

Benefits Realisation Plan (BRP)

Benefit Summary	
Project Name	Queenstown Package
Programme Name	Roads of Regional Significance
SRO/ Project Executive	Richard Osborne
Agencies	NZ Transport Agency Waka Kotahi (NZTA)
Benefits Plan	This benefits realisation plan outlines the key roles, responsibilities and outcomes that will be measured to monitor the success of the Queenstown Package.
Benefit Owner	Brad Cabell (Project Director)
Last updated – Version	21 August 2024 – Version 1

Executive Summary

This Benefits Realisation Plan (BRP) has been prepared to support the delivery of activities and outcomes associated with construction of the Queenstown Package. It was formerly part of the New Zealand Upgrade Programme (NZUP) and now is designated as Road of Regional Significance. The purpose of Queenstown Package is to support sustainable growth and economic activity in and around the Queenstown/Frankton area. It will contribute to addressing traffic delays and congestion, poor access for walking, cycling, and unreliable public transport services.

Benefits Schedule

The Benefits Schedule for the Queenstown Package (summarised below) is based on the project's investment objectives. The purpose of this table is to demonstrate how the objectives will be achieved by the project. It enables the benefits that are expected to be derived by the project to be planned for, tracked and realised.

Post-Implementation Performance Measure	Baseline Data (2024)	Targeted Benefit (2030)	Monitoring Timeframe
Peak hour PT bus movements through the Frankton bus hub	20	40	Every 2 years
AM peak hour PT passengers on SH6A	260	970	Every 2 years
Bus reliability	79%	95%	Every 2 years
Bus punctuality	41%	95%	Every 2 years
Maximum daily vehicle movements through the SH6/SH6A intersection	42,000	48,000	Every 2 years

All of the benefits are to be realised post-construction, i.e. once the road is open (approx. 2028). Accordingly, a timeline for Benefits Realisation has not been included in this plan.

Many of the measures and required data for tracking the above are regularly monitored by NZTA and Otago Regional Council as part of business-as-usual practices. Therefore, minimal additional resourcing will be required to incorporate the future monitoring of the Queenstown Package metrics into existing performance monitoring activities.

Methods and processes

The definitions of the two KPIs bus reliability and bus punctuality are:

A reliable trip is:

- percentage of scheduled service trips completed in full, noting that a service trip leaving the origin stop >59 seconds early or >9 minutes and 59 seconds late is deemed not to have operated;

A punctual trip is:

- percentage of scheduled service trips leaving origin stop between 59 seconds before and four minutes and 59 seconds after the scheduled departure time; and
- percentage of scheduled service trips between 59 seconds before and four minutes and 59 seconds after the scheduled departure time at the selected points (e.g. destination).

In addition to the Key Performance Indicators (KPIs) in the table above, the project will be incentivised to achieve breakthrough performance based on a balanced scorecard. The balanced scorecard will provide a framework which links NZTA organisational strategic objectives, objectives and project specific Delivery Improvement Outcomes. The balanced scorecard for this project is currently being progressed between the Delivery Improvement team and the project.

Reviews

The variation process to be used where there are changes to benefits during the project or programme life are described in the Change Management section of this Benefits Realisation Plan.

Assumptions and constraints

The measures and data sources identified in this Benefits Realisation Plan above are already regularly monitored by NZTA and Otago Regional Council as part of business-as-usual practices. It is assumed this data will continue to be collected and monitored regularly and adequate resourcing will be provided by the agency to report on the benefits monitoring results.

Dependencies

The benefits have been calculated based on best estimate population growth figures for the area. If actual population numbers vary, then the realised benefits could be affected.

Change Management

At the outset of each phase of the project, it is critical that the scope of work is clearly defined and agreed between the project partners and consultant/contractor. This will enable the clear identification of change during the project development, ideally before it has an impact.

There is a hierarchy of controls dependent on the level of change. At a project level, if the change does not trigger a change to the baseline scope, cost and schedule then this is managed within the project.

Should a change affect (or potentially affect) scope, cost, schedule, risk, benefits or project benefits adversely as defined in the baseline report, the Project Director raises this with the Sponsor via the project steering committee (PSC). It is then escalated to Governance Group and dependent on the level of change raised to the NZTA Investment and Delivery Committee / Board as appropriate.

Escalation to Joint Ministers is consistent with the escalation thresholds as defined in the delegations letter to the NZTA Board Chair. An early warning will be provided should there be a risk of an escalation threshold being triggered.

The below table provides an overview of key steps, but change must be managed in a Change Control Register and managed in full accordance with the Project Management Manual.

Change Process Step	Document
Project manager identifies an issue and its priority or severity	Logs in issues and change register. Notifies Project Director by email and updates Planview
Project Director assesses impact on project objectives and risks. Then identifies, evaluates, and recommends options	Recommends and outlines the change within Planview
Project Director either accepts or rejects the option. If the degree of change is outside project delegations the request will be escalated to the governance owner	If necessary, the Project Director sends an exception memo to the Project Sponsor
When a change is agreed, the Project Manager updates plans and records	Updates register, business case, and other documents as required

Handover of Benefits Realisation

The post-implementation monitoring and performance data tracking for the Queenstown Package will begin as soon as the project construction is complete. The KPIs will be used to measure the expected performance of the improvements against the actual performance, relative to investment targets. The Alliance Owner Interface Manager together with the Programme Team will be responsible for the operational handover phases of the Queenstown Package (including benefits realisation monitoring and reporting tasks) following project construction completion.

Post Closure Monitoring of Benefits

Post project completion monitoring of benefits reporting will occur at two yearly intervals. The key responsibilities of the post closure monitoring of benefits process are shown below.

Responsibilities

Person/Entity (Role)	Responsibility
Richard Osbourne (Project Sponsor)	SRO/ Project Executive, accountable for ensuring the delivery of the project. Approves changes within approved delegation.
Brad Cabell (Project Director)	Benefits Owner, responsible for ensuring benefits are not compromised by delivering within scope, budget, and schedule. Responsible for notification and escalation of variations if it adversely impacts benefits, scope, time or cost.
Governance Group	Approves Benefits Realisation Plan, sets tolerances and approves any variations. Approves delegations.
Charith Rajasooriya (Senior Advisor, Programme Delivery)	Responsible for benefits realisation in the approved plan during the life of the programme. Responsible to ensure the plan for ongoing benefits realisation is agreed and handed over to the Benefits Owner.
Eugene Stansfield (Programme Delivery Lead)	Provides advice to aid delivery of benefits as part of the programme. Scrutinises benefit profiles and provides overall sense check of benefits realisation plan.