

Capital Reporting Framework

November 2024

QAC Commitment

As outlined in the FY25 Statement of Intent:

- QAC will consult with QLDC and its Audit, Finance and Risk Committee (AFRC) in relation to its Capital Programme Disclosures. QAC will:
 - Present a capital reporting framework to be approved by QLDC based on the gateway investment approach.
 - Present project milestone reporting and exception reporting and provide briefings to the major shareholder through its AFRC, including expectation regarding dividends.
- Regular engagement with the QLDC AFRC on the Master Plan 2023 investment programme

Purpose

This document outlines the recommended approach to reporting on the Master Plan 2023 investment programme.

Proposed Reporting Framework

QAC will prepare a confidential update for QLDC's AFRC that will provide a Development Pathway (timing and value) for the capital portfolio. Material developments will be categorised into, Airfield, Landside, Terminal, Sustaining, and non-aeronautical. Detail will include:

- 1) Development Pathway
- 2) Key phases / Milestones (per QAC's Investment Decision Making Framework¹)
- 3) Key Programme / Project Status
- 4) Risks and issues
- 5) Confirmation of balance sheet / funding capacity
- 6) Impact on dividends

The status of Tier 1 (>\$1,000,000) projects, relative to the stage they are at each gateway, will be included in the report, on an exceptions basis. Refer below for further details of the QAC Project Management Methodology.

Frequency of Reporting

QAC proposes that a confidential capital investment update will be prepared for QLDC's AFRC at 6-monthly intervals, distributed in March and September of each year. This timing aligns with the draft Statement of Intent (March). The first update is expected to be delivered to QLDC's AFRC in March 2025.

ZQN Development Plan

The ZQN Development plan, which will inform the development / investment pathway is currently being prepared, with the support of Aurecon (independent consulting firm). The ZQN Development Plan, including proposed sequencing and value of the key programmes/projects, is expected to be approved by the QAC Board in early 2025.

The ZQN Development Plan will also confirm that the:

- Development pathway is affordable to our key stakeholders, including airline partners; and
- Development pathway is fundable.

¹ Refer to Appendix 1

Each project / programme will be subject to business case approval based on the projects 'Tier'. Currently, the QAC's Board of Directors approves business cases (preliminary and final) for projects >\$1,000,000.

Project/Programme Methodology

QAC has implemented a well-proven project management methodology, with the support of Leva consultancy. The methodology employed is documented in QAC's Project Management Framework, which has a core focus on a standardized process and governance structure for capital projects. This approach follows the gateway approach, from the Portfolio Planning Stage through to the Project Closure and Handover Stages. The 'Project Management Framework - Quick Reference Guide' is provided in Appendix 2.

Also provided for reference is the Project Management Methodology, as applied to:

- Project tiers; referred to as the 'Project Tiers document' (Appendix 3); and
- Roles & Responsibilities (Appendix 4).

The Project Tiers are:

Tier	Project Value	Delegation
1	>\$1,000,000	Board of Directors
2	\$100,000 - \$1,000,000	Chief Executive Officer
3	\$0 - \$99,999	Senior Leadership Team

For each phase of a project the following requirements are documented:

<ul style="list-style-type: none"> • Inputs • Planned Total Project Budget Inputs to pass Stage Gate documentation 	Responsibility of <ul style="list-style-type: none"> • Board of Directors, • CEO • Project Governance Group • Project Sponsor • Project manager • Project Team
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The Roles and Responsibilities extract (Appendix 4) provides clarity for each role in the project lifecycle, in respect to:

- Roles Description
- Responsibilities & Accountabilities
- Organisation Structure (Direct Reports & Reports to)

Exception Reporting

The tolerances applied for exception reporting are (ie, the allowance that we can work within before we need to go back to the approver for additional approval):

- 5% for Budget (as per the DA policy)
- 10% for Programme
- Scope change tolerance is determined based on its impact on Budget and Programme as per above.

These tolerances are reported using a traffic light system.

- Red (above the tolerance level)
- Amber (between 100% of plan/budget and the tolerance)

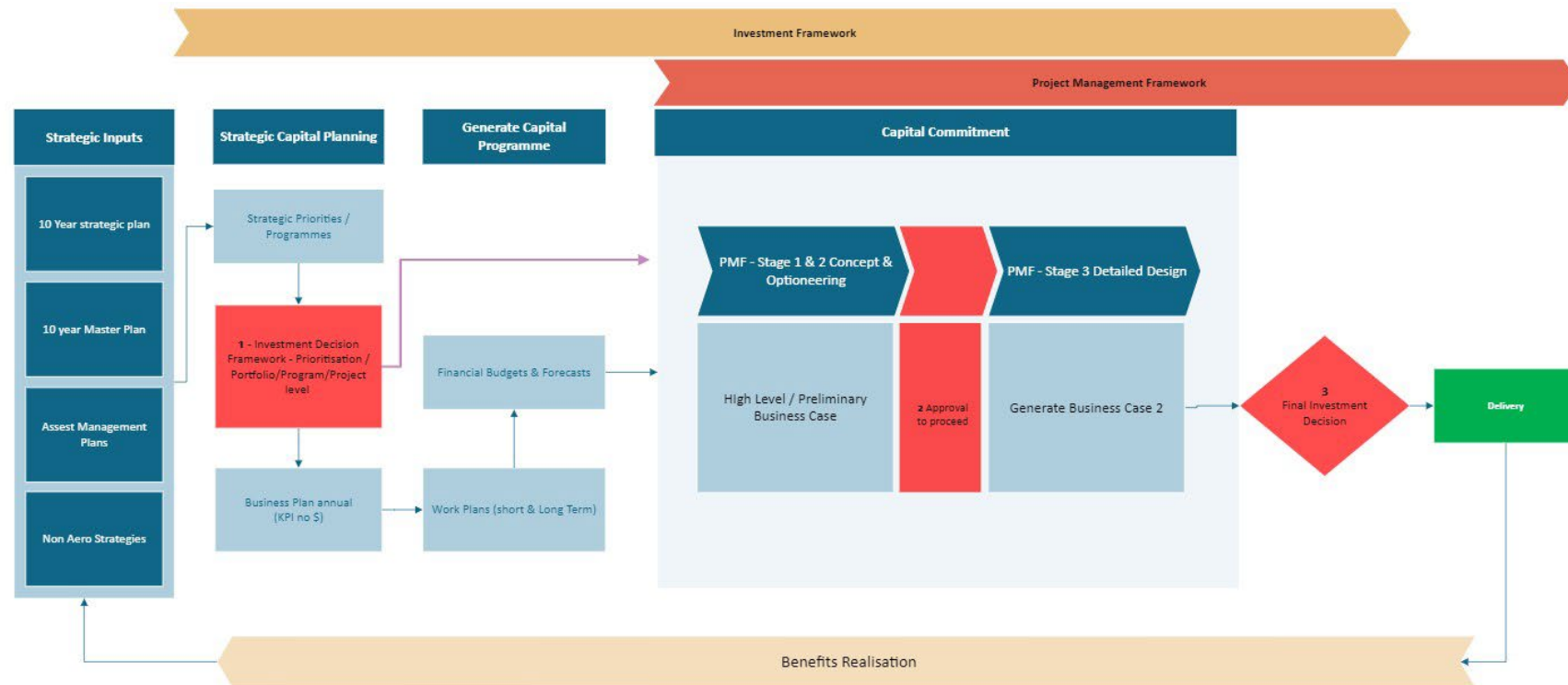
- Green (100% of plan/budget or below)

Next Steps

The proposed next steps are:

Jan – Mar 25	Approved ZQN Development Plan (incl. development pathway) <i>Capital update to QLDC Audit and Finance Risk Committee</i> Commence Aeroanautical Pricing Consultation (revised pricing will take effect from Jul 25)
Apr – Jun 25	Refresh ZQN Funding Strategy Develop Procurement Strategy Finalise aeronautical pricing (from Jul 25)

Investment Decision Making Framework - Overview



Appendix 2 QAC PMF Quick Reference Guide (V1.2).

QAC PROJECT MANAGEMENT FRAMEWORK - Quick Reference Guide

Updated 28/05/24

QAC Project Phase	Pre Project	Concept	Optioneering & Feasibility	Design & Planning	Implementation	Review & Closeout
Stage Gate	Portfolo Planning	Project Request Form	Business Case	Project Management Plan & Design	Deliver Project, Commission and Handover	Project Closure Report
Investment Logic	Investment Framework					
Purpose	Strategic Context	Strategic Context	Business Justification and Options	Project Planning	Project Delivery and Business Readiness	Project Closure and Handover
Responsibility	SLT/Board	Business Unit	Business Unit/Supported by Project Team	Project Team	Project Team	Project Team
Phase Description	Complete long-term planning to align delivery programmes with strategic priorities (e.g. QAC Master Plan)	Complete a Project Request Form describing the strategic context for the proposed investment, that resources are available and funding can be allocated	Complete a Business Case (1st cut) outlining the 'case for change', why invest in the project, what are the desired outcomes/benefits. High level planning of time cost to deliver outcomes - Initial risk assessment	Project initiation and detailed planning - confirm the cost and schedule, identify resources, procurement processes (Project Management Plan), requirements and design	Deliver the project, active leadership and management to deliver to the approved plan. Change control over changes against baseline time, cost, scope. Active risk management	Project closure, including lessons learned. May include defects liability period.
Activities - All Projects (not every activity will be relevant for every project)	Strategic context - Aligns with QAC's strategic priorities at programme level	Strategic context - Aligns with QAC's strategic priorities at project level Tier Assessment Activities addressed in the Project Request Form 1. Project details (including background and objectives) 2. Project scope/concept 3. Project benefits (including expected revenue/cost savings) 4. Interdependencies 5. Project resources (including who the Project Sponsor is) 6. Indicative delivery timeline 7. Planned total project budget 8. Seed funding amount required Stage Gate 1 - Approve the Project Request Form, assess the Tier Level, approve seed funding for optioneering phase, and approve project to commence	Options Analysis Inform Procurement Procurement of Business Case Resource/Contract Business Review Reassess Tier Define and agree change management impact and approach Define KPIs Project Manager may be appointed Stage Gate 2 - Approve the Initial Business Case (1st cut) BC Stage 1: At the completion of the Optioneering/Feasibility Stage Project deliverables are not fully formed but this first cut Business Case provides sufficient information so that the Stage Gate approval is able to adequately assess and make an informed decision on the project. Certainty/Probability levels around Budget, Schedule, and Resources must be stated along with strategies to be undertaken around procurement, sustainability, and change management. Approve funding for design phase, and approve project to move to design phase Project Monitoring & Reporting outputs	Project Manager appointed Initiate project Establish Project Control Group Engage Stakeholders Engage procurement Project Kick Off Meeting Risk identification workshop On board key resources Develop scope Develop project schedule Establish Project team Project planning (resources, budget, schedule, structure, approach) Implications. Full project implementation costs, NPV and IRR if required and CAPEX and OPEX Plan and commence procurement Develop communication & stakeholder engagement plans Requirements analysis Design (Preliminary, concept, detailed) Plan Testing and training approaches Risk and Issue Management Status Reporting Change Management Planning RF/ECN Stage Gate 3 - Approve the Final Business Case, approve the Project Implementation Plan, and approve project to proceed to implementation BC Stage 2: At the completion of the Design/Planning Stage Project deliverables are fully formed so that the Business Case presented	Deliver project as per plan(s) Detailed design Refine Procurement Plan RF/ECN Release and deployment planning Commission planning Operational handover and support planning Project and stakeholder communication Project Control Group Meetings Status Reporting Planning and forecasting Project Change Control Risk and Issue Management / escalation Go/ No Go decision Measure KPIs Commission Asset and handover Stage Gate 4 - Approve change request(s) during implementation	Project warranty period - defects liability / retentions Lessons Learned Benefits review Develop closure report Final Project Control Group meeting Handover to BAU Status reporting Measure KPIs Project Closure Activities Stage Gate 5 - Approve Project Close Out Report
Outputs/Documents		Project Initiation Document (PID) Tier Assessment Project Request Form Relevant historical or background documentation Project Estimating & Budget Form	Updated Tier Assessment Business Case (initial - 1st cut (min P90)) Monthly status reports Project Estimating and Budget Form Project Issues and Risk Register Supporting documentation from feasibility study / options analysis including concept design/plans Meeting minutes Board Paper if required	Status Reports Project Control Group agenda/minutes Project Management Plan (includes schedule, scope and cost forecasts) Procurement Documentation Requirements and Design Documentation Plans (communication, stakeholder engagement, testing, training, change management, sustainability) RAIDD register Business Case (Final - 2nd cut (min P90)) Monthly status reports (Business Central Job Costing Reporting) Project Implementation Plan including detailed design/plans (includes Stakeholder Engagement Plan) Project Estimating and Budget Form Project Issues and Risk Register Project Stakeholder Updates Change Request Form(s) Meeting minutes	Status reports Project Control Group agenda/minutes Updated project documents Contract management documentation Release and deploy plan Handover and support plans Monthly status reports Project Estimating and Budget Form Project Issues and Risk Register Project Stakeholder Updates Change Request Form(s) Meeting minutes	Status reports Project Control Group agenda/minutes Closure report (including lessons learned) Project Close Out and Review Report Meeting minutes
Governance	Stage Gate 0 (Investment Framework)	Stage Gate 1 (Project Request Form): PCG Approves indicative funding (Tier 3) Approves project & Project Request Form (Tier 3) PGG Approves Project Sponsor appointment Approves project and Project Request Form (Tier 2, Tier 1) Approves seed funding (Tier 2, Tier 1) Approves concept to Optioneering Phase (Tier 1) (Review - QAC Board reporting requirements)	Stage Gate 2 (Business Case): PCG Feasibility review & options analysis Business Case owner & oversight of execution Approves funding for Design Phase (Tier 2) Approves Procurement Strategy Project Monitoring & Reporting Formal review of risk & issues Approves Change Request Forms (Tier 1) PGG Approves funding for Design Phase (Tier 2, Tier 1) Reviews Business Case and approves move into Design Phase (Tier 2, Tier 1) Informed of programme/project progress via monthly programme status report (Review - QAC Board reporting requirements)	Stage Gate 3 (PMP, Design): PCG Confirmation of final design Business Case owner & oversight of execution Project Monitoring & Reporting Formal review of risks & issues (Tier 3) Approves Change Request Forms (Tier 3) Approves Project Implementation Plan (Tier 3) PGG Approves Change Request Forms (Tier 2, Tier 1) Approves Business Case and Project Implementation Plan (Tier 2) Informed of programme/project progress via monthly programme status report (Review - QAC Board reporting requirements)	Stage Gate 4 (Implementation - project delivery): PCG Support Project Manager & Project Team Formal review of risks & issues Approves Change Request Forms Approves monthly Project Monitoring and Reporting to PGG PGG Approves Change Request Forms (Tier 2, Tier 1) Informed of programme/project progress via monthly programme status report (Review - QAC Board reporting requirements)	Stage Gate 5 (Closure Report): PCG Approves Deliverables and Project Close Out Report PGG Formally signs off Deliverables and Project Close Out Report (Tier 2, Tier 1) Informed of programme/project deliverables and project close out report via monthly programme status report (Review - QAC Board reporting requirements)

QAC Project Phase	Pre Project	Concept	Optioneering & Feasibility	Design & Planning	Implementation	Review & Closeout
Stage Gate	Portfolio Planning → 0 → Project Request Form	Project Request Form → 1 → Business Case	Business Case → 2 → Project Management Plan & Design	Project Management Plan & Design → 3 → Deliver Project, Commission and Handover	Deliver Project, Commission and Handover → 4 → Project Closure Report	Project Closure Report → 5
Investment Logic	Investment Framework					
Purpose	Strategic Context	Strategic Context	Business Justification and Options	Project Planning	Project Delivery and Business Readiness	Project Closure and Handover
Responsibility	SLT/Board	Business Unit	Business Unit/Supported by Project Team	Project Team	Project Team	Project Team
PMO Activities	Support collation of programme development and long-term planning with business units	Manage approvals/meetings for Tier 1 projects Update organisation-wide project register	Monitor/report pipeline of work Agree project tier, approach and outputs Review Stage Gate Review and approval documents Tier 2 & 1 Manage approvals/meetings for Tier 1 projects Review project setup (including finance), identify gaps	Monitor & Report on progress Update project register from status reports and governance meetings Provide advice and direction Review Stage Gate Review and approval documents Tier 2 & 1 projects Manage approvals/meetings for Tier 1 projects	Monitor and Report on progress Provide advice and direction Escalation Update project register from status reports and governance meetings Manage change control approvals	Provide advice and direction Review project closure and handover Check project admin is complete



Appendix 3 QAC PMF Project Tier Requirements (V2.0).

PROJECT MANAGEMENT FRAMEWORK

Tier 3 - Project Requirements (\$0 - \$99,999)

Responsible (R)	The team member(s) who perform the task or activity
Accountable (A)	The team member(s) who are ultimately in charge of the task or activity
Consulted (C)	The team member(s) whose opinions are sought, give feedback, and contribute
Informed (I)	The team member(s) who need to be informed of delivery of the task or activity

	Concept (Stage 1)	Optioneering (Stage 2)	Design (Stage 3)	Implementation (Stage 4)	Review (Stage 5)
Inputs	Idea or concept is submitted to Project Sponsor for consideration as a business opportunity or providing resolution to a problem statement.	Tier 1 Projects may not require an optioneering phase or it may be able to be incorporated into the design phase.	<ul style="list-style-type: none"> Options analysis summary and Business Case (1st cut) if applicable, otherwise Completed project request form. 	<ul style="list-style-type: none"> Approved Business Case Approved Project Plan Signed procurement contracts 	<ul style="list-style-type: none"> Completed UAT if required. Practical Completion
Planned Total Project Budget Inputs to pass Stage Gate	<ul style="list-style-type: none"> High level estimate of Total Planned Project Cost Cost Estimate to complete Optioneering Phase 	<ul style="list-style-type: none"> Estimated total project budget at minimum 50% certainty (P50). Cost estimate to complete Design Phase Indicative FY timing 	<ul style="list-style-type: none"> Full project implementation costs and FY timings with minimum 90% certainty (P90) CAPEX and OPEX implications 	<ul style="list-style-type: none"> Full Project Cost Tracking and Budget Control FY Forecasting 	<ul style="list-style-type: none"> Project cost variance report Capitalisation of costs Adjustments to Fixed Asset register
Documentation outputs from stage	<ul style="list-style-type: none"> Project Request Form Relevant historical or background documentation. 	<ul style="list-style-type: none"> Business Case – 1st Cut (P50) Monthly Project Status Reporting Project Estimating and Budget Form Project Issues & Risk Register Any supporting documentation as a result of feasibility study and/or options analysis including concept design/plans. Minutes of any meetings held Procurement plans 	<ul style="list-style-type: none"> Business Case – 2nd Cut (P90) Project Plan documents including detailed design & procurement. Project Risks & Issues Register Monthly Project Status Reports Project Estimating and Budget Form Minutes of any meetings held Change Request Form(s) Project Stakeholder Updates 	<ul style="list-style-type: none"> Monthly Project Status Reporting Project Estimating and Budget Form – project cost tracking. Project Risks & Issues Register Minutes of any meetings held Change Request Forms Project Stakeholder Updates Communication Plans 	<ul style="list-style-type: none"> Project Close Out Report Minutes of any meetings held As-built drawings and manuals Code of Compliance documentation
Project Governance Group (PGG)	<ul style="list-style-type: none"> Informed of project (R) Approves appointment of PS 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Deliverables and Project Close Out Report have been signed off
Project Sponsor (PS) (GM or Line Manager)	<ul style="list-style-type: none"> Approves indicative funding based on Project Request Form Assigns Project resources Approves project and signs off Project Request Form (R) Proceeding to next stage 	<ul style="list-style-type: none"> (A) Feasibility review and options analysis (A) Business Case owner and oversight of execution (A) Approves funding to complete Design Phase. (A) Approves procurement strategy (A) Project Monitoring and Reporting (A) Formal review of risks and issues before next stage (escalating to PGG if necessary) (A) Approves Change Request Forms 	<p>Confirms sufficient funding in place for implementation</p> <ul style="list-style-type: none"> (A) Project Monitoring and Reporting (A) Formal review of risks and issues before next stage (escalating to PGG if necessary) (A) Approves Change Request Forms (A) Approves Project Plan (R) Supports PM and PT (R) Point of escalation for staff who have project related issues. 	<ul style="list-style-type: none"> (R) Control project scope (A) Support PM & PT (A) Formal review of risks and issues (escalating to PGG if necessary) (A) Approves Change Request Forms Approves monthly Project Monitoring & Reporting to be submitted to PGG. 	<ul style="list-style-type: none"> (A) Sign-off deliverables and Project Close Out Report
Project Manager (PM)	<ul style="list-style-type: none"> (R) Identifies project team resource requirements (R) Ensures SharePoint set up to save project related documents 	<ul style="list-style-type: none"> (R) Feasibility review and options analysis (R) Business Case preparation – 1st Cut (R) Determine procurement strategy. (R) Liaise with external suppliers (R) Manage PT (R) Analysis of options resulting in recommendation of design/deliverables. (R) Determines the frequency of project team meetings Complete Project Monitoring and Reporting (R) Proactive management of risks and issues 	<ul style="list-style-type: none"> (R) Business Case preparation – 2nd Cut (R) Development of Implementation Plan (R) Completion of final design (R) Procurement strategy deployed (R) Manage PT (R) All Project Monitoring and Reporting (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (R) All stakeholder management and communication. 	<ul style="list-style-type: none"> (R) Liaise with external suppliers (R) Manage PT (A) Complete Project Monitoring and Reporting (R) Project Budget Tracking (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (C) Acts as point of escalation between PT and PS 	<ul style="list-style-type: none"> (R) Undertake project review meeting (R) Complete Project Close Out Report and sign-off
Project Team (PT)		<ul style="list-style-type: none"> (R) provide input into project documentation (R) Provide project progress information as required. Work with the PS, PM and other PT members to determine the recommended option. 	<ul style="list-style-type: none"> (R) Providing input into project documentation including project implementation plan. (R) Provide project progress information as required. 	<ul style="list-style-type: none"> (R) Provide input into project documentation (R) Provide project progress information as required. 	<ul style="list-style-type: none"> (R) Provide input into project close-out process including handover of all operational and BAU processes.

Responsible (R)	The team member(s) who perform the task or activity
Accountable (A)	The team member(s) who are ultimately in charge of the task or activity
Consulted (C)	The team member(s) whose opinions are sought, give feedback, and contribute
Informed (I)	The team member(s) who need to be informed of delivery of the task or activity

Tier 2 - Project Requirements (\$100,000 - \$999,999)

	Concept (Stage 1)	Optioneering (Stage 2)	Design (Stage 3)	Implementation (Stage 4)	Review (Stage 5)
Inputs	Idea or concept is submitted to Project Sponsor for consideration.	<ul style="list-style-type: none"> Approved Project Request Form 	Approved Business Case – 1 st Cut Options Analysis report / Feasibility Study	<ul style="list-style-type: none"> Approved Business Case – 2nd Cut Approved Project Plan Signed Procurement contracts 	<ul style="list-style-type: none"> Compliance documentation as required. Practical Completion Cert.
Planned Total Project Budget Inputs to pass Stage Gate	<ul style="list-style-type: none"> High level estimate of Total Planned Project Cost Cost Estimate to complete Optioneering Phase 	<ul style="list-style-type: none"> Estimated total project budget at minimum 50% certainty (P50) Cost estimate to complete Design Phase Indicative FY timing 	<ul style="list-style-type: none"> Full project implementation costs and FY timings with minimum 90% certainty (P90) NPV and IRR CAPEX and OPEX implications 	<ul style="list-style-type: none"> Full Project Cost Tracking and Budget Control FY Forecasting 	<ul style="list-style-type: none"> Full project variance report Capitalisation of costs where required
Documentation outputs from stage	<ul style="list-style-type: none"> Project Request Form Relevant historical or background documentation. 	<ul style="list-style-type: none"> Business Case – 1st Cut (min P50) Monthly Project Status Reports Project Estimating and Budget Form Project Risks & Issues Register Any supporting documentation as a result of feasibility study and/or options analysis including concept design/plans. Minutes of any meetings held 	<ul style="list-style-type: none"> Business Case – 2nd Cut (min P90) Project Implementation Plan documents including detailed design. Project Risks & Issues Register Monthly Project Status Reports Project Estimating and Budget Form Minutes of any meetings held Change Request Form Project Stakeholder Updates 	<ul style="list-style-type: none"> Monthly Project Status Reports Project Estimating and Budget Form – project cost tracking Project Risks & Issues Register Minutes of any meetings held Change Request Forms Project Stakeholder Updates PCG Reports as required. 	<ul style="list-style-type: none"> Project Close Out Report Minutes of any meetings held As-built drawings and manuals Code of compliance documentation.
CEO		<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters (R) Approval of Business Case and Implementation Plan 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Deliverables and Project Close Out report has been signed off.
Project Governance Group (PGG)	<ul style="list-style-type: none"> (R) Evaluate idea/concept against business priorities, decision made whether to consider further. If yes: (R) Approves project and signs off Project Request Form (R) Approves seed funding (R) Documents decisions made 	<ul style="list-style-type: none"> (R) Reviews Business case and approves to move into Design Phase (R) Approves funding for design phase (C) As necessary on any project matters 	<ul style="list-style-type: none"> (R) Providing Business Case submission to CEO (R) Resolution of risks, issues, actions, etc as escalated by PS. Approves change request forms 	<ul style="list-style-type: none"> (R) Resolution of risks, issues, actions, etc as escalated by PS (A) approves change request forms. (I) Monthly project monitoring and reports 	<ul style="list-style-type: none"> (R) Formally close out the project – sign off deliverables and Project Close Out report
Project Sponsor (PS) (GM or Line Manager)	<ul style="list-style-type: none"> Assigns Project resources (R) Proceeding to next stage 	<ul style="list-style-type: none"> (A) Feasibility review and options analysis (A) Business Case owner and oversight of execution (A) Approves procurement strategy (A) Project Monitoring and Reporting (A) Formal review of risks and issues before next stage (escalating to PGG if necessary) (R) Ensuring change requests are signed off by the PGG. 	<ul style="list-style-type: none"> (A) Confirmation of final design. (A) Business Case owner and oversight of execution. (R) Confirms sufficient funding in place for implementation (A) Project monitoring and reporting (R) Formal review of risks and issues before next stage (escalating to PGG if necessary) (R) Ensuring change requests are signed off by PGG 	<ul style="list-style-type: none"> (R) Control project scope (A) Support PM & PT (A) Formal review of risks and issues (escalating to PGG if necessary) (A) Approves Change Request Forms Approves monthly Project Monitoring & Reporting to be submitted to PGG. 	<ul style="list-style-type: none"> (A) Sign-off deliverables and Project Close Out Report
Project Manager (PM)	<ul style="list-style-type: none"> (R) Identifies project team resource requirements (R) Ensures SharePoint set up to save project related documents 	<ul style="list-style-type: none"> (R) Feasibility review and options analysis (R) Business Case preparation – 1st Cut (R) Determine procurement strategy. (R) Liaise with external suppliers (R) Manage PT (R) Analysis of options resulting in recommendation of design/deliverables. (R) Determines the frequency of project team meetings Complete Project Monitoring and Reporting (R) Proactive management of risks and issues 	<ul style="list-style-type: none"> (R) Business Case preparation – 2nd Cut (R) Development of Implementation Plan (R) Completion of final design (R) Procurement strategy deployed (R) Manage PT (R) All Project Monitoring and Reporting (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (R) All stakeholder management and communication. 	<ul style="list-style-type: none"> (R) Liaise with external suppliers (R) Manage PT (A) Complete Project Monitoring and Reporting (R) Project Budget Tracking (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (C) Acts as point of escalation between PT and PS 	<ul style="list-style-type: none"> (R) Undertake project review meeting (R) Complete Project Close Out Report and sign-off
Project Team (PT)		<ul style="list-style-type: none"> (R) provide input into project documentation (R) Provide project progress information as required. Work with the PS, PM and other PT members to determine the recommended option 	<ul style="list-style-type: none"> (R) Providing input into project documentation including project implementation plan. (R) Provide project progress information. 	<ul style="list-style-type: none"> (R) Provide input into project documentation (R) Provide project progress information as required. 	<ul style="list-style-type: none"> (R) Provide input into project close-out process including handover of all operational and BAU processes

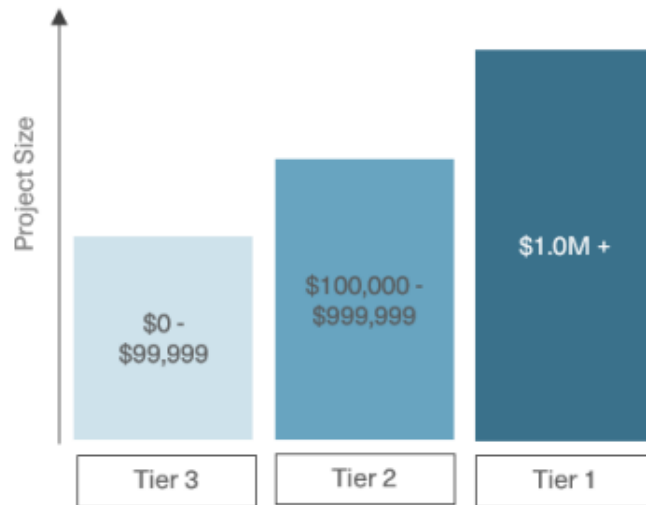
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Accountable (A)	The team member(s) who are ultimately in charge of the task or activity
Consulted (C)	The team member(s) whose opinions are sought, give feedback, and contribute
Informed (I)	The team member(s) who need to be informed of delivery of the task or activity

Tier 1 – Project Requirements (\$1,000,000 +)

	Concept (Stage 1)	Optioneering (Stage 2)	Design (Stage 3)	Implementation (Stage 4)	Review (Stage 5)
Input	Idea or concept is submitted to PMO for consideration.	<ul style="list-style-type: none"> Approved Project Request Form 	<ul style="list-style-type: none"> Approved Business Case – 1st Cut (P50) Options Analysis / Feasibility study Concept Design (if applicable) 	<ul style="list-style-type: none"> Approved Business Case -2nd Cut (P90) Approved Project Plan Signed procurement contracts 	<ul style="list-style-type: none"> Compliance documentation Practical completion certs.
Planned Total Project Budget Inputs to pass Stage Gate	<ul style="list-style-type: none"> High level estimate of Total Planned Project Cost Cost Estimate to complete Optioneering Phase 	<ul style="list-style-type: none"> Estimated total project budget at minimum 50% certainty (P50) Cost estimate to complete Design Phase Indicative FY timing 	<ul style="list-style-type: none"> Full project implementation costs and FY timings with minimum 90% certainty (P90) NPV and IRR CAPEX and OPEX implications 	<ul style="list-style-type: none"> Full Project Cost Tracking and Budget Control FY Forecasting 	<ul style="list-style-type: none"> Full project variance report Capitalisation of costs where required
Documentation outputs from stage	<ul style="list-style-type: none"> Project Request Form Relevant historical or background documentation. 	<ul style="list-style-type: none"> Business Case – 1st Cut (min P50) Monthly Status Reports Project Estimating and Budget Form Project Risks & Issues Register Any supporting documentation as a result of feasibility study and/or options analysis including concept design/plans. Minutes of any meetings held 	<ul style="list-style-type: none"> Business Case – 2nd Cut (min P90) Project Implementation Plan documents including detailed design. Project Risks & Issues Register Monthly Project Status Reports Project Estimating and Budget Form Minutes of any meetings held Change Request Form Project Stakeholder Updates 	<ul style="list-style-type: none"> Monthly Project Status Reports Project Estimating and Budget Form – project cost tracking Project Risks & Issues Register Minutes of any meetings held Change Request Forms Project Stakeholder Updates 	<ul style="list-style-type: none"> Project Close Out Report Minutes of any meetings held
QAC Board		<ul style="list-style-type: none"> Informed of project by CEO and Project Governance Group. (I) Business case and recommended option. Provide strategic direction on 	<ul style="list-style-type: none"> (A) Approval of Business Case and Implementation Plan. (C) As necessary on any project matters (R) Review Board Paper and approve project for implementation 	<ul style="list-style-type: none"> (I) Informed of project progress (R) Approves Change Request Forms (if applicable) (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Informed of project progress
CEO	<ul style="list-style-type: none"> (R) Approves concept to Optioneering Phase 	<ul style="list-style-type: none"> (R) Reviews Business case and approves to move into Design Phase (R) Approves funding for design phase (C) As necessary on any project matters 	<ul style="list-style-type: none"> (R) Submitting Business Case to QAC Board for approval. (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Informed of project progress (C) As necessary on any project matters 	<ul style="list-style-type: none"> (I) Deliverables and Project Close Out report has been signed off.
Project Governance Group	<ul style="list-style-type: none"> (R) Evaluate idea/concept against business priorities, makes recommendation to CEO if approved. (R) Approves project and signs off Project Request Form (R) Approves seed funding (R) Documents decisions made 	<ul style="list-style-type: none"> (R) Submit Business Case to CEO for approval. (R) Approves funding for design phase (C) As necessary on any project matters 	<ul style="list-style-type: none"> (R) Providing Business Case submission to CEO (R) Resolution of risks, issues, actions, etc as escalated by PS. Approves change request forms 	<ul style="list-style-type: none"> (R) Resolution of risks, issues, actions, etc as escalated by PS (A) approves change request forms. (I) Monthly project monitoring and reports 	<ul style="list-style-type: none"> (R) Formally close out the project – sign off deliverables and Project Close Out report
Project Sponsor (PS) (GM or Line Manager)	<ul style="list-style-type: none"> Assigns Project resources (R) Proceeding to next stage 	<ul style="list-style-type: none"> (A) Feasibility review and options analysis (A) Business Case owner and oversight of execution (A) Approves procurement strategy (A) Project Monitoring and Reporting (A) Formal review of risks and issues before next stage (escalating to PGG if necessary) (R) Ensuring change requests are signed off by the SC. 	<ul style="list-style-type: none"> (A) Confirmation of final design. (A) Business Case owner and oversight of execution. (R) Confirms sufficient funding in place for implementation (A) Project monitoring and reporting (R) Formal review of risks and issues before next stage (escalating to PGG if necessary) (R) Ensuring change requests are signed off by PGG 	<ul style="list-style-type: none"> (R) Control project scope (A) Support PM & PT (A) Formal review of risks and issues (escalating to PGG if necessary) (A) Approves Change Request Forms <p>Approves monthly Project Monitoring & Reporting to be submitted to PGG.</p>	<ul style="list-style-type: none"> (A) Sign-off deliverables and Project Close Out Report
Project Manager (PM)	<ul style="list-style-type: none"> (R) Identifies project team resource requirements (R) Ensures SharePoint set up to save projected related documents 	<ul style="list-style-type: none"> (R) Feasibility review and options analysis (R) Business Case preparation – 1st Cut (R) Determine procurement strategy. (R) Liaise with external suppliers (R) Manage PT 	<ul style="list-style-type: none"> (R) Business Case preparation – 2nd Cut (R) Development of Implementation Plan (R) Completion of final design (R) Procurement strategy deployed (R) Manage PT 	<ul style="list-style-type: none"> (R) Liaise with external suppliers (R) Manage PT (A) Complete Project Monitoring and Reporting (R) Project Budget Tracking 	<ul style="list-style-type: none"> (R) Undertake project review meeting (R) Complete Project Close Out Report and sign-off

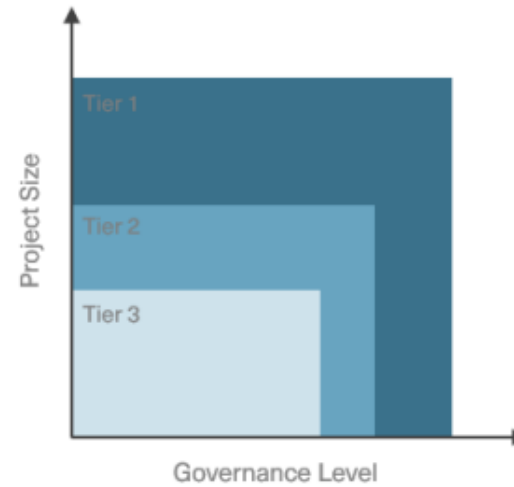
		<ul style="list-style-type: none"> (R) Analysis of options resulting in recommendation of design/deliverables. (R) Determines the frequency of project team meetings Complete Project Monitoring and Reporting (R) Proactive management of risks and issues 	<ul style="list-style-type: none"> (R) All Project Monitoring and Reporting (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (R) All stakeholder management and communication. 	<ul style="list-style-type: none"> (R) Proactive management of risks and issues (R) Initiate change requests and submit for review by PS (C) Acts as point of escalation between PT and PS 	
Project Team (PT)		<ul style="list-style-type: none"> (R) provide input into project documentation (R) Provide project progress information as required. Work with the PS, PM and other PT members to determine the recommended option 	<ul style="list-style-type: none"> (R) Providing input into project documentation including project implementation plan. (R) Provide project progress information. 	<ul style="list-style-type: none"> (R) Provide input into project documentation (R) Provide project progress information as required. 	(R) Provide input into project close-out process including handover of all operational and BAU processes

QAC Project Scalability



Note: project size is based on Planned Total Project Budget

Tiered Governance Approach



QUEENSTOWN AIRPORT CORPORATION

PROJECT MANAGEMENT FRAMEWORK

Appendix 1: Roles and Responsibilities

Project Governance Group

Description	<p>The Project Governance Group (PGG) is responsible for making all material and critical decisions required throughout the project lifecycle. Therefore, the Governance Group will need to be comprised of senior staff who have the technical and managerial skills to assess and prioritise the decisions that will enable all projects undertaken by QAC to proceed towards their goals.</p> <p>The PGG will meet monthly according to a timetable. However, they should also be flexible to meet 'off cycle' when needed (e.g for urgent projects, urgent change requests, significant deliverables and/or decision point).</p>
Responsibilities and accountabilities	<ul style="list-style-type: none"> • Ensures the project aims are consistent with the company's strategic direction, objectives, and priorities. • Agree and accept the Project Request Form or Business Case (Tier 3 and 4) • Recommend commitment to or abandonment of the project to the Senior Leadership Team (SLT) • Appoint a Project Sponsor to be responsible for delivery of the project • Agree the project approach; design; and associated business case • Decisions and oversight necessary to successfully complete the project • Monitor progress against the agreed project plan • Resolve major issues that cannot be resolved by the Project Manager or Project Sponsor • Resolve major business issues and internal conflicts that impact the project • Provide strategic direction in the assessment and management of risk • Provides governance of the project management process • Assists with making resources available • Oversight of risks and issues • Approve actions to prevent and/or recover from unforeseen events • Approval of project deliverables • Approve Change Requests in line with Project Governance Requirements • Approve Stage Gates in line with Project Governance Requirements • Formally close project, once all deliverables provided and post project activities completed
Direct reports	<p>Project Sponsors, Head of Infrastructure Delivery</p>
Reports to	<p>Senior Leadership Team, QAC Board</p>

Project Control Group

Description	<p>The Project Control Group (PCG) is a project specific group responsible for oversight and strategic direction of the project. This includes but is not limited to assisting with the management of risks, resources, variances, and recommendations to the Project Governance Group. Therefore, the Control Group will need to be comprised of the Project Manager, Project Sponsor, independent advisors (eg, Quantity Surveyors), and senior managers who have the decision making authority that will enable all projects undertaken by QAC to proceed towards their goals.</p> <p>The PCG will meet monthly according to a timetable. However, they should also be flexible to meet 'off cycle' when needed (e.g for urgent change requests, significant deliverables and/or decision point).</p>
Responsibilities and accountabilities	<ul style="list-style-type: none"> • Ensures the project aims are consistent with the company's strategic direction, objectives, and priorities. • Agree and accept the Project Request Form or Business Case (Tier 2 & 3) • Recommend commitment to or abandonment of the project to the Senior Leadership Team (SLT) and/or PGG. • Appoint a Project Sponsor to be responsible for delivery of the project • Agree the project approach; design; and associated business case • Decisions and oversight necessary to successfully complete the project • Monitor progress against the agreed project plan • Resolve major issues that cannot be resolved by the Project Manager or Project Sponsor • Resolve major business issues and internal conflicts that impact the project • Provide strategic direction in the assessment and management of risk • Assists with making resources available • Oversight of risks and issues • Approve actions to prevent and/or recover from unforeseen events • Approval of project deliverables • Make recommendations to PGG to approve Change Requests in line with Project Governance Requirements • Formally close project, once all deliverables provided and post project activities completed
Direct reports	Project Sponsors, Head of Infrastructure Delivery
Reports to	Project Governance Group, CEO & QAC Board as required.

Project Sponsor

Description	<p>The Project Sponsor (PS) is the individual accountable for ensuring that a project meets its objectives and delivers the projected benefits. They should be the owner of the overall business change that is being supported.</p> <p>The PS should ensure that the change maintains its business focus, has clear authority and that the context, including risks, are actively managed. This individual must take personal responsibility for successful delivery of the project.</p> <p>The PS should be prepared to take decisions and should be proactive in providing leadership and direction throughout the life of the project. They should be responsible for ensuring the organisation can fully exploit the outcome of the change such that the benefits are delivered as a result of that outcome.</p>
Responsibilities and accountabilities	<ul style="list-style-type: none"> • Agree and accept the Project Request Form or Business Case (Tier 1 and 2) • Own and oversee the development of the project business case • Ensure that the aims of the planned change continue to be aligned with the business • Ensure the project is correctly established, resources are in place, and that all necessary control procedures are implemented • Secure the investment required to complete the project and achieve the required business change • Ensure that an appropriate project organisation structure is in place and that logical plans are developed and agreed • Approve the progress of the project through the identified gates in the project management process • Monitor and control progress of the business change at a strategic level • Refer serious problems upwards as necessary and to other Stakeholders in a timely manner • Undertake regular consultation with those delivering the change and all stakeholders • Ensure that the communication processes are effective • Approve Change Requests in line with Project Governance Requirements • Approve Stage Gates in line with Project Governance Requirements
Direct reports	Project Manager
Reports to	PGG and Senior Leadership Team or QAC Board as required.

Subject Matter Expert

Description	A Subject Matter Expert is called upon to undertake work, share knowledge and provide guidance where they have specific expertise in the project area.
Responsibilities and accountabilities	<ul style="list-style-type: none">• Input into specific aspects of the project, in line with area of expertise• Providing specialist input• Involvement in project discussions as and when the project team need• Quality assurance during implementation
Direct reports	N/A
Reports to	Project Sponsor and Project Manager