

		Gate	Business Case	IDEATION			INTEGRATION				IMPLEMENTATION			OPERATION	
				GATE 1A	GATE 1B	GATE 1C Concept Design 1C	GATE 2	GATE 3A	GATE 3B	GATE 4	GATE 5	GATE 6	GATE 7	GATE 8	
	OWNER	Objective	Project Feasibility	Strategic Vision	Strategic Definition	Concept Design	Pre-TP Lodgement	60% DD (Optional At Risk - DD)	Post Town Planning	Pre-Tender	Post-Tender	Pre- Construction	Construction	Operation	
GATE APPROVAL DELIVERABLES	Program Scheduler	Development Program	Prepare Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	Review and Update Development Program	
	Design Vision Team	Principal's Project Requirements	Statement of Project Aims	Development Brief Approach to Visioning	Development Brief Visioning Document	PPR Overview Draft	PPR Overview PPR Specification/Schedule	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR Overview - Update	PPR and Approved Design Compliance Monitoring	PPR Review	
		Status as at end July 2020													
	Risk and Commercial Team	Yield / Functional Objectives	Site Yield Analysis	From Business Case	Functional Area Schedule	Area Schedule	Comprehensive Area Schedule	Comprehensive Area Schedule Preliminary Room Data Sheets	Comprehensive Area Schedule Room Data Sheets with ID	Reconfirmation of Development Functional Areas and Units	Reconfirmation of Development Functional Areas and Units	Reconfirmation of Development Functional Areas and Units	Monitoring of Development Functional Areas and Units		
		Status as at end July 2020													
	Risk and Commercial Team	Risk Management & Enabling Works	Draft Risk Register	Draft Risk Register	Site and Authorities Risk Matrix - Desktop	Site and Authorities Risk Matrix - Mitigation and Costs Strategy	Site, Authority and Headworks Matrix Enabling Works Strategy & Budget	Site, Authority and Headworks Matrix Enabling Works Update	Site, Authority and Headworks Matrix Enabling Works Update	Site, Authority and Headworks Matrix Enabling Works Close-Out Risk-Transfer under D&C	Site, Authority and Headworks Matrix Key Delivery Risks and Mitigation Strategy	Site, Authority and Headworks Matrix Delivery Risk and Mitigation Status	Site, Authority and Headworks Matrix Delivery Risk and Mitigation Status	Residual Risks and Mitigation Strategy	
		Status as at end July 2020													
	Risk and Commercial Team	Feasibility & Funding	Feasibility Study & NPV Analysis Sale rate inputs to Cost Plan / Feasibility	Target Yield including amenity ratios & scenarios	Feasibility Update inputs and review objectives Stock requirements analysis	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update inputs and review objectives	Feasibility Update; Key Funding Matters	Feasibility Update; Commercial Close	Feasibility Update	Report on final CAPEX and OPEX forecasts	
		Status as at end July 2020													
	Risk and Commercial Team	Cost Plan	Cost Plan A Efficiency Analysis	From Business Case	Cost Plan B Report	Cost Plan B-C Report	Cost Plan C Report	Cost Plan C Update VM Initiatives Costed For Consideration	Cost Plan C Update Impacts of Town Planning	Cost Plan D / Rated BoQ	Tender Analysis VM Validation	Cash Flow Forecast	Cash Flow Monitoring Commercial and Financial Monitoring and Reporting	Data Capture and Report	
		Status as at end July 2020													
	Risk and Commercial Team	Budget	Draft Development Cashflow. Formal approval for Gate 1 > 2 Budget and Resources	From Business Case	Budget Update including forecast individual design, marketing, headworks and authority costs.	Gate 1B Firm Budget developed with a cashflow with traffic light indication of budgets still at large.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	Report on any budget and cashflow adjustments.	PCG Monitoring and Reporting		
		Status as at end July 2020													
	Comms and Engagement Team	Marketing / Communications		Competitor & Market Summary; High-level Strategy	Preliminary Marketing Strategy; Risks and Opportunities	Marketing Strategy Community Engagement Activities	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Marketing Strategy - Update with Key Activities and Budget.	Launch
		Status as at end July 2020													
	Delivery Team	Design Deliverables		Preliminary Benchmarking Document	Benchmarking Document [Pin-up]	Conceptual Design Touch and Feel [Pin-up]	Developed Design (all disciplines) 25% Renders & Exterior Finishes [Pin-up]	Developed Design 60% (all disciplines) Interior Design [Pin-up]	Developed Design - Town Planning Implications	Complete Contract Design - All Disciplines [Pin-up]	Cut-sheets outlining prosed VM Recommendations [Pin-up]	Completed Design incorporating all VM and for Construction		As-Built Documentation and Compliance	
		Status as at end July 2020													
	Delivery Team	Reports	Site Condition Reports, Town Planning Opinion		Design Reports: Structure, Services, ID, Landscape	Design Reports - All Disciplines	Design Reports - All Disciplines with additional Statutory/Regulatory Inputs	Anticipated TP Condition Discharge Strategy	TP Condition Discharge Strategy Signage and Wayfinding	TP Condition Discharge Matrix	TP Condition Discharge Matrix Update VM Adoption Strategy	TP Condition Discharge Matrix Update	TP Condition Discharge Matrix Update	O&M Manuals Defecting and Commissioning	
		Status as at end July 2020													
	Delivery Team	FM		Asset Management Strategy and Design Objectives	Asset Management Brief	Asset Lifecycle Plan and Inputs & Operator Assumptions; Internal FM endorsement	Asset Management – Maintenance Cost Plan and Technology Report; Internal FM endorsement	Asset Management Report – Design Compliance Report inc VM	Asset Management Report – Design Compliance Report Update	Asset Management – Design Compliance Report Update; Internal FM endorsement	FM Post Tender Report - Implications of proposed VM initiatives	Maintenance Cost Plan Update	Asset Management – Inspection and Test Plans Asset Data for CMMS input	Inductions and operational strategy; Internal FM endorsement	
		Status as at end July 2020													
	Delivery Team	Procurement		Consultant RFP	Consultants Appointed	Preliminary Procurement Strategy and Construction Market Forecast	Construction Market Forecast & Procurement Strategy	Construction Market Forecast	Procurement Strategy: Construction Market Update; and Contractor Shortlist to EOJ Process	Procurement Strategy: Construction Market Update; outcome of EOJ Prequalification; Tender List; and Key Commercial Terms for D&C	Present Preferred Contractor Profile Price, Personnel & Programme Methodology Key Commercial Terms	Fast-track Prototype Room/s Prototypes and Samples PCG Approach and Reporting FF&E Procurement Strategy	Prototypes and samples FFE Procurement		
		Status as at end July 2020													
	Operational Activation Team				Stakeholder input into design requirements. Business Transformation input into design requirements.			Site Activation Plan					Procure Equipment Training and Induction Bump In	Commence Operations	
		Executive Approval	HOLD POINT - TRUST Trust approval of business case, development budget	1. COO conceptual approval for approach (plant , EN providers etc)	1. Develop proposed Conceptual Design (change language to masterplan)	HOLD POINT - TRUST 1. Prepare Town Planning 2. Adopt Marketing Strategy	1. Lodge for Town Planning 2. Continue at-risk Design Development 3. Adopt Enabling Works Strategy	1. Adopt recommended VMs 2. Continue at-risk Design Development	1. Document for Tender 2. Procurement Strategy	HOLD POINT - TRUST 1. Design for Tender 2. Tender Process	1. Proceed to Contract	1. Commence Construction			
		Status as at end July 2020													
		Internal Stakeholder inputs	PMO Sales	PMO Sales Marketing and Comms Facilities	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	PMO Facilities Sales Hospitality Marketing and Comms Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	Finance IT PMO Facilities Sales Hospitality Marketing and Comms Corporate Governance Operations	
		Objectives	Establish initial project feasibility and direction	Prior to commencing any design, reassess and challenge all existing assumptions methodically. Establish a development brief that sets measurable targets for all functional, technical, cost and revenue assumptions. Co-author a benchmarking document to calibrate participants' shared vision and remove bias.	Interrogate the targets and objectives set in the development brief using data and research. Conduct high-level yield studies against market insights to assess revenue and cost assumptions. Develop benchmark document to better represent outcomes of research and to inform the cost plan.	Using the tested and agreed design parameters, begin schematic design testing to validate yield and product objectives. Risks, including economic, planning, authority and headworks considerations are evaluated to inform design direction. Schematic design for key disciplines are prepared to inform scope and objectives for the feasibility and cost plan.	Prior to lodgement the development must be optimised against all objectives as beyond this point change will likely result in abortive design and program slippage. All conceivable risks have been identified, mitigated or managed. Enabling works strategies are implemented to reduce site and authority risk to time and later contractor procurement.	Developed design representing full scope and performance expectations evaluated against objectives. Opportunity respond to market and anticipated planning outcomes prior to balance of design coordination. Contractor procurement strategy reviewed to inform residual documentation approach.	Opportunity to reflect on outcomes of planning process and current state of economy, marketing, sales and other corporate objectives. Take stock of town planning impacts and determine if it materially impacts the development objectives and consider time and cost implications of progressing or revisiting strategy.	Contract documentation with full scope and performance expectations resolved against the PPR. Any residual development risks transferred to the contractor where cost-effective and conventional. A comprehensive cost plan or rated BoQ process involving detailed briefing and review by all disciplines ensures the PPR scope is resolved and the market pricing is highly competitive and without fatigue.	Prior to contract and commencement the design is updated to realise all targeted VM or SMCT-lead changes prior to commencement. Residual risk transfer and responsibilities are matrixed and understood by all parties.	Direction to proceed to Building Permit and Commencement of Construction. Commitments to prototypes, samples and direct procurement are planned and understood.			