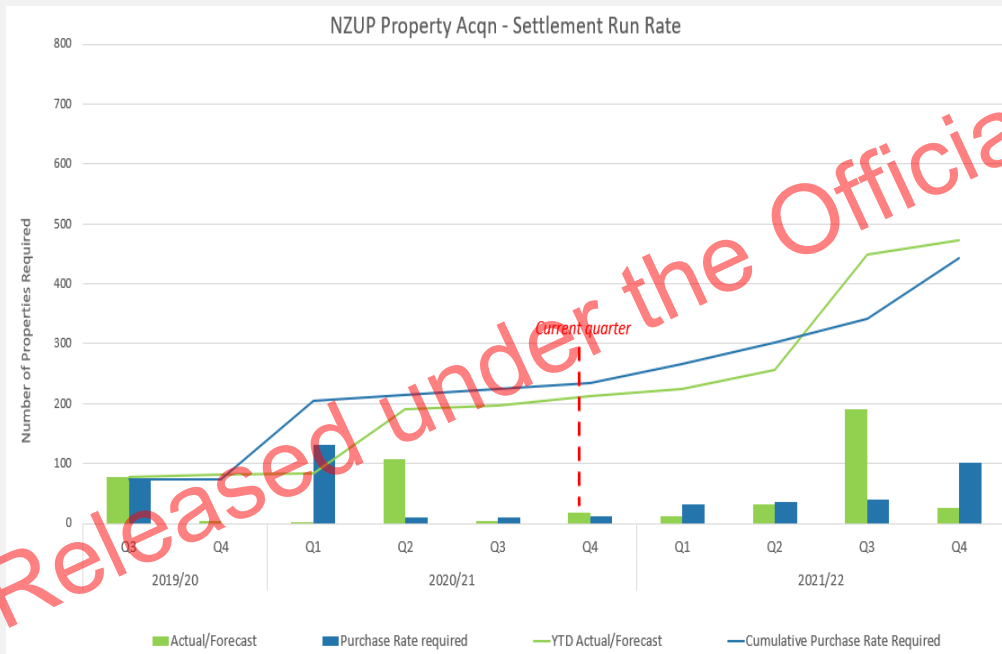
YTD actual acquisitions
achieved to April 2021

235

YTD baseline acquisitions to
Q4 of 20/21 FY

-15%

% difference from current
required purchase rate as of April
2021



Key insights

Run rate:

- The graph depicts the current purchase rate required to meet ministerial timeframes set in early 2020 (blue line) against actual and forecasted acquisition rates.
- Actual/forecast rates have continued to progress below required purchase rates due to some NZUP projects not progressing as anticipated.
- The purchase rate required has been adjusted from last month to more representable forecasts. Estimated dates for consent lodgements were used as a proxy for receiving land requirement plans, which is considered a trigger for commencing active acquisitions.

Acquisition Progress:

- Acquisition rates have remained steady from last quarter. This trend is expected to continue through into the next financial year. s 9(2)(j)
- The key focus area for next month is progressing and settling the outstanding properties for Takitimu North Link Stg 1 (6 remaining) in time for planned construction start in October 21.

Communications & Engagement

8

Media enquiries

13↑

Programme related
OIAs, WPKs, briefings,
minister's office
question)

144.2k

Jobs video reach on
Facebook

Overview

Summary

Media speculation on the future of some projects in the programme has led to a number of media enquiries/coverage, Parliamentary Questions, OIAs and stakeholder concern.

This has been largely focused on Otaki to North of Levin, Melling, Whangarei to Port Marsden Highway, Mill Road and Penlink.

The draft C&E plan to support baselining announcements is being updated for discussion with the minister's office.

Minister Wood led the sod turning event for Papakura to Drury South on 16 April with supporting media releases and resulting positive media coverage.

A linked social media campaign to raise awareness of job creation began in mid-April with a video and profiles of people working on NZUP. To date the video has reached 144,200 people on Facebook.

Key issues/risks

- Reputation impact** as uncertainty relating to baselining continues and with likely decisions to change projects and a focus on cost increases.
- Delays to engagement** linked to baselining uncertainty, W2PMH have put planned engagement in late May on hold and Takitimu North Link stage two are considering pausing planned engagement

Stakeholder Engagement

What stakeholders are saying (themes):

- Concern at potential change or cancellation of projects following media coverage on baselining process
- Scepticism on speed/impact of P2DS construction, due to previous Southern Corridor Improvements issues
- Project climate change impacts
- Frustration at lack of updates or delays to planned engagement.

How we're engaging:

- Ministerial briefings, advice and meetings, collaboration with MoT, KiwiRail and Treasury on baselining/prioritisation advice
- Landowner meetings and letters – Mill Road, SH1/29, O2NL, SH75 Halswell
- Community engagement events – SH75 Halswell, O2NL
- Stakeholder meetings – including MoT, AA, Fire & Emergency, cycling advocacy groups, Whangarei District Council, Horowhenua District Council, community boards

Communications & Engagement Activity

- Papakura to Drury South** sod turning event led by the minister and a range of communications to support construction and related traffic changes
- Mill Road** engagement with Auckland Gliding Club, a s 9(2)(j)
- Penlink** media release to announce shortlisted construction alliance candidates, community newsletter
- SH58** media release and communications activity to support seven weeks of resurfacing, including weekend 24/7 work
- Rolleston transport improvements** published a Facebook post highlighting formal communications will begin within a few months
- SH75 Halswell** community drop in session, flyers and letters on the emerging option.

Upcoming Activities

May

- Programme** C&E support for ministerial decisions or announcements related to baselining
- Northern Pathway** preparing for potential minister's announcement, including briefing landowners and critical stakeholders
- Papakura to Drury South** construction update, community information day and update to local boards
- Programme** jobs social media campaign continues to profile NZUP workers
- SH58** communications activity for seven weeks of re-surfacing continues
- SH1/29** stakeholder update and newsletter on progress of roundabout design
- Takitimu North Link stage two** community engagement (note: may be paused)
- Otāki to North of Levin** project newsletter, including baselining status update and email responses to submitters in Aug/Sept 2020 engagement.

June

- SH58** communications activity for seven weeks of re-surfacing continues
- Takitimu North Link stage one extension** communications to support resource consent lodgement (note: subject to baselining decisions).

Communications & Engagement

“

This is my first full time role out of Victoria Wellington University. I've learnt a lot in a short time and will soon be moving to a Delivery Advisor role.

My role helps to provide a communication link between the projects, programme, the Ministry of Transport and the minister.

— GENEVIEVE LACEY —

Programme Controls Coordinator
NZ Upgrade Programme

PROUDLY DELIVERING

WAKA KOTAHĪ
NZ TRANSPORT
AGENCY

New Zealand
Upgrade
Programme



IMPROVING SAFETY



BUILDING NETWORK
RESILIENCE



SUPPORTING ECONOMIC
GROWTH



ENHANCING WALKING
AND CYCLING



Sod-turning ministerial event, to kick off construction on the Papakura to Drury South project.

Released under the Official Information Act 1982

Iwi engagement & Treaty Partnership

Key activities this reporting period

- A whakatau for new Principal Advisor Māori was held at AMP building along with 3 new staff joining the NZUP team.
- Principal advisor Māori now on Steering Group.
- Feedback from Project teams has been collated around iwi engagement in project governance as requested and will be presented back to SG in June
- Building and strengthening cultural capacity and knowledge of Te Ao Māori in alignment with Māori Strategy Te Ara Kotahi. Good commitment by NZUP program team all getting on board.

Key themes

- **SH2 Melling** First mana whenua steering group attended by project team. s 9(2)(g)(i)
Overall health – still needing work.
- **Takitimu North Link Stage 1** Key hui in May with Te Paerangi to set the relationship. s 9(2)(g)(i)

Key themes (cont)

- **Takitimu North Link Stage 2** Iwi engagement is good with Pirirakau actively involved. Ngati Taka are just involved on an information basis at this stage
- **Otaki to North of Levin** Iwi partner Health/Status Report overall green. Property owner meetings ongoing as required.
- **Grant road to KF Bridge/ SH6A Corridor/ SH6 Ladies Mile Stage 2** Good engagement with Aukaha (Ngai Tahu) Pou Arahi supporting, project team is waiting for a response back from Taumutu Runanga regarding their involvement on Rolleston project
- **SH1 Papakura to Drury South** Monthly Iwi group meeting including presentations and request for cultural inductions. Southern iwi groups are regularly given project updates. The delay of lodgement of consents (awaiting direction from Minister) will enable iwi to complete several cultural impact assessments.
- **Penlink** An expression of interest for a Maori design specialist underway. Partnership discussions underway with Iwi groups to seek their representation at the Governance level.

Upcoming Activities

- 4 "Kia Tupu" Te Ao Māori level 1 workshops/wananga will be held over the coming months in Auckland, Wellington and Christchurch for PM teams and new NZUP staff to attend to support their cultural capability skill set and knowledge of Te Ao Māori
- Iwi engagement advisor s 9(2)(a) will support Papakura and Mill road teams on a permanent basis to help project move forward with iwi engagement and plan changes
- New Principal Advisor will be meeting PM teams building whanaungatanga and strong relationships
- Work on setting up iwi risk consequence ratings
- Advice to Health & Safety team implementation of Te Whare Tapa Wha (Maori Health model) for project teams
- Establishing working relationship with new Pou Arahi for Whangārei and Auckland who will be integral to supporting project teams and relationships with mana whenua.

Highest Programme Risks

Programme risks are currently being reviewed as part of baselining

Risk Description	Causes	Existing Controls	Controlled Risk Level	Additional Controls (Treatments)	Risk and Control Monitoring
Property Acquisition Delays	<ul style="list-style-type: none"> Project team not providing land requirement plans on time Industry capacity insufficient to deliver property required to meet current construction start dates Landowners unwilling to engage in negotiations Landowners objecting to compulsory acquisition process Maori Land Court approval required for confirmation of alienation of Maori land Landowners unwilling to give vacant possession of land acquired by the Crown Minister for LINZ unwilling to sign S23 notices and/ or S26 Proclamations 	<ul style="list-style-type: none"> Developing 31 Property acquisitions process improvements and innovations designed to deliver property faster and improve landowner experience Early and comprehensive briefing of the LINZ clearances team on project-by-project basis 	Extreme	<ul style="list-style-type: none"> Implement 31 Property Acquisitions process improvements and innovations designed to deliver property faster and improve landowner experience Increasing capacity of market (Long-term) Re-phase big three NZUP projects 	<ul style="list-style-type: none"> Reporting property acquisition run rate Feedback loop to monitor 31 improvements Reporting of improvement benefits
Organisation can't cope with scale of change required	<ul style="list-style-type: none"> Lack of clear prioritisation No clear configured current state Quantum of change conflicts with BAU requirements Lack of change management strategy Lack of change management support Benefits and reasons for change not explained (the why) People not brought on journey 	<ul style="list-style-type: none"> Step change implementation plan Numerous strategies in place Steering groups Leadership team Forums for working with PM's and Sponsors Technical advisory notes Communications ie MK newsletter PMP's 		<ul style="list-style-type: none"> Greater clarity on priorities Clarity on benefits Coordinated change management strategy Online resource to share change initiative Increased change management support 	

Highest Programme Risks

Risk Description	Causes	Existing Controls	Controlled Risk Level	Additional Controls (Treatments)	Risk and Control Monitoring
Inadequate external partner and stakeholder capacity to support programme	<ul style="list-style-type: none"> Not adequately informed of requirements Lack institutional capacity to engage in a timely way Competing demands for scarce/ restricted resource Immature relationships 	<ul style="list-style-type: none"> Regional relationship roles Stakeholder/ partner engagement through project governance and steering groups Memorandum of understanding for managing dialogue and providing support Internal project governance and project management arrangements i.e. sponsors Existing working relationships i.e Kiwirail 	High	<ul style="list-style-type: none"> Early and proactive engagement with stakeholders and partners Funding support to backfill functions Regular and ongoing engagement through whole programme lifecycle Monitoring of demands on stakeholders and partners by competing projects Strategic forums for large projects/ programme delivery 	<ul style="list-style-type: none"> Stakeholder and partner engagement plan reporting - GG/ SG MoU's to Board level i.e. Auckland Council, AT Directors of regional relationships
Insufficient funding post baselining	<ul style="list-style-type: none"> Inaccurate project estimates Inadequate scope management Property prices continue to escalate Inadequate contingency management Inadequate governance discipline Onerous consenting conditions and requirements Evolving standards/ specs cost implications 	<ul style="list-style-type: none"> NZ Upgrade Programme and project governance established Programme contingency management established Close working relationship with MoT and Treasury to ensure alignment Regular Minister updates and briefings 	High	<ul style="list-style-type: none"> Strengthen governance arrangements Consider accelerated property purchase programme as an option More independent value engineering Initiate TS GLT leadership discussion on standards/ specs cost implications Successful implementation of new TS delivery model Review of key project management documents Programme review and assurance framework established and implemented 	<ul style="list-style-type: none"> Monthly risk report to SG Quarterly deep dive risk report Monthly reporting regime Embed controls and actions in workplan
Wider Outcomes Not Realised	<p>Unclear outcomes and benefits Land use plans/ outcomes change Related/ linked transport projects not delivered/ funded due to:</p> <ul style="list-style-type: none"> Reduced/ lack of local authority funding Reduced funding for WK projects Poor coordination between NZUP and interrelated external projects Timing of projects does not align Reduced/ changed scope 	<ul style="list-style-type: none"> Close working relationship with Kiwirail Project engagement with local authorities Transport services regional model 	High	<ul style="list-style-type: none"> Establish outcome/ benefits framework Identify projects wide outcomes/ benefits and responsible parties Prioritise wider benefits Strengthen connectivity with responsible parties Hardwiring benefits back to NZUP scope 	<ul style="list-style-type: none"> Project governance Programme Steering Group and governance MoT oversight group

Highest Programme Risks

Risk Description	Causes	Existing Controls	Controlled Risk Level	Additional Controls (Treatments)	Risk and Control Monitoring
Consenting delays	<ul style="list-style-type: none"> Poor planning Unclear project scope Design uncertainty Increased information requirements for limited number of specific projects Consent application is rejected on lodgement (low risk) 	<ul style="list-style-type: none"> Communication Governance structure Draft individual initiative implementation strategies Step change workshops booked Part time SME and support resources in place 	High	<ul style="list-style-type: none"> Project Baselineing Roadmap for project planning Appropriate consenting resource to advise on tasks and programme Consistent active involvement of capable consent planner Realistic pre-lodgement planning Reflect and update consenting strategy Confirm project scope and design Updated consenting strategy template Updated consenting approvals and pathways guide Consider consenting pathway options which provide greatest certainty in timeframe and outcomes. Updated consenting templates Early engagement with regulatory authorities and stakeholders to understand potential road-blocks facing the NZUP projects Provide guidance to projects on how to address these challenges and how to identify as early as possible significant time and cost impacts. 	<ul style="list-style-type: none"> Baselineing Record of target lodgement dates Monthly GG report slide for relative consenting timeframes

Appendix

Project Dashboard

Name	Previous Overall Health (RAG)	Current Overall Health (RAG)	Current Phase	Project Finances						Project Schedule															
				Original Estimation Range submitted to Minister	Project \$(M) Total Approved	Project \$(M) Total Spent	% Budget Spent (\$M)	Project \$(M) Total Forecast Outturn	Variance to budget (\$M)	Schedule Start	Schedule Finish	# L1/2 baselined milestones due in period	# L1/2 baselined & completed in period	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029		
																								Low	High
NEW ZEALAND UPGRADE PROGRAMME				s 9(2)(j)	5,614.0	243.9	4.3%	s 9(2)(j)	1/01/2020	31/12/2029	21	2													
NORTHLAND PACKAGE																									
NZUP SH1 Whangarei to Port Marsden H'way			Single Business Case			692.0	5.65		0.8%		1/02/2020	2/04/2030													
AUCKLAND PACKAGE																									
SH1 Papakura to Drury South Improvements			Pre-Implementation			423.0	19.45		4.6%		15/06/2016	10/11/2028	1												
Northern Pathway			Pre-Implementation			360.0	36.10		10.0%		26/09/2016	31/12/2027	1												
NZUP Penlink			Pre-Implementation			411.0	37.54		9.1%		1/02/2020	30/06/2027	1												
NZUP Mill Road Corridor			Single Business Case			1,354.0	77.26		5.7%		1/09/2020	9/02/2034													
WAIKATO & BAY OF PLENTY PACKAGE																									
NZUP SH1-29 Intersection Improvements			Pre-Implementation			58.0	0.94		1.6%		1/02/2020	30/07/2029													
NZUP Takitimu North Link Stage 1			Pre-Implementation			478.0	4.09		0.9%		1/02/2020	7/06/2028	1												
NZUP Takitimu North Link Stage 2			Pre-Implementation			455.0	4.02		0.9%		1/02/2020	31/05/2030													
WELLINGTON PACKAGE																									
NZUP SH58 Safety Improvements - Stage 2			Pre-Implementation			59.0	7.82		13.3%		3/03/2020	5/06/2026													
NZUP SH2 Melling Efficiency & Safety Imp			Pre-Implementation			258.0	3.44		1.3%		29/03/2016	28/12/2028	2												
NZUP Otaki to North of Levin			Single Business Case			817.8	40.24		4.9%		16/12/2019	16/02/2032	1												
CANTERBURY PACKAGE																									
NZUP Brougham St Corridor Improvements			Single Business Case			40.0	2.18		5.5%		25/08/2017	21/01/2027													
NZUP Rolleston Access Improvements			Single Business Case			60.0	0.30		0.5%		1/06/2020	5/07/2027	2												
NZUP SH75 Halswell Rd Imps			Single Business Case			25.0	0.74		3.0%		1/02/2020	13/04/2026	9												
Rural Intersection Safety Improvements																									
NZUP SH73 Weedons-Ross Road Intersection			Single Business Case			6.0	0.41		6.8%		1/02/2020	23/01/2025													
NZUP Walnut Avenue Intersection Improvements			Pre-Implementation			18.0	0.79		4.4%		1/02/2020	28/11/2023													
NZUP SH1 Tinwald Corridor Improvements			Single Business Case			10.0	0.32		3.2%		1/02/2020	26/02/2025													
QUEENSTOWN PACKAGE																									
NZUP SH6A Corridor Improvements			Pre-Implementation			20.0	0.36		1.8%		7/09/2018	29/06/2026	1												
NZUP SH6 Ladies Mile Stage 2			Pre-Implementation			35.0	0.26		0.7%		7/09/2018	29/06/2026	1	1											
NZUP Grant Rd to KF Bridge Improvements			Pre-Implementation			35.0	1.98		5.7%		7/09/2018	29/06/2026	1	1											

Project Trending

Red status

Penlink, Papakura to Drury South, Takitimu North Link Stage 1, SH58, Mill Road, Melling and Northern Pathway continue to report overall RED this period

NZ Upgrade Programme – Project updates

Region Project		Current Phase	Budget (\$m)	Total Spent (\$m) (%)	Budget Variance (\$m)	RAG		Commentary
NZ Upgrade Programme Overview			5,614.00	243.9 (4.3%)	\$ 9(2)(i)	🕒	\$	
Northland	SH1 Whangarei to Port Marsden Highway	Business Case	692.0	5.65 (0.8%)	0.00	🟡	🟡	The overall Health RAG remains at AMBER s 9(2)(g)(i). The current baseline schedule is under significant pressure as a result of further delays due to baselining and awaiting confirmation on direction. This is leading to delayed consultation on the emerging route options and completion of the Business Case.
	NZUP SH1 Papakura to Drury South	Pre Implementation	423.00	19.45 (4.6%)	\$ 9(2)(i)	🟢	🔴	Stage 1A mobilisation and site establishment is underway Stage 1B1 consent documentation under the new Covid-19 Recovery (Fast Track Consenting) Act 2020 is nearing completion with lodgement dates to be confirmed pending baselining decision. This delay has provided the opportunity for Iwi to complete Cultural Impact Assessments.
Auckland	NZUP Northern Pathway Westhaven to Akoranga	Pre Implementation	360.00	36.10 (10.0%)	\$ 9(2)(i)	🔴	🔴	Time and cost RAG remain red s 9(2)(g)(i) Engagement of key stakeholders (Transpower, Auckland Transport, Auckland Council, Watercare, Harbour Master, Vector) has begun. Partnership with iwi is on-going.
	NZUP Penlink	Pre Implementation	411.00	37.54 (9.1%)	0.00	🔴	🔴	The reference design (currently out for final feedback from SME's and Stakeholders) and minimum requirement development is due for completion in May. Budget RAG remains Red due s 9(2)(g)(i)
	NZUP Mill Road Corridor	Business Case	1354.00	77.26 (5.7%)	0.00	🔴	🔴	The project's overall health status remains Red s 9(2)(g)(i) The detailed business case and Notice of Requirement workstreams are on hold until the investment objectives are confirmed. A staging plan on how Mill Road can be delivered over the next three decades was taken to the PSC in April 2021 but was not endorsed, pending the investment decision from the Ministry. Property acquisition in the northern (Manukau) section where the designation is in place is now on hold.

NZ Upgrade Programme – Project updates

Region	Project	Current Phase	Budget (\$m)	Total Spent (\$m) (%)	Budget Variance (\$m)	RAG		Commentary
							\$	
Waikato & Bay of Plenty	NZUP SH1/29 Intersection Improvements	Pre Implementation	58.00	0.94 (1.6%)	0.00			Contractor is undertaking Pre-implementation phase and work is continuing on Assessment of Environmental Effects (AEE) with options assessment nearing completion.
	NZUP Takitimu North Link Stage 1	Pre Implementation	478.00	4.09 (0.9%)	s 9(2)(g)			The Joint Ministers and Waka Kotahi Board approved the award of Design and Construct Contract (Part A - detailed design) in April. The contract was awarded to Fulton Hogan HEB Joint Venture on 3 May 2021
	NZUP Takitimu North Link Stage 2	Pre Implementation	455.00	4.02 (0.9%)	0.00			Several strategic/early property purchases are underway. Geo-technical testing and ecological investigations continue until May.
Wellington	NZUP SH58 Safety Improvements - Stage 2	Implementation	59.00	7.82 (13.3%)	s 9(2)(g)			Stage 2a physical works have commenced. Stage 2b Final Multi Criteria Assessment report received in March and preferred option is being worked through.
	NZUP SH2 Melling Efficiency and Safety Improvements	Pre Implementation	258.00	3.44 (1.3%)	0.00			Cost RAG remains Red s 9(2)(g)(i). Schedule health remains Red s 9(2)(g)(i). NZUP Governance Group in April 2021 endorsed the procurement plan, single principal Hybrid Alliance, with this paper being presented to the May board meeting for approval
	NZUP Otaki to North of Levin (O2NL)	Business Case	817.00	40.24 (4.9%)	0.00			During April work progressed on the detailed business case production in readiness for an October deadline. The Consenting programme continues, including discussions with regional and district councils. April engagement activities have included community group meetings, property owner meetings and ongoing collaboration with Horowhenua District Council

NZ Upgrade Programme – Project updates

Region	Project	Current Phase	Budget (\$m)	Total Spent (\$m) (%)	Budget Variance (\$m)	RAG		Commentary
						🕒	\$	
Canterbury	NZUP Brougham St Corridor Improvements	Business Case	40.00	2.18 (5.5%)	0.00	●	●	Business Case is currently being taken through assurance, endorsements and approvals processes within both Waka Kotahi and Christchurch City Council. Cost RAG has reverted to Amber due to 9(2)(g)(i)
	NZUP Rolleston Transport Improvements	Business Case	60.00	0.30 (0.5%)	0.00	●	●	Project initiation meetings held following the awarding of the business case last month.
	NZUP SH75 Halswell Rd Imps	Business Case	25.00	0.74 (3.0%)	0.00	●	●	Community consultation throughout April including drop-in session.
	NZUP SH73 Weedons-Ross Road Intersection	Business Case	6.00	0.41 (6.8%)	0.00	●	●	Project activities are on track. The Professional Services tender was advertised on 7th April
	NZUP Walnut Avenue Intersection Improvements	Pre Implementation	18.00	0.79 (4.4%)	0.00	●	●	A week extension in the tender for Physical Works has been reflected in the schedule, with a delay in the month to Practical Completion. This still meets the current NZUP Baseline programme.
	NZUP Tinwald Corridor Improvements	Business Case	10.00	0.32 (3.2%)	0.00	●	●	Project activities are on track. Public open day was held in March and consultation closed in April.

NZ Upgrade Programme – Project updates

Region	Project	Current Phase	Budget (\$m)	Total Spent (\$m) (%)	Budget Variance (\$m)	RAG		Commentary
						🕒	\$	
Queenstown	NZUP SH6A Corridor Improvements	Pre-Implementation	20.00	0.36 (1.8%)	0.00	🟢	🟡	It has been agreed by the NZUP programme team to combine all 3 NZUP funded activities into the existing SH6A and Town Centre business case. This will now be delivered as one integrated package under a single business case.
	NZUP SH6 Ladies Mile Stage 2 NZUP	Pre-Implementation	35.00	0.26 (0.7%)	0.00	🟢	🟡	The Business Case was endorsed by all partner organisations and the Waka Kotahi Board in February. The project has moved into the early stages of pre-implementation to facilitate handover to the Alliance for detailed design and construction
	NZUP Grant Rd to KF Bridge Improvements	Pre-Implementation	35.00	1.98 (5.7%)	0.00	🟢	🟡	The establishment of the delivery alliance for NZUP and QLDC CIP projects is progressing well, with award expected in May 2021.