



Policy 6 – Project Management

1. Application

This Project Management Policy (**Policy**) applies to all NQBP Employees involved in the creation, sponsorship, governance, delivery, support, assurance, or closure of projects on behalf of NQBP. This Policy applies to projects only.

2. Policy

The objective of this Policy is to ensure that all NQBP projects are governed and managed in a consistent, proportionate, and accountable manner throughout the project lifecycle so that they remain aligned to organisational priorities and are delivered with discipline, transparency, and control.

NQBP has a Project Management System Framework in place which sets out the required project management standards, minimum controls, governance pathways, guidance materials, and tools for the management of projects.

To ensure project objectives are successfully met against time, scope, cost, quality, risks, and benefits, all NQBP projects must be managed in accordance with the NQBP Project Management System Framework (**PMSF**). The PMSF requires NQBP projects to:

- Have a clear definition of the intended outcomes, including purpose, success measures, and quality requirements.
- Maintain continued business justification throughout the project lifecycle, including alignment to the approved Business Case.
- Identify and manage stakeholders, scope, schedule, cost, risks, issues, change, dependencies, constraints, and assumptions.
- Have clearly defined governance arrangements, including decision authority and escalation, roles, and responsibilities.
- Comply with all applicable legislative, regulatory, environmental, safety, procurement, financial, and operational requirements.
- Meet accepted industry standards and good practice appropriate to the nature of the project.
- Be delivered within the approved budget.
- Be delivered within the approved time.
- Be delivered using approved NQBP systems, technologies, or digital tools.
- Maintain accurate, complete, and timely project records in approved NQBP systems or repositories.

Projects may be subject to audits, reviews, or other assurance activities as determined under the PMSF, having regard to project category, risk, value, or governance requirements.

3. Project Management Policy, Procedure and Legislative Framework

NQBP as a Government Owned Corporation and a port authority, is required to comply with its own policies, prescribed applicable legislation and State Government policies and procedures.

This Policy should be read in conjunction with, and supported by, the following documents:

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Version Control	Only electronic copy in HPE is controlled. To ensure any paper copy is current, please check the policy document list on ERIC.			Revision	5
				Document Number	E17/00373
				Page	Page 1 of 2
Approval	This Policy requires Board approval.			Date Approved	23/04/2026

Policy 6 – Project Management

- a. Policy 2 – Compliance
- b. Policy 4 – Finance
- c. Policy 5 – Safety
- d. Policy 7 – Environment
- e. Policy 10 – Port Operations
- f. Policy 12 – Risk Management
- g. Project Management System Framework
- h. 12.01 Risk Management Procedure
- i. 2.08 Procurement Procedure
- j. 2.09 Contracts at NQBP Procedure
- k. 2.10 Development Regulatory Compliance - NQBP Development Projects Procedure
- l. Any related delegated authority, financial approval, records management, information security, or assurance requirements.

4. Review Date

This Policy should be reviewed no later than 31 March 2028.

5. Definitions

Business Case: means the documented justification for undertaking a project based on the estimated costs against the expected benefits to be gained and offset by any associated risks.

Contractors: means contractors or consultants engaged by NQBP under a personal services consultancy agreement or other similar arrangements.

NQBP: means North Queensland Bulk Ports Corporation Limited ACN 136 880 218.

NQBP Employee: means employees and Contractors of NQBP but does not include NQBP directors.

Project: means a temporary endeavour that is created for the purpose of delivering one or more business products according to an agreed business case.

Project Management: means the application of methods, tools, techniques, and competencies to a project.

Project Management System Framework: means the NQBP framework that sets out the required governance, lifecycle, controls, tools, guidance, reporting, and assurance arrangements for the management of NQBP projects.

Signed by:

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 Tim Lewis

General Manager Infrastructure & Operations
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