

PROCUREMENT AND LOGISTICS MANAGEMENT PLAN

DRAFT

Approvals and Reviews

Procurement and Logistics Management Plan

Project	CopperString 2.0
Client	CuString Pty Ltd
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Revision History

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1. Introduction

The purpose of the CopperString 2.0 project is to connect the North-West Minerals Province (NWMP) of Queensland to the National Electricity Grid. This will not only allow existing loads in the Mt Isa and Cloncurry areas to be fed from the National Electricity Market NEM, but also provide access to new mining loads and opportunity for connection of renewable generation

1.1 Project Scope

The CopperString 2.0 Project (the Project) is an extra high voltage transmission system intended to connect the North-West Power System (NWPS) near Cloncurry and Mount Isa to the Powerlink network and National Electricity Market (NEM) at Woodstock. Figure 1 below provides an overview of the Project.

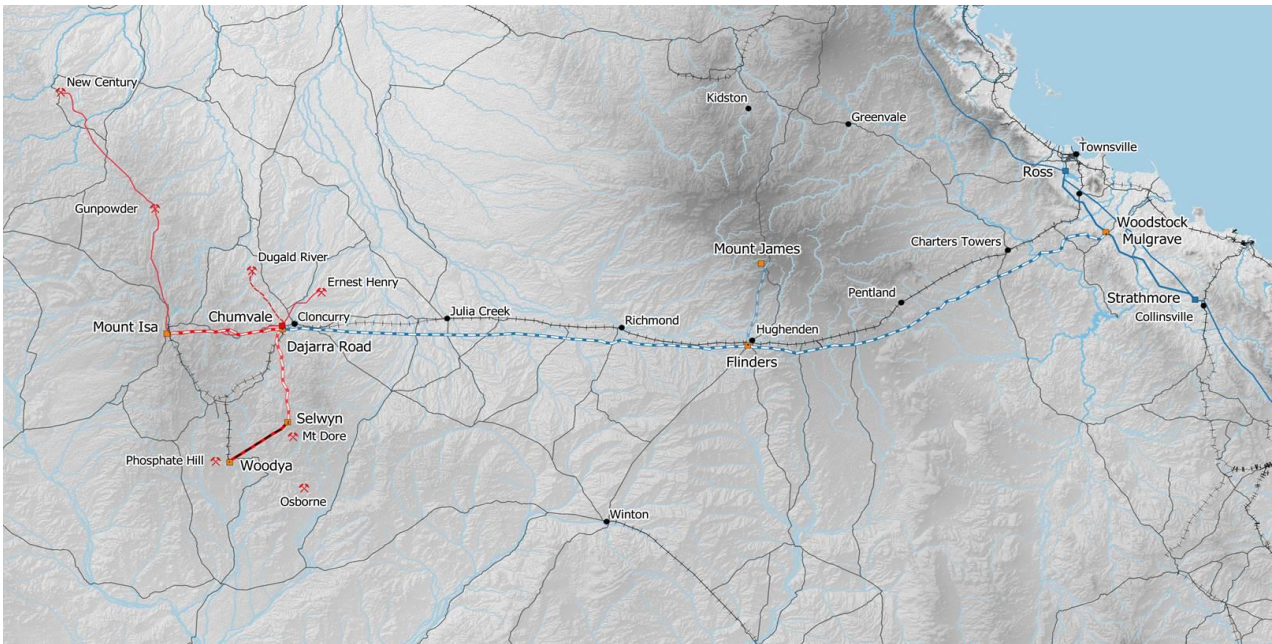


Figure 1: CopperString 2.0 Project – Proposed Transmission Lines

CopperString 2.0 will connect into the existing Powerlink 275kV lines at Mulgrave (77 kms south of Townsville) and extend some 1100km to Mt Isa via Hughenden and Cloncurry.

At Woodstock, Powerlink will provide a 275kV switching station (Mulgrave) that will cut into the existing double circuit 275kV lines between Ross and Strathmore. The Mulgrave switching station will be located adjacent to the CopperString 2.0 275/330kV substation (Woodstock).

A double circuit 330kV line (approximately 330km) will then run west to the Hughenden area where a new 330kV switching station (Flinders) will provide reactive power support for the system and a connection point for the Mount James substation approximately 80km North. The Mount James substation services the renewable generation area around Kennedy enabling zone development.

The 330kV double circuit line (approximately 400kms) will then extend to Cloncurry where a new 330/220kV substation (Dajarra Rd) will be constructed. This substation will again provide reactive power support to the system as well as allow connection at 220kV to the following:

- The existing Energy Queensland 220kV system at Cloncurry;
- A new 220kV southern spur to Mount Dore and Woodya; and
- A new 220kV line connecting Mt Isa.

The new 220kV line to Mt Isa (approximately 100kms) will complete the connection to the NWMP where a new 220/132kV substation (Mt Isa) will provide connection to the existing system.

The southern spur will consist of a new 220kV line (approximately 110kms) to a new 220/132kV substation (Selwyn). A further double circuit 132kV will run from Selwyn and connect in to Woodya (50kms). Woodya is a new 132kV switching substation servicing the Phosphate Hill area and other local loads.

Selwyn 220/132kV substation will provide 132kV feeds for loads in the Mt Dore area.

Refer to drawing 3200-0643-DP1-DWG-001 "CopperString 2.0 Overall System Single Line Diagram Initial Arrangement" for further details

1.2 Objectives

The Procurement and Logistics Management Plan (PLM) and its referenced documents describe how UGL and CPB JV proposes to manage the procurement requirements of the CopperString 2.0 Project). The objective of this plan is to provide a structured Procurement Strategy and identify the applicable procedures for managing procurement on the project with the intent of maximising local spend and in realising the best value for money. The Procurement and Logistics Management Plan forms part of the Project Management System (PMS).

The Procurement and Logistics Management Plan will be submitted for approval to the Principal as part of the ECI Submission in accordance with Schedule 2.0 and will be monitored, updated, and controlled throughout the construction phase of the project.

1.3 Structure of the Procurement and Logistics Management Plan

The structure of the Procurement and Logistics Management Plan is shown in Table 1.

Table 1: Management Plan Structure

Part A: Overview	<p>This section clearly defines:</p> <ul style="list-style-type: none"> ● Purpose and scope of the Plan ● Contract Requirements ● Objectives and Targets ● Structure
Part B: Implementation Plan	<p>This section outlines in detail the key Elements for managing procurement on the Project including:</p> <ul style="list-style-type: none"> ● Expectations ● How they will be met ● Responsibilities ● Associated deliverables
Part C: Appendices	<p>This section contains Appendices providing additional detail to support this Plan including but not limited to:</p> <ul style="list-style-type: none"> ● TBC

1.4 Key Requirements

1.4.1 Related Contract Documents

The following contract documents relate to this Procurement and Logistics Plan, including:

- EPC Contract

1.4.2 Legislation, Standards and Codes

Codes and Standards means:

the codes, standards, specifications, policies and guidelines specified in the Transport and Main Roads Specification Manual, and any relevant Standards Australia codes, standards, specifications, policies and guidelines, current as at the date of execution of the Main Contract.

Specific Legislation to be highlighted that is relevant for procurement

- Building and Construction Industry (Improving Productivity) Act 2016
- Building Industry Fairness (Security of Payment) Act 2017
- Queensland Government: Right to Information Act 2009 (Qld).

Specific Standards to be highlighted that are relevant for procurement

- Australian Standards: AS 4120-1994 Code of Tendering.

Specific Codes to be highlighted that are relevant for procurement

- Code for the Tendering and Performance of Building Work 2016 (the “Federal Building Code”)
- Queensland Government Building and Construction Training Policy
- Queensland Code of Practice for the Building and Construction Industry, noting that the Implementation Guidelines to the Queensland Code have been revoked
- The Building Code of Australia
- CIMIC Group Code of Conduct (effective 12 August 2015)
- CIMIC Group Procurement Policy.

2. The Way We Operate

‘The Way We Operate’ is an overall process that guides how UGL and CPB Contractors manages our business to meet client and other stakeholder requirements. It fosters an integrated approach across all operations and functions to deliver outcomes that ensure third party certifications in relation to Australian and International standards for Safety, Health, Environment and Quality are maintained.

2.1 UGL and CPB Contractors’ Management System

The UGL and CPB Construction Management System (CMS) helps achieve safe and efficient delivery of our requirements under the Contract, as well as our overall business objectives.

The CMS comprises interdependent components (refer Table2), which operationalise our processes to achieve a fully integrated, systematic, planned and consistent approach to delivering work.

Table 2: The CMS’ interdependent components

Component	Objective
Policy	A statement of strategic intent and commitment, including minimum requirements
Plans and Procedures	The steps to be undertaken to complete an activity, including the accountable roles and required tools and knowledge
Work Instruction	Detailed instructions on how to conduct a step within a procedure
Tools	Preformatted documents (forms and templates) used to collect specific data or information for a particular purpose
Knowledge	Reference material to provide context or guidance to a policy or procedure

2.2 Project Management System (PMS)

CMS documentation (which includes corporate and business unit requirements) forms the foundation of each PMS and drives consistency across all projects.

Projects have the flexibility to add additional documentation specific to the contract requirements. As a result, the PMS is a combination of the CMS and project-specific content.

2.3 Interface with Other Plans

The Procurement and Logistics Management Plan supports the Project Execution Plan and Logistics Management Plan, which provides an overview of the Project's management system in accordance with the Contract. The Project Execution Plan's overarching framework governs interactions between the functional management plans and sub-plans to ensure the management system's seamless implementation of the scope of works throughout project delivery.

3. Management

3.1 Roles and Responsibilities

3.1.1 Project Leadership

The Project Director and functional leadership team is responsible for ensuring that the procurement and logistics management requirements for the project are properly defined in management plans and that these requirements are clearly communicated and satisfied.

3.1.2 Procurement Team

The project will have a dedicated procurement team; therefore, the task has been allocated on a package by package basis to the procurement team who will liaise and coordinate with the delivery team and Commercial Manager co-ordinating the process.

This approach ensures members of the delivery team are included in all aspects of their assigned scope including safety, environmental, construction and procurement. The allocated team member will be involved with gathering information for the Tender Invitation, sourcing vendors, going to market, analysing quotes, making recommendations, ensuring agreements are executed, contract administration, settlement and performance analysis.

For efficiency of process, all transactions associated with on-hire, repair and maintenance, off-hire, supply of fuel and fuel reporting for Plant and Equipment will be consolidated and administered by a local based plant administrator adjacent to all local townships.

3.1.3 Team Responsibilities

Site Engineer / Project Engineer – responsible for gathering the data required for allocated packages and executing the Procurement Plan. Including preparation of specifications, documents and requirements, preparation of request for quotations (RFQs), quote comparison, negotiation and supplier selection

Procurement / Commercial Manager Co-ordinating the execution of the Procurement Plan on the project. Preparation and management of contracts and co-ordination of supplier assessments

Project Director (head of project and responsible to client and business unit for delivery of all project aspects on time and on budget): Plan all project expenditure before project commences, propose and approve procurement activities, including development of procurement strategies. Review procurement packages and offer advice to project team on a best for project basis. Approval of documentation in accordance with the DoA.

Business Unit Operations Manager: (responsible for multiple projects): Where applicable, endorse project procurement plans and individual procurement proposals from a scope / technical / timing / financial perspective.

Business Unit Procurement Manager: Ensure compliance with the procurement policy and procedure, assist the Project Director with procurement plans and selection of suppliers; review and submit quote comparisons, recommendations of award and contracts to the UGL and CPB GM's and assist in maintaining the approved suppliers list.

Operating Company Procurement Manager: Ensure compliance with procurement policy and procedure across the Operating Company and provide functional leadership for Business Unit Procurement Managers; manage cross-Operating Company procurement topics, including frame contracts, approved supplier list and supplier reviews, procurement categories and reporting; support business units and projects, with expert sourcing knowledge, including international sourcing and negotiation strategies; endorse project procurement plans and review selective individual procurement proposals from a purchasing perspective.

Operating Company Plant Manager: Manage and optimise current plant and equipment assets held by the Operating Company; support projects in hiring, buying and selling decisions as required; provide plant rate quotes to projects as required.

Business Unit Manager (incl. GMs, EGMs, MD): Sign off project procurement plans and approve individual procurement activities as per the DoA.

3.2 Procurement Resources

All completed and working Procurement Documents are to be filed in appropriate Project directory and TeamBinder.

The following assignment of tasks to resources is a general guide but may vary for specific tasks or packages given skills of the resources or requirements of the packages.

STAGE	TASK	FREQUENCY	RESPONSIBLE
1. Project Procurement Plan			
	Preparation	Once at Project Award	Commercial Manager
	Maintenance of Procurement Schedule	Weekly	Contracts Administrator
	Review	Quarterly	Commercial Manager / Contracts Administrator / Project Director
2. Request for Quote (RFQ) incl supplier approval and weightings (>\$100k package)			
	Gathering technical documents, tender letter, scope and the following questionnaires to be sent out with the RFQ: <ul style="list-style-type: none"> ● Template Tender Invitation document as updated for compliance with 2016 Federal Building Code ● Tender Form Part A – Scope of Work ● Tender Form Part B – Pricing Schedule ● Tender Form Part C – Tender Details ● Tender Form Part D – Declaration of Compliance ● Anti-Bribery and Corruption Questionnaire ● CPB Safety Essentials Booklet ● CopperString Principal Project Risk Register ● CPB Plant & Equipment Guidelines (Sept 2019) ● Building Code – Attachment A ● Building Code 2016 Declaration of Compliance 	Each package	<u>Engineering Team</u> Site / Project Engineers Contracts Administrator Procurement Manager

	For efficiency of process and to mitigate unproductive churn, the CPB Mandatory Procurement Template 2a Prequal Questionnaire as updated for compliance with 2016 Federal Building Code will only be requested and fully completed for the recommended tenderer prior to seeking approvals for the award of the package.		
	<p>Selecting and drafting applicable form of agreement for package including:</p> <ul style="list-style-type: none"> Annexure B – Contract Sum Table, Commencement, Completion, Requirements for Completion and Separable Portions Annexure C – Work Scope, to be included in RFQ as Tender Form Part A – Scope of Work. 	Each package	<u>Procurement Team</u> Procurement Manager Commercial Manager / Contracts Administrator Senior Project Engineer
	Preparing Special Conditions of Contract	Each Package	Prepared by Contracts Administrator Reviewed by Commercial Manager
	Quantity take off and bill of quantities Prepare Pricing Schedules to be included in RFQ as Tender Form Part B – Pricing Schedule.	Each package	Site / Project Engineers Procurement Team
	Prepare a cost code and budget breakdown from Cost code schedule / CATS and have reviewed by Project Commercial Manager to ensure the correct budget value is being allocated to the RFQ.	Each package	<u>Procurement Team</u> Responsible person allocated to package
	<p>Selecting 3 to 6 vendors to send RFQ to. Must include</p> <ul style="list-style-type: none"> Firms that tendered when we tendered. Framework contracts Due consideration to Local Content Charter Compliance with registered supplier and products categories 	Each package	<u>Procurement Team</u> Responsible person allocated to package
	<p>Allocate weightings for package</p> <ul style="list-style-type: none"> Financial at least 70% 	Each package	Commercial Manager / Procurement Manager
	Completing RFQ approval form using the templates from the templates folder (not to be copied from previous RFQ's as the documents will be regularly updated with additional information)	Each package	<u>Procurement Team</u> Responsible person allocated to package

	Checking RFQ package	Each package	SPE
	Chasing RFQ approvals	Each package	Contract Administrators / Commercial Manager
	Issuing RFQ when all approvals received to be done via TeamBinder copying in Commercial Manager and Contracts Manager.	Each package	<u>Procurement Team</u> Responsible person allocated to package
	Entering "Approved Supplier" into the Supplier Database and Felix	Recommended tenderer per package if not already on the database	Contract Administrator
3. Quote Comparison incl supplier ranking, negotiation targets and strategy			
	Answering / Coordinating queries. If any addendums are issued this is to be done via Aconex and a copy kept in the relevant RFQ folder in the project directories.	Each package	Responsible person allocated to package
	Receiving quotes and ensure all documents requested in the RFQ have been submitted and complete.	Each package	Responsible person allocated to package
	Preparing detailed Financial quote comparison table	Each package	Responsible person allocated to package
	Preparing detailed non-financial comparisons using the information provided in the Prequal questionnaire including the requested attachments.	Each package	Responsible person allocated to package. The relevant Safety, Quality, Environment, IR and Commercial team member to assist.
	Arrange review meeting where required with SPE, Commercial Manager and Contracts Administrator.	Each package	Responsible person allocated to package.
	Preparing negotiation plan.	Each package	Responsible person allocated to package.
	Setting negotiation targets.	Each package	Commercial Manager / Procurement Manager
	Obtaining approval of negotiation strategy and targets	Each package	Responsible person allocated to package.
	Arrange Pre award meeting with top 1 or 2 tenderers to run through the "Pre award meeting" document ensure the relevant	Each package	Responsible person allocated to package.

	Safety, Quality, Environment, Community and Commercial team members are invited.		
4. Recommendation of Award			
	Team Provide any commercial deviations to Contracts Administrator / Commercial Manager for review.	Each package	Responsible person allocated to package.
	<p>Complete "Recommendation of Award" approval forms using templates</p> <p>For efficiency of process and to mitigate unproductive churn, the template 'CPB Mandatory Recommendation for Award' document will only be used for packages where the value at time of award >\$5 million.</p> <p>The following attachments are to be used in the award of all packages:</p> <ul style="list-style-type: none"> ● Appendix 1 – Mandatory Procurement Template 4b Approval to Award ● Appendix 2 - Supplier reconciliation form ● Appendix 3 – Copy of Scope of Works for inserting into contract ● Appendix 4 - Technical / Financial & Non-financial comparison forms ● Appendix 5 - Supplier Assessment forms ● Appendix 6 - Final Supplier/Subcontractor quotation ● Appendix 7 <ul style="list-style-type: none"> a. Prequal Questionnaire b. Minutes of Pre-Contract award meeting (only required for the shortlisted 1 or 2 tenderers) ● Appendix 8 – Extract Annexure A – Special Conditions, extract Annexure B – Contract Details and Subcontract Deviation Approval Form (Amended) for departures to material contract conditions ● Appendix 9 - Request to vary trading terms form – (required if payment terms of less than 65 days are agreed) ● Provide to Commercial Manager for review. 	Each package	Responsible person allocated to package.
	Obtaining approval of "Recommendation of Award" outside of JDE including	Each package	Contracts Administrator / Commercial Manager

	<ul style="list-style-type: none"> ● Category Approvals ● Deviation from 3 quotes ● Deviations from material CPB conditions, no contract or suppliers' conditions ● Varying Payment Terms ● Recommendation of Award ● Packages > \$5m in value 		
	Loading details in JDE (including attachments) and seeking approval.	Each package	Site Administrator Contract Administrator
	Chasing the approvers.	Each package	Site Administrator Contract Administrator
	Updating two copies of the agreement for execution.	Each package	<u>Commercial Team</u> Commercial Manager / Contract Administrator
	Issuing the agreement to the vendor when approval is received for them to execute it.	Each package	<u>Commercial Team</u> Commercial Manager / Contract Administrator
	Receive executed agreement and review for any changes, complete Contract review checklist and getting the agreement executed under the PPOA once all once all financial all approvals have been obtained.	Each package	<u>Commercial Team</u> Commercial Manager / Contracts Administrator
	Scan and save copy of Executed Contract in Project Drive.	Each package	Site Administrator Contract Administrator
	Send out one copy of executed agreement to Subcontractor/Supplier, with CPB copy being forwarded to QLD & PNG BU Commercial Manager.	Each package	<u>Commercial Team</u> Site Administrator Contracts Administrator
	Update Procurement Schedule and issue to project team.	Each package	<u>Commercial Team</u> Contracts Administrator
	Send out unsuccessful letters and coordinate a debrief on tender performance (where requested)	Each package	Contracts Administrator
	Develop payment claim schedule that is in accordance with executed contract with Subcontractor/supplier, noting that 10 business day response period is to be strictly enforced for any claims submitted under the <i>Building and Construction Industry Payments Act 2004 (Qld)</i> .	Each package	<u>Commercial Team</u> Commercial Manager Contracts Administrator

5. Administration of Contracts			
	Hold internal procurement meeting	Weekly	Commercial Manager / Contracts Administrator
	Physically inspect the works and measure progress of works that comply with the respective agreement including tests completed, certificates provide etc.	Each package each month	Site / Project Engineer
	Assess entitlement.	Each package each month	Site / Project Engineer Contract Administrator
	Calculate value of progress schedule.	Each package each month	Site / Project Engineer Contract Administrator
	Calculation of Accruals	Each package each month	Project Engineer, reviewed by Senior Project Engineer
	Enter accruals in JDE	Each package each month	Site Administrator Contracts Administrator
	Send Payment Schedule to vendor.	Each package each month	Contracts Administrator
	Hold regular and timely progress and commercial meeting on site with the vendor including drafting minutes of meeting.	Each package each month	Project Engineer
	Contract notices issued in accordance with the agreement.	Each package as required	Contract Administrator
6. Variations & Extension of Time (EOT)			
	Receive variations and extension of time claims.	Each event	Contract Administrator
	Assess entitlement.	Each event	Senior Project Engineer Contract Administrator Commercial Manager Project Director
	Measure quantity of variation	Each event	Project Engineer Contract Administrator
	Complete variation approval form, if required.	Each event	Contract Administrator
	Obtain approvals outside of JDE using standard template.	Each event	Site Administrator Contract Administrator
	Enter variation details in JDE.	Each event	Site Administrator Contract Administrator
	Obtain approval in JDE.	Each event	Commercial Manager
	Draft responses to vendor.	Each event	Contract Administrator

7. Billing (Payment of Invoices)			
	Monitor Accounts Payable reject queues.	Weekly	Site Administrator Contract Administrator
	Receive vendor invoice.	Each package each month	CopperStringAccounts@cpbcon.com.au – To be confirmed once set up
	Check value and submissions (e.g. insurances, warranties, BCIPA claims etc.) with vendor invoice.	Each package each month	Contract Administrator
	Enter progress certificate or do receipting in JDE.	Each package each month	Site Administrator Contract Administrator
	Approve progress certificate.	Each package each month	Delegated by the Project Director to Commercial Manager
	Submit to Accounts Payable.	Each package each month	Site Administrator Contract Administrator
8. Contract Settlement			
	Draft Release & Waiver	Each package at completion	Contract Administrator
	Obtain approval to release security.	Each package at completion with security	Contracts Administrator Commercial Manager
	Release security once all approvals have been obtained	Each package at completion with security	Contract Administrator
9. Assessment of Supplier Performance			
	Obtain feedback from all functions on vendor's performance.	Each package at completion	Responsible person allocated to package
	Complete Supplier Performance Evaluation form.	Each package at completion	Responsible person allocated to package
	Enter results of evaluation in Supplier Database.	Each package at completion	Entered by Contract Administrator Reviewed by Commercial Manager

The following mandated forms will be used from the CPB Management System (CMS):

DOC ID	NAME	PURPOSE
MSID-4-750	CPB Mandatory Procurement Template 1a Project Procurement Plan Content Requirements	Document the process and strategy for procuring goods and services required for the project.
MSID-4-733	CPB Mandatory Procurement Template 1b Procurement Schedule Template (Financial)	Schedule of package for a project and the details of each package relating to the financial aspects of the package.
MSID-4-733	CPB Mandatory Procurement Template 1b Procurement Schedule Template (Non-Financial)	Schedule of package for a project and the details of each package relating to the non-financial aspects of the package
MSID-4-732	CPB Mandatory Procurement Template 1c Prequal Questionnaire as updated for compliance with 2016 Federal Building Code	For efficiency of process and to mitigate unproductive churn, the CPB Mandatory Procurement Template 1c Prequal Questionnaire will only be requested and fully completed for the recommended tenderer prior to seeking approvals for the award of the package.
MSID-4-728	CPB Mandatory Procurement Template 2b RFQ Approval Form	Form used to capture the approvals required before a package is sent out to the market.
MSID-4-731	CPB Mandatory Procurement Template 3 Financial and Non-financial comparison Tables	Table template to compare the financial and non-financial aspects of quotes received and the respective budgets allowed in order to determine the best value for money.
MSID-4-729	CPB Mandatory Procurement Template 4a Recommendation of award	For efficiency of process and to mitigate unproductive churn, the template 'CPB Mandatory Recommendation for Award' document will only be used for packages where the value at time of award >\$5 million.
MSID-4-736	CPB Mandatory Procurement Template 4b Supplier Reconciliation Form	Form to capture the approvals required when making a recommendation to award a package including the history of negotiations with the proposed vendor.
MSID-4-727	CPB Mandatory Procurement Template 4c Subcontractor Deviation Form (Amended)	Form to capture the approvals required when making deviations from material contract terms and conditions.
MSID-4-737	CPB Mandatory Procurement Template 6 Approval of Variation or Extension Form	Form to capture the commitment approvals required when approving additional scope of increased quantities to an existing contract.

MSID-4-735	CPB Mandatory Procurement Template 9a Supplier Assessment Form	Form to capture an assessment of the supplier performance on a project in pre-defined criteria. The results of these assessments will be loaded into the Supplier Database – using scoring matrix agreed with BU Procurement Manager for use in the Northern Region
MSID-4-826	CPB Mandatory Procurement Template 4d Contract Pre-Award Meeting Checklist	Checklist to facilitate pre award meetings
MSID-4-794	CPB Mandatory Procurement Template 2 3 4a 4c 4d 5a 6 RFQ to Award Template Pack (Integrates All RFQ Templates)	Integrated template which includes all RFQ template as above

3.3 Functional Support

The dedicated project team will rely of functional support from the following resources:

Task	Resource	Comments
Procurement Process / Set Up	CPB QLD / PNG BU Procurement Manager	<ul style="list-style-type: none"> • Introduction of new procurement policy to the business • Initial planning and drafting of management plans • Ongoing support for the new process
Sourcing Options	Procurement Manager Project + BU Procurement Manager UGL and CPB	<ul style="list-style-type: none"> • Critical review of sourcing options. including interstate sourcing • Access to existing Framework agreements
Plant Sourcing	CPB Plant Manager – Steve Elsdon	<ul style="list-style-type: none"> • Sourcing internal plant available • Negotiation and inspection of external hired plant
Industrial Relations and 2016 Federal Building Code Compliance	UGL and CPB IR Manager/s	<ul style="list-style-type: none"> • Advice on compliance with State and Federal Legislation • Review of Labour Hire agreements
Accounts Payable	UGL and CPB QLD / PNG BU Subcontract Payment Administrator/s	<ul style="list-style-type: none"> • Assistance with payment outside normal payment terms • New vendor set up • Resolving complex AP rejects
Legal	UGL and CPB Legal	<ul style="list-style-type: none"> • Advice on acceptable deviations from material CPB contract clauses • Review of 3rd party contracts in accordance with CIMIC Group Code of Conduct • Legal advice where required

4. Opportunity Management

Before engaging with the market, works will be packaged to maximise opportunities for local organisations to compete, to encourage competitiveness and to ensure best value for money.

Packaging decisions will be informed by UGL and CPB's engagement with subcontractors prior to and during the EPC period, and our wider knowledge of the North Queensland construction industry. UGL and CPB are committed to maximising opportunities for local industry.

In addition to assessing our network of trade subcontractors, UGL and CPB will work with industry bodies to assess the current capabilities of local businesses to determine the appropriate trade/work packages. This will ensure the local industry is able to tender competitively and be actively involved in the CopperString 2.0 Project.

4.1 Package Breakdown

Single Contract - Where applicable the option of aggregating low value transactions will be made to save in processing costs e.g. general hardware and consumables supplies, hire equipment, PPE, office supplies.

Vertically Integrated Subcontractors – Consideration will be made to vendors who can supply multiple items in the supply chain from their integrated company to potentially reduce risk. This strategy will be initially reviewed for the following:

- Steel / Structures
- Quarry materials / transportation
- Concrete and FRP works
- Foundations, piles, pile testing, pile break-back.

Multiple Packages with One Subcontractor - The economies of scale of consolidating multiple packages with one vendor will be investigated during the letting stage. The option of packaging all or multiple Structures together is an example identified where there may be a commercial advantage.

Strategically however there is also a risk mitigation strategy to be considered of spreading the workload amongst multiple vendors to give redundancy and provide commercial leverage. An example is the intention to award 2 or more Labour Hire Contracts to mitigate against artificial supply blockages, IR risk and financial distress.

Material Aggregation and Supply to Subcontractor – is a strategy that will be considered, which may include some or all of the following:

- Pre-cast Drainage Pipes
- Reinforcement
- Ready Mixed Concrete
- Quarry Product.

4.2 Detailed Cost Modelling and Comparison

Should Cost Modelling - Where appropriate "Should Cost Modelling" will be undertaken on selected packages. "Should Cost Modelling" breaks down the supply chain of a material or service to understand the market cost structure and identify if a saving can be made with alternatives on elements that make up a price. E.g Cut and Bending of Reinforcement. Delivered already cut and bent v Straight supply and cut and bend on site?

Self-Perform v Subcontract - It is considered that a mixture of self-perform (using procured resources) and direct procurement will be the most economic strategy in a number of packages. The table below provides the project team's initial indication of the strategy and the reasoning behind the nominated approaches.

STRATEGY	REASONING
<p>The following will not be possible to self-perform on site:</p> <ul style="list-style-type: none"> • Supply of Quarry Products • Crushing and supply of access track/pads materials • Concrete Batching • Supply of steel / tower structures / transformers / reactors etc 	<p>Strategically due to the following reasons:</p> <ul style="list-style-type: none"> • Ample dedicated supply available locally • Specialised knowledge required not currently with internal resources • Limit physical area available on the project site for production facilities • Short project duration with limited time for obtaining approval of certain activities
<p>Direct labour engagement of wages personnel is not proposed and will be procured through labour hire supplier.</p>	<p>Labour can be hired on a casual basis through a labour hire agreement, giving greater flexibility over direct employment. Further overhead resources would also be required to facilitate payroll should a direct employ option be taken.</p>
<p>Scope requiring specialised skills or equipment such as the following will need to be procured:</p> <ul style="list-style-type: none"> • Piling • Electrical Equipment • Trade works that require certification • Helicopter Stringing 	<p>Without ongoing work to utilise specialised skills or equipment it is not commercially advantageous to directly procure these resources.</p> <p>These resources require ongoing training and certification that cannot be accessed economically.</p>
<p>Some works will be performed as “self-executed” but using procured resources e.g.</p> <ul style="list-style-type: none"> • Clearing and Grubbing • Stripping topsoil • Imported Fill Placement • Excavation • Embankment / Access Track Construction 	<p>Where the scope is difficult to define and suitably skilled supervisory staff are available it is considered the best approach will be to procure resources (labour hire and hired in plant) to undertake work on an hourly hire basis to complete this type of scope. This will mitigate the risk of a subcontractor pricing in the risk of excess quantity and still allow works to progress in a managed way. The risk of productivity would remain with the project.</p>
<p>The current market will determine if the following is undertaken as “Self-Perform” or Subcontracted.</p> <ul style="list-style-type: none"> • FRP Structures • Drainage • Landscaping 	<p>A comparison will be made between “Self-Perform” and Subcontracting on these work packages. There could be economic, programme, integration benefits of UGL and CPB undertaking these works or vice versa.</p>
<p>Internal Plant v Subcontract</p>	<p>Review of the idle list provided by the Plant Manager indicates that only limited plant and equipment required to construct the CopperString 2.0 Project will be available from Internal Plant – due consideration is being given to the internal hire of:</p> <ul style="list-style-type: none"> • Scrapers / Dozers / Graders / Excavators • Compactors / Rollers • Workshop and equipment • Fuel Storage

	<ul style="list-style-type: none"> ● Barriers <ul style="list-style-type: none"> ○ Fuel distribution ○ Pumps and pipes ○ Standpipes
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Detailed Cost Breakdown Request as part of RFQ - As part of the RFQ package, detailed cost schedules will be issued where necessary to ensure consistency of submissions for comparison and easy review of potential package splits.

4.3 Bundling and Unbundling

The project team will consider unbundling during the procurement process to promote competition, increase participation and encourage innovative solutions. This includes identifying opportunities for flexible, smaller and more manageable work packages.

For example, our preferred approach to drainage delivery essentially breaks the scope into two smaller discrete packages. This will provide packages more suited to local capacity, enabling local sub-contractors to increase opportunity to participate.

The following will also be targeted in an attempt to drive additional value when considering bundling and unbundling:

SCOPE	STRATEGIES TO BE PURSUED
Drainage	TBC
Electrical	TBC
Quarry Supply	TBC
Concrete Supply	TBC
Steel Supply	TBC
Other	TBC

4.4 Supplier Options for RFQ's

4.4.1 Contract Requirements

TBC upon finalisation of the EPC contract.

4.4.2 Market Research

Through consultation and market research, the Project team has identified that:

- Circa X% of Project subcontract requirements can be procured within the local area/s.
- Selected packages will need to be procured within the greater SEQLD region due to capability not being provided locally – e.g. procurement of precast pipes, piling etc.
- A small number of packages will need to be procured within SEQ due to capability not being provided within the regional area.

Delivering a 'Meet the Buyer' presentation to the region will be completed prior to commencement, the Project team will highlight that UGL and CPB is committed to providing full., fair and reasonable opportunity to regional suppliers in delivering the project within the following framework:

- Competitive pricing.
- Demonstrated capability and capacity to perform the full work scope.
- Available to commence, perform and complete work in accordance with our key program dates.
- Able to satisfy UGL and CPB's industrial relations, safety, quality and environmental pre-qualification requirements.
- Constructional plant must be inspected, maintained and operated in accordance with UGL and CPB plant requirements.
- The obligation by UGL and CPB to only use registered suppliers and approved products covered by Powerlink relevant registration categories.

Further discussion on demonstrated support to the selection of local and regional suppliers during the RFQ process is provided in the Local Industry Participation Plan.

5. Risk Management

5.1 Package Risk Review

Package review by value – Top 80%

Package	Identified Risk	Consequence	Mitigation
Quarry Material	TBC	TBC	TBC
Concrete Supply	TBC	TBC	TBC
Foundations	TBC	TBC	TBC
Concrete Works	TBC	TBC	TBC
Transformers	TBC	TBC	TBC
Substations	TBC	TBC	TBC
Electrical Works	TBC	TBC	TBC

Package risk review by Critical Path

Package	Critical Path Risk	Mitigation
TBC	TBC	TBC
TBC	TBC	TBC
TBC	TBC	TBC
TBC	TBC	TBC
TBC	TBC	TBC
TBC	TBC	TBC
TBC	TBC	TBC

5.2 Supply Market – Constrained / Restricted Supply

The supply market for this project is not constrained or is there any real situations of restricted supply. The market is relatively mature across or categories of spend across Civils, Substations and Transmission Lines. Market Research and historical information from previous projects has allowed the Project Team to develop a Supplier Matrix for each key item of spend, identifying supplier numbers and locations. This will also support the Local Content requirements.

The Supply Market matrix can be found in Appendix B of this document.

5.3 Supplier Due Diligence

Template RFQ documents forming the basis of procurement activities for the Project include:

- The Project will develop a template Scope of Work document (Tender Form Part A) and Pricing Schedule (Tender Form Part B) to ensure consistency and standardised approach across Contract types as to how technical information is presented to and pricing data is provided by the marketplace
- All tenderers are required to complete the Federal Building Code – Declaration of Compliant (Tender Form Part D) in submitting a tender to inform subsequent IR assessment for all packages that are deemed to be 'building work' for the purposes of the Federal Building Code, or in the alternative, pose a low IR risk due to the nature of the package (e.g. supply only of Goods) or are not deemed to be building work for the purposes of the Federal Building Code
- All tenderers are required to complete the Anti-Bribery and Corruption Questionnaire
- The CPB Mandatory Procurement Template 2a Prequal Questionnaire will be fully completed for the recommended tenderer prior to seeking approvals for the award of the package
- Additional information will be requested to inform evaluation of performance against Quality, Health, Safety and Environmental requirements based on Contract type, the nature of the work and the requirement to perform work at site in informing evaluation against non-financial criteria.
- Tenderer compliance with insurance requirements, acceptance of UGL and CPB standard Contract terms and acceptance of standard payment terms will also be factored into the evaluation against non-price criteria where 2 or more tender offers are similarly priced.

The procurement team will carry out further checks on the following:

- Relevant licence search
- ABN and Company Search
- Financial check with Dunn & Bradstreet (where deemed necessary)
- Assess performance and any lessons learnt from previous similar projects

6. Procurement Planning

6.1 Compliance with Management Plans

All contractors will be required to comply with UGL and CPB Management Plans approved for use on the Project, including where relevant:

- Quality Management Plan
- Safety and Health Management Plan
- Environmental Management Plan
- Workforce Relations Management Plan
- Construction Methodology Management Plan
- Traffic Management Plan.

Copies of the management plans will be made available to tenderers during the RFQ stage with a second copy off the management plans being re-issued to the successful contractor at time of release of the conformed contract to the contractor for execution.

The Contractor's understanding of the rights, obligations and responsibilities under the contract will be confirmed by the Project team during commencement.

6.2 Local Content Charter

UGL and CPB has flowed the obligation to comply with the principles of the Queensland Charter for Local Content to our supply chain contractors in a manner that optimises local industry opportunities without compromising project competitiveness, and gives full, fair and reasonable consideration for local joint ventures who bid on work packages.

The project team will prioritise supplier and subcontractor packages that drive tangible local employment opportunities for:

- Labour providers
- FRP companies
- Drainage companies
- Fabricators
- Precast suppliers
- Materials suppliers
- Plant Hirers.

Where organisations are not locally based, the project will require them to demonstrate how they will establish and sustain a local presence for the duration of the project.

6.2.1 Maximising Participation

The project team will collaborate with UGL and CPB's local network to develop project-specific strategies to maximise regional and industry participation including:

- Facilitating project information briefings for business and community representatives during the planning and scoping phases of the procurement process
- Building on our links to other relevant regional economic development organisations such as REDC, QMBA, DATSIP, BBF, Supply Nation and the Department of State Development to access the capabilities of local businesses and provide support to build capacity, as required
- Conducting face-to-face consultation meetings for business, local joint ventures and community representatives during the planning and scoping phases of the procurement process.

In implementing the above objectives, the Project team will work closely with the Principal in:

- Establishing an EOI web portal to provide a central point of contact and to standardise the capture of data for business wishing to express an interest in participating in the Project.
- Establishing and maintaining a group email address (CopperStringEOI@ugllimited.com) to provide a central point of contact and provide a standardised response to businesses directly contacting UGL and CPB with respect to the Project.
- Develop a 'Meet the Buyer' presentation to local suppliers.
- Providing the Principal with the opportunity to review the statement of intent on how UGL and CPB intends to address the principles of the Queensland Charter for Local Content.

6.3 Indigenous Content

The project team will advise relevant subcontractors during the procurement process of apprenticeship and work experience candidates identified through the NQTAFE and DATSIP, to meet the Queensland Training Policy requirement.

We will also use the Queensland Government's Accessing Supply Chain Opportunities (ASCO) program to build within Project constraints the capability of local businesses, particularly indigenous businesses, to pre-qualify for the project's work and subcontract work packages.

The Project will also take every opportunity to consult to identify and implement UGL and CPB Contractors integrated management approach for the preservation and documentation of Aboriginal cultural heritage in accordance with the Aboriginal Cultural Heritage Act 2003.

6.4 Training Requirements

The Training Plan Template and referenced attachments for the Project is yet to be developed and uploaded to relevant agencies.

The obligation to comply with and report on the delivery of training in accordance with the Queensland Government Building and Construction Training Policy will be flowed down to our contractors with a standard reporting template being provided as part of a suite of additional contractor reporting documents that are to be submitted with each payment claim.

6.5 Logistics

Refer to the Logistics Management Plan for further details.

Appendix A Procurement Schedule

Copperstring 2.0 Procurement

Activity ID	Activity Name	Remaining Duration	Start	Finish	Total Float	NZNSSRA	2022												2023												2024												2025														
							O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Copperstring 2.0 Streamlined MASTER																																																									
Procurement, Manufacturing and Delivery																																																									
Equipment Procurement-Transmission Line																																																									
Lattice Steel Towers 330kV DC Towers																																																									
L1-PR-EQP-1000	Prepare & Issue RFQ Tower Steel	221.00	30-Jun-22	05-May-23	366.45																																																				
L1-PR-EQP-1010	Vendor Quotations Tower Steel	10.00	30-Jun-22	14-Jul-22	35.88	p																																																			
L1-PR-EQP-1040	Review & Place Order for Tower Steel	20.00	14-Jul-22	11-Aug-22	35.88	p																																																			
L1-PR-EQP-1040	Review & Place Order for Tower Steel	30.00	11-Aug-22	22-Sep-22	35.88	p																																																			
330kV DC Tower AD3S0 Prototype & Test																																																									
L1-PR-EQP-1110	Fabricate and assemble tower prototype (all extensions and legs)	35.00	30-Jun-22	18-Aug-22	39.88																																																				
L1-PR-EQP-1170	Prototype inspection	10.00	30-Jun-22	14-Jul-22	39.88	p																																																			
L1-PR-EQP-1170	Prototype inspection	5.00	14-Jul-22	21-Jul-22	39.88	p																																																			
L1-PR-EQP-1200	Disassemble and galvanise (AD3S0+18 only)	10.00	21-Jul-22	04-Aug-22	39.88	p																																																			
L1-PR-EQP-1210	Deliver to testing station and re-assemble	5.00	04-Aug-22	11-Aug-22	39.88	p																																																			
L1-PR-EQP-1230	Tower test (and galvanising inspection)	5.00	11-Aug-22	18-Aug-22	39.88	p																																																			
330kV DC Tower D3S2 Prototype																																																									
L1-PR-EQP-1130	Fabricate and assemble tower prototype (all extensions and legs)	15.00	11-Aug-22	01-Sep-22	29.88																																																				
L1-PR-EQP-1130	Fabricate and assemble tower prototype (all extensions and legs)	10.00	11-Aug-22	25-Aug-22	29.88	p																																																			
L1-PR-EQP-1190	Prototype inspection	5.00	25-Aug-22	01-Sep-22	29.88	p																																																			
330kV DC Tower AD3T20 Prototype & Test																																																									
L1-PR-EQP-1180	Fabricate and assemble tower prototype (all extensions and legs)	35.00	08-Sep-22	28-Oct-22	154.88																																																				
L1-PR-EQP-1180	Fabricate and assemble tower prototype (all extensions and legs)	10.00	08-Sep-22	22-Sep-22	154.88	p																																																			
L1-PR-EQP-1220	Prototype inspection	5.00	22-Sep-22	29-Sep-22	154.88	p																																																			
L1-PR-EQP-1300	Disassemble and galvanise (AD3T20+12 only)	10.00	29-Sep-22	14-Oct-22	154.88	p																																																			
L1-PR-EQP-1310	Deliver to testing station and re-assemble	5.00	14-Oct-22	21-Oct-22	154.88	p																																																			
L1-PR-EQP-1340	Tower test (and galvanising inspection)	5.00	21-Oct-22	28-Oct-22	154.88	p																																																			
330kV DC Tower D3T40 Prototype																																																									
L1-PR-EQP-1230	Fabricate and assemble tower prototype (all extensions and legs)	15.00	07-Oct-22	28-Oct-22	154.88																																																				
L1-PR-EQP-1230	Fabricate and assemble tower prototype (all extensions and legs)	10.00	07-Oct-22	21-Oct-22	154.88	p																																																			
L1-PR-EQP-1320	Prototype inspection	5.00	21-Oct-22	28-Oct-22	154.88	p																																																			
330kV DC Tower D3T70 Prototype & Test																																																									
L1-PR-EQP-1830	Fabricate and assemble tower prototype (all extensions and legs)	35.00	04-Nov-22	23-Dec-22	200.24																																																				
L1-PR-EQP-1830	Fabricate and assemble tower prototype (all extensions and legs)	10.00	04-Nov-22	18-Nov-22	200.24	p																																																			
L1-PR-EQP-1820	Prototype inspection	5.00	18-Nov-22	25-Nov-22	200.24	p																																																			
L1-PR-EQP-1810	Disassemble and galvanise (D3T70+12 only)	10.00	25-Nov-22	09-Dec-22	200.24	p																																																			
L1-PR-EQP-1790	Deliver to testing station and re-assemble	5.00	09-Dec-22	16-Dec-22	200.24	p																																																			
L1-PR-EQP-1800	Tower test (and galvanising inspection)	5.00	16-Dec-22	23-Dec-22	200.24	p																																																			
Tower Fabrication																																																									
L1-PR-EQP-1470	Tower Steel Fabrication Batch 1 330kV	110.00	30-Sep-22	21-Mar-23	348.88																																																				
L1-PR-EQP-2310	Tower Steel Fabrication Batch 2 330kV	30.00	30-Sep-22	14-Nov-22	29.88	p																																																			
L1-PR-EQP-2310	Tower Steel Fabrication Batch 2 330kV	30.00	28-Nov-22	23-Jan-23	154.88	p																																																			
L1-PR-EQP-2290	Tower Steel Fabrication Batch 1 220kV	30.00	17-Jan-23	01-Mar-23	172.75	p																																																			
L1-PR-EQP-2300	Tower Steel Fabrication Batch 1 Single Conductor 220kV	30.00	31-Jan-23	14-Mar-23	353.50	p																																																			
L1-PR-EQP-2320	Tower Steel Fabrication Batch 3 330kV	30.00	07-Feb-23	21-Mar-23	200.24	p																																																			
Tower Shipping & Delivery																																																									
L1-PR-EQP-1610	Tower Shipping to Australia (Batch 1)	124.00	14-Nov-22	05-May-23	366.45																																																				
L1-PR-EQP-1610	Tower Shipping to Australia (Batch 1)	30.00	14-Nov-22	14-Dec-22	39.88	p																																																			
L1-PR-EQP-1680	Customs Clearing & Delivery to Site (Batch 1)	10.00	14-Dec-22	11-Jan-23	17.88	p																																																			
L1-PR-EQP-2330	Tower Shipping to Australia (Batch 2)	30.00	23-Jan-23	22-Feb-23	223.21	p																																																			
L1-PR-EQP-2350	Customs Clearing & Delivery to Site (Batch 2)	10.00	22-Feb-23	08-Mar-23	154.21	p																																																			
L1-PR-EQP-2370	Tower Shipping to Australia (Batch 1) 220kV	30.00	01-Mar-23	31-Mar-23	248.19	p																																																			
L1-PR-EQP-2380	Tower Shipping to Australia (Batch 1) 220kV Single Conductor	30.00	14-Mar-23	13-Apr-23	522.07	p																																																			
L1-PR-EQP-2340	Tower Shipping to Australia (Batch 3)	30.00	21-Mar-23	20-Apr-23	301.24	p																																																			
L1-PR-EQP-2380	Customs Clearing & Delivery to Site (Batch 1) 220kV	10.00	31-Mar-23	18-Apr-23	171.19	p																																																			
L1-PR-EQP-2400	Customs Clearing & Delivery to Site (Batch 1) 220kV Single Conductor	10.00	13-Apr-23	28-Apr-23	354.07	p																																																			
L1-PR-EQP-2360	Customs Clearing & Delivery to Site (Batch 3)	10.00	20-Apr-23	05-May-23	201.24	p																																																			
Lattice Steel Towers 220kV DC Towers																																																									
L1-PR-EQP-2020	Prepare & Issue RFQ Tower Steel	198.88	27-May-22	02-Mar-23	207.89																																																				
L1-PR-EQP-2020	Prepare & Issue RFQ Tower Steel	10.00	27-May-22	10-Jun-22	202.75	p																																																			
L1-PR-EQP-2010	Vendor Quotations Tower Steel	20.00	10-Jun-22	11-Jul-22	202.75	p																																																			
L1-PR-EQP-2030	Review & Place Order for Tower Steel	30.00	11-Jul-22	22-Aug-22	202.75	p																																																			
220kV DC Tower D2S0 Prototype & Test																																																									
L1-PR-EQP-1980	Fabricate and assemble tower prototype (all extensions and legs)	34.88	22-Aug-22	11-Oct-22	212.88																																																				
L1-PR-EQP-1980	Fabricate and assemble tower prototype (all extensions and legs)	10.00	22-Aug-22	05-Sep-22	202.75	p																																																			
L1-PR-EQP-1980	Prototype inspection	4.88	05-Sep-22	12-Sep-22	212.88	p																																																			
L1-PR-EQP-1980	Disassemble and galvanise (AD3S0+18 only)	10.00	12-Sep-22	26-Sep-22	212.88	p																																																			
L1-PR-EQP-1980	Deliver to testing station and re-assemble	5.00	26-Sep-22	04-Oct-22	212.88	p																																																			
L1-PR-EQP-1970	Tower test (and galvanising inspection)	5.00	04-Oct-22	11-Oct-22	212.88	p																																																			
220kV DC Tower D2T20 Prototype Only																																																									
L1-PR-EQP-1950	Fabricate and assemble tower prototype (all extensions and legs)	15.00	05-Sep-22	26-Sep-22	222.75																																																				
L1-PR-EQP-1950	Fabricate and assemble tower prototype (all extensions and legs)	10.00	05-Sep-22	19-Sep-22	222.75	p																																																			
L1-PR-EQP-1940	Prototype inspection	5.00	19-Sep-22	26-Sep-22	222.75	p																																																			
220kV DC Tower D2T40 Prototype																																																									
L1-PR-EQP-1900	Fabricate and assemble tower prototype (all extensions and legs)	35.00	05-Sep-22	25-Oct-22	202.75																																																				
L1-PR-EQP-1900	Fabricate and assemble tower prototype (all extensions and legs)	10.00	05-Sep-22	19-Sep-22	202.75	p																																																			
L1-PR-EQP-1890	Prototype inspection	5.00	19-Sep-22	26-Sep-22	202.75	p																																																			
L1-PR-EQP-1880	Disassemble and galvanise (AD3T20+12 only)	10.00	26-Sep-22	11-Oct-22	202.75	p																																																			
L1-PR-EQP-1860	Deliver to testing station and re-assemble	5.00	11-Oct-22	18-Oct-22	202.75	p																																																			

Closures	Actual Level of Effort	Critical Remaining Work
Project Baseline Bar	Actual Work	Baseline Milestone
Summary	Remaining Work	Milestone

- Layout: Section 2 Critical
- TASK filter: Procurement.

Copperstring 2.0 Procurement

Activity ID	Activity Name	Remaining Duration	Start	Finish	Total Float	NZNSRFRA	Gantt Chart																																																																							
							2022												2023												2024												2025																																			
							O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D																					
B75020	Vendor Quotations Insulators	10.00	18-Mar-22	01-Apr-22	461.43	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Vendor Quotations Insulators</p> <p>Review & Place Order for Insulators</p> <p>Insulators Fabrication</p> <p>Insulators Delivery to Site</p> </div> <div style="width: 35%;"> <p>Vendor Quotations Insulators</p> <p>Review & Place Order for Insulators</p> <p>Insulators Fabrication</p> <p>Insulators Delivery to Site</p> </div> </div>																																																																							
B75040	Review & Place Order for Insulators	20.00	01-Apr-22	04-May-22	461.43	p																																																																								
B75050	Insulators Fabrication	60.00	04-May-22	28-Jul-22	461.43	p																																																																								
B75010	Insulators Delivery to Site	20.00	28-Jul-22	25-Aug-22	461.43	p																																																																								
Earthing																																											47.13 06-Jun-22 11-Aug-22 471.80																																			
B74960	Prepare & Issue RFQ Earthing	1.00	06-Jun-22	07-Jun-22	471.80	p																																					<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Earthing</p> <p>Vendor Quotations Earthing</p> <p>Review & Place Order for Earthing</p> <p>Earthing Fabrication</p> <p>Earthing Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Earthing</p> <p>Vendor Quotations Earthing</p> <p>Review & Place Order for Earthing</p> <p>Earthing Fabrication</p> <p>Earthing Delivery to Site</p> </div> </div>																																			
B74970	Vendor Quotations Earthing	10.00	07-Jun-22	22-Jun-22	471.80	p																																																																								
B74970	Review & Place Order for Earthing	10.00	22-Jun-22	06-Jul-22	471.80	p																																																																								
B74980	Earthing Fabrication	20.00	06-Jul-22	03-Aug-22	471.80	p																																																																								
B74990	Earthing Delivery to Site	6.13	03-Aug-22	11-Aug-22	471.80	p																																																																								
Line 5 Selwyn to Phosphate Hill							184.75 22-Mar-22 12-Dec-22 470.16																																																																							
Design							184.75 22-Mar-22 12-Dec-22 470.16																																																																							
Specifications for Procurement							65.38 22-Mar-22 27-Jun-22 543.54																																																																							
L5-DS-SPC-5030	Issue Line Fittings Specification for Procurement	4.88	22-Mar-22	28-Mar-22	515.04	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Issue Line Fittings Specification for Procurement</p> <p>Issue Insulator Specification for Procurement</p> <p>Issue Tower Steel Specification for Procurement</p> <p>Issue Conductor Specification for Procurement</p> <p>Issue OPGW Specification for Procurement</p> <p>Issue Earthing Specification for Procurement</p> </div> <div style="width: 35%;"> <p>Issue Line Fittings Specification for Procurement</p> <p>Issue Insulator Specification for Procurement</p> <p>Issue Tower Steel Specification for Procurement</p> <p>Issue Conductor Specification for Procurement</p> <p>Issue OPGW Specification for Procurement</p> <p>Issue Earthing Specification for Procurement</p> </div> </div>																																																																							
L5-DS-SPC-5040	Issue Insulator Specification for Procurement	4.88	22-Mar-22	28-Mar-22	519.79	p																																																																								
L5-DS-SPC-5010	Issue Tower Steel Specification for Procurement	5.00	20-May-22	27-May-22	419.20	p																																																																								
L5-DS-SPC-5050	Issue Conductor Specification for Procurement	10.00	26-May-22	09-Jun-22	470.16	p																																																																								
L5-DS-SPC-5060	Issue OPGW Specification for Procurement	10.00	26-May-22	09-Jun-22	470.16	p																																																																								
L5-DS-SPC-5070	Issue Earthing Specification for Procurement	5.00	20-Jun-22	27-Jun-22	543.54	p																																																																								
Procurement																																											179.88 28-Mar-22 12-Dec-22 470.16																																			
330kV Conductor																																											130.38 09-Jun-22 12-Dec-22 470.16																																			
B75490	Prepare & Issue RFQ Conductor	10.00	09-Jun-22	24-Jun-22	470.16	p																																					<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Conductor</p> <p>Vendor Quotations Conductor</p> <p>Review & Place Order for Conductor</p> <p>Conductor Fabrication</p> <p>Conductor Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Conductor</p> <p>Vendor Quotations Conductor</p> <p>Review & Place Order for Conductor</p> <p>Conductor Fabrication</p> <p>Conductor Delivery to Site</p> </div> </div>																																			
B75500	Vendor Quotations Conductor	10.00	24-Jun-22	08-Jul-22	470.16	p																																																																								
B75510	Review & Place Order for Conductor	20.00	08-Jul-22	05-Aug-22	470.16	p																																																																								
B75520	Conductor Fabrication	70.00	05-Aug-22	14-Nov-22	470.16	p																																																																								
B75530	Conductor Delivery to Site	20.38	14-Nov-22	12-Dec-22	470.16	p																																																																								
OPGW							130.38 09-Jun-22 12-Dec-22 470.16																																																																							
B75250	Prepare & Issue RFQ OPGW	10.00	09-Jun-22	24-Jun-22	470.16	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ OPGW</p> <p>Vendor Quotations OPGW</p> <p>Review & Place Order for OPGW</p> <p>OPGW Fabrication</p> <p>OPGW Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ OPGW</p> <p>Vendor Quotations OPGW</p> <p>Review & Place Order for OPGW</p> <p>OPGW Fabrication</p> <p>OPGW Delivery to Site</p> </div> </div>																																																																							
B75260	Vendor Quotations OPGW	10.00	24-Jun-22	08-Jul-22	470.16	p																																																																								
B75270	Review & Place Order for OPGW	20.00	08-Jul-22	05-Aug-22	470.16	p																																																																								
B75280	OPGW Fabrication	70.00	05-Aug-22	14-Nov-22	470.16	p																																																																								
B75290	OPGW Delivery to Site	20.38	14-Nov-22	12-Dec-22	470.16	p																																																																								
Line Fittings							135.00 28-Mar-22 10-Oct-22 515.04																																																																							
B75470	Prepare & Issue RFQ Line Fittings	10.00	28-Mar-22	11-Apr-22	515.04	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Line Fittings</p> <p>Vendor Quotations Line Fittings</p> <p>Review & Place Order for Line Fittings</p> <p>Line Fittings Fabrication</p> <p>Line Fittings Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Line Fittings</p> <p>Vendor Quotations Line Fittings</p> <p>Review & Place Order for Line Fittings</p> <p>Line Fittings Fabrication</p> <p>Line Fittings Delivery to Site</p> </div> </div>																																																																							
B75430	Vendor Quotations Line Fittings	20.25	11-Apr-22	13-May-22	515.04	p																																																																								
B75460	Review & Place Order for Line Fittings	20.00	13-May-22	10-Jun-22	515.04	p																																																																								
B75450	Line Fittings Fabrication	60.00	10-Jun-22	05-Sep-22	515.04	p																																																																								
B75440	Line Fittings Delivery to Site	24.75	05-Sep-22	10-Oct-22	515.04	p																																																																								
Insulators							130.25 28-Mar-22 04-Oct-22 519.79																																																																							
B75390	Prepare & Issue RFQ Insulators	10.00	28-Mar-22	11-Apr-22	519.79	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Insulators</p> <p>Vendor Quotations Insulators</p> <p>Review & Place Order for Insulators</p> <p>Insulators Fabrication</p> <p>Insulators Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Insulators</p> <p>Vendor Quotations Insulators</p> <p>Review & Place Order for Insulators</p> <p>Insulators Fabrication</p> <p>Insulators Delivery to Site</p> </div> </div>																																																																							
B75380	Vendor Quotations Insulators	20.25	11-Apr-22	13-May-22	519.79	p																																																																								
B75400	Review & Place Order for Insulators	20.00	13-May-22	10-Jun-22	519.79	p																																																																								
B75410	Insulators Fabrication	60.00	10-Jun-22	05-Sep-22	519.79	p																																																																								
B75370	Insulators Delivery to Site	20.00	05-Sep-22	04-Oct-22	519.79	p																																																																								
Earthing							46.00 27-Jun-22 30-Aug-22 543.54																																																																							
B75310	Prepare & Issue RFQ Earthing	1.00	27-Jun-22	28-Jun-22	543.54	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Earthing</p> <p>Vendor Quotations Earthing</p> <p>Review & Place Order for Earthing</p> <p>Earthing Fabrication</p> <p>Earthing Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Earthing</p> <p>Vendor Quotations Earthing</p> <p>Review & Place Order for Earthing</p> <p>Earthing Fabrication</p> <p>Earthing Delivery to Site</p> </div> </div>																																																																							
B75320	Vendor Quotations Earthing	10.00	28-Jun-22	12-Jul-22	543.54	p																																																																								
B75330	Review & Place Order for Earthing	10.00	12-Jul-22	26-Jul-22	543.54	p																																																																								
B75340	Earthing Fabrication	20.00	26-Jul-22	23-Aug-22	543.54	p																																																																								
B75350	Earthing Delivery to Site	5.00	23-Aug-22	30-Aug-22	543.54	p																																																																								
Line 7 Flinders SS to Mount James (Wind Farm)							194.38 28-Feb-22 02-Dec-22 446.55																																																																							
Design							194.38 28-Feb-22 02-Dec-22 446.55																																																																							
Specifications for Procurement							65.38 28-Feb-22 02-Jun-22 529.55																																																																							
L7-DS-SPC-5030	Issue Line Fittings Specification for Procurement	4.88	28-Feb-22	04-Mar-22	511.05	p	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Issue Line Fittings Specification for Procurement</p> <p>Issue Insulator Specification for Procurement</p> <p>Issue Conductor Specification for Procurement</p> <p>Issue OPGW Specification for Procurement</p> <p>Issue Earthing Specification for Procurement</p> </div> <div style="width: 35%;"> <p>Issue Line Fittings Specification for Procurement</p> <p>Issue Insulator Specification for Procurement</p> <p>Issue Conductor Specification for Procurement</p> <p>Issue OPGW Specification for Procurement</p> <p>Issue Earthing Specification for Procurement</p> </div> </div>																																																																							
L7-DS-SPC-5040	Issue Insulator Specification for Procurement	4.88	28-Feb-22	04-Mar-22	511.05	p																																																																								
L7-DS-SPC-5050	Issue Conductor Specification for Procurement	10.00	04-May-22	18-May-22	446.55	p																																																																								
L7-DS-SPC-5060	Issue OPGW Specification for Procurement	10.00	04-May-22	18-May-22	446.55	p																																																																								
L7-DS-SPC-5070	Issue Earthing Specification for Procurement	5.00	26-May-22	02-Jun-22	529.55	p																																																																								
Procurement																																											189.50 04-Mar-22 02-Dec-22 446.55																																			
330kV Conductor																																											140.00 18-May-22 02-Dec-22 446.55																																			
B75790	Prepare & Issue RFQ Conductor	10.00	18-May-22	01-Jun-22	446.55	p																																					<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Prepare & Issue RFQ Conductor</p> <p>Vendor Quotations Conductor</p> <p>Review & Place Order for Conductor</p> <p>Conductor Fabrication</p> <p>Conductor Delivery to Site</p> </div> <div style="width: 35%;"> <p>Prepare & Issue RFQ Conductor</p> <p>Vendor Quotations Conductor</p> <p>Review & Place Order for Conductor</p> <p>Conductor Fabrication</p> <p>Conductor Delivery to Site</p> </div> </div>																																			
B75800	Vendor Quotations Conductor	20.00	01-Jun-22	30-Jun-22	446.55	p																																																																								
B75810	Review & Place Order for Conductor	20.00	30-Jun-22	28-Jul-22	446.55	p																																																																								
B75820	Conductor Fabrication	70.00	28-Jul-22	04-Nov-22	446.55	p																																																																								
B75830	Conductor Delivery to Site	20.00	04-Nov-22	02-Dec-22	446.55	p																																																																								
OPGW							140.00 18-May-22 02-Dec-22 446.55																																																																							

<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>■ Closures</p> <p>■ Project Baseline Bar</p> <p>■ Summary</p> </div> <div style="width: 45%;"> <p>▬ Actual Level of Effort</p> <p>▬ Actual Work</p> <p>▬ Remaining Work</p> </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>■ Critical Remaining Work</p> <p>◆ Baseline Milestone</p> <p>◆ Milestone</p> </div> <div style="width: 45%;"> <p>● Layout: Section 2 Critical</p> <p>● TASK filter: Procurement.</p> </div> </div>
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Appendix B Supplier Matrix

CopperString 2.0
Supplier Sourcing Matrix



Source	CopperString Regions	North Queensland	Queensland	National	International	Context	Opportunity
TL Temporary Works	X	X				Locally sourced where possible.	
TL Civil Construction	X	X	X	X		Size and effort may require a National Company.	Opportunity to sub-contract support at a regional level.
TL Pads & Benching	X	X	X			Mix of local, regional and state-based suppliers based on resourcing levels.	
TL Laydown Pads incl Batch Plant & Camp	X	X	X			Mix of local, regional and state-based suppliers based on resourcing levels.	
TL Clearing & Rehabilitation	X	X	X			Mix of local, regional and state-based suppliers based on resourcing levels.	
TL Access Track Construction	X	X	X			Mix of local, regional and state-based suppliers based on resourcing levels.	
TL Access Track Materials	X	X				Likely to be locally sourced, with some regional contribution dependent on available supply	
TL Tower Steel Supply incl Testing					X	OS steel competitively priced. No testing facilities available in Australia.	Explore establishment of TL tower testing facilities in NQ.
TL Foundation Reinforcing Supply			X	X		Queensland and national level supplier, with likely North Queensland operations.	
TL Foundation Concrete Supply	X	X	X			Concrete to be batched locally from supplier(s) with operations in Queensland.	
TL Foundation Construction	X	X	X				This presents a good opportunity for regional suppliers.
TL Tower Assembly and Erection	X	X	X	X		Australian-based riggers based on resourcing levels.	Locally sourced riggers where available.
TL Fittings, Conductor, OPGW, OHEW				X	X	Majority of items are internationally manufactured and supplied.	Seek Australian suppliers and agents who can provide the correct level of service and warranty.
TL Stringing Installation		X	X	X	X	Resource availability in Australia maybe constrained. Typically additional resources would be sourced from international market.	May be able to train stringers to meet resourcing requirements. Explore training support arrangements from Qld government.
TL Crossing / hurdles		X	X			Resourcing dependent on quantity and timing of works.	Source locally where possible. Adjust project timeframes to suit resourcing.
SS Access	X	X	X	X		Size and effort may require a National Company.	Opportunity to sub-contract support at a regional level.
SS Civil Works	X	X	X			Mix of local, regional and state-based suppliers based on resourcing levels.	
SS Primary Plant procurement				X	X	Majority of items are internationally manufactured and supplied.	Seek Australian suppliers and agents who can provide the correct level of service and warranty. There may be opportunity to use Australian-made transformers, subject to size and production capacity.
SS Cable Supply					X	All items are internationally manufactured and supplied.	Seek Australian suppliers who are agents who can provide the correct level of service and warranty.
SS Primary Plant Structures procurement		X	X			Quantity of steel will require Queensland-level supply. Structural steel for SS requires welded connections suiting local fabrication.	Good opportunity for NQ suppliers where capacity exists.
SS Foundation Concrete Supply	X	X	X			Concrete to be batched locally from supplier(s) with operations in Queensland.	
SS Foundation Reinforcing Supply			X	X		Queensland and national level supplier, with likely North Queensland operations.	
SS Electrical Fittings Supply	X	X	X			Locally sourced where possible.	Focus on NQ supply where possible.
SS Foundation construction	X	X	X				This presents a good opportunity for regional suppliers.
SS Testing & Commissioning Activities	X	X	X			Predominately Qld-based Electricians and Electrical Engineers.	
PL Camp establishment & Site compounds		X	X	X		Quantity may require a National Supplier.	Opportunity to utilise NQ or Qld-based providers.
PL Camp services	X		X				Opportunity to utilise locally based suppliers and contractors.
PL Access Track Maintenance	X	X					This presents a good opportunity for regional suppliers.
PL Utilities and services	X	X				Predominately locally sourced.	
PL Permanent Works Design			X	X		Design work primarily undertaken in Queensland and NSW.	
PL Temporary Works Design		X	X	X		Design work primarily undertaken in Queensland and NSW.	Opportunity to utilise North Queensland-based designers for aspects of Temporary Works design, providing inspection services etc.
PL Project Management	X	X	X	X		Sourced from within Australia.	

Equipment Supply
Labour Content

TL = Transmission Line

SS = Substation

PL = Preliminaries