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# Transaction Management Plan

HumeLink  
August 2022

GOLD



# Contents

<b>1. Introduction .....</b>	<b>3</b>
1.1. Purpose of this Document .....	3
1.2. Context of this Document .....	3
1.3. Definitions and Interpretation .....	4
<b>2. The Project .....</b>	<b>5</b>
2.1. Project Background .....	5
2.2. Project Objectives .....	6
2.3. Scope of Works .....	7
2.3.1. Scope of Works HumeLink East.....	7
2.3.2. Scope of Works HumeLink West.....	7
2.4. Exclusions from the Project Scope of Works .....	8
2.5. Project Interfaces.....	8
2.6. Other Project Details .....	8
<b>3. Transgrid’s Facilitation of the Project .....</b>	<b>9</b>
<b>4. Project Organisational Structure.....</b>	<b>10</b>
4.1. Overview of the Project Organisational Structure (Transaction Phase) .....	10
4.2. Overview of Key Roles and Responsibilities.....	10
4.2.1. Project Team Leads .....	10
4.2.2. Transaction Team.....	12
4.3. Transaction Phase Working Groups .....	14
<b>5. General Management Processes for Transaction Phase .....</b>	<b>15</b>
5.1. Overview.....	15
5.2. Issues Management.....	15
5.3. Documentation Development.....	15
5.4. Security, Probity and Confidentiality Protocols .....	18
5.4.1. Document Security and Management.....	18
5.5. Evaluation Process.....	19
5.5.1. Overview.....	19
5.5.2. Evaluation Team Structure .....	19
5.5.3. Evaluation Criteria .....	20
5.5.4. Evaluation Process.....	22
<b>6. Transaction Process.....</b>	<b>23</b>

6.1. Overview.....	23
6.2. Market Engagement (Prior to Commencing the Strategic Market Engagement) .....	24
6.2.1. Informal Market Sounding .....	24
6.2.2. Formal Market Sounding .....	24
6.2.3. Overview of the Market Sounding Process .....	25
6.3. Expression of Interest (EOI) stage .....	26
6.3.1. Overview.....	26
6.3.2. EOI Registration Process .....	27
6.3.3. Invitation for EOI Documentation .....	27
6.3.4. EOI Evaluation.....	28
6.3.5. EOI Shortlisting.....	28
6.4. Early Contractor Involvement (ECI) Phase .....	29
6.5. ECI Stage 1 .....	29
6.5.1. Overview.....	29
6.5.2. ECI Stage 1 RFT Documentation.....	29
6.5.3. ECI Reimbursement Approach for ECI Contractors .....	30
6.5.4. Indicative Program for ECI Stage 1 Interactive Process.....	31
6.5.5. ECI Stage 1 Evaluation and Shortlisting .....	1
6.6. Request for Tender (Stage 2) .....	1
6.6.1. Overview.....	1
6.6.2. ECI Stage 2 Documentation.....	1
6.6.3. ECI Stage 2 Collaboration Process.....	2
6.6.4. Negotiation and Contract Award .....	2
<b>7. Procurement Program .....</b>	<b>3</b>
<b>8. Other Considerations for Transaction Phase .....</b>	<b>4</b>
8.1. Independent Certifier.....	4
8.2. Environmental Representative .....	4
8.3. Impacts of COVID-19 on procurement process.....	4
<b>9. Project Governance .....</b>	<b>5</b>
<b>Appendix A – Program Delivery Partners and HumeLink Accelerated Procurement Approach .....</b>	<b>6</b>
<b>Appendix B Project Information Document .....</b>	<b>7</b>
<b>Appendix C Market Sounding Report .....</b>	<b>8</b>
<b>Appendix D – Market Sounding Activities Program.....</b>	<b>9</b>

# 1. Introduction

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## 1.1. Purpose of this Document

The purpose of this Transaction Management Plan is to outline the resources, processes and systems that will be implemented during the Transaction Phase to procure:

- the Delivery Partners to deliver the HumeLink East and HumeLink West contract packages for the HumeLink project (**Project**); and
- potential Delivery Partner Panel members to support Transgrid in the procurement and delivery of future major projects.

This plan sets out the following with respect to the Transaction Phase of the Project:

- Project Organisational Structure, including details of the roles and responsibilities and Transaction Phase working groups;
- General management processes that will apply at each stage of the procurement process;
- Specific transaction processes for each stage of the procurement process, including the formal Market Sounding, EOI Phase and ECI Phase;
- Details of the procurement program and key milestones;
- Project governance; and
- Other key matters for consideration.

## 1.2. Context of this Document

This Transaction Management Plan has been developed based on the preferred delivery and procurement strategy set out in the 'Program Delivery Partners and HumeLink Accelerated Procurement Approach' included in Appendix A.

This plan is intended to be read in conjunction with the following additional plans that are in the process of being prepared for the Project:

- Communications Strategy;
- Risk Management Plan; and
- Probity Conduct Plan.



### 1.3. Definitions and Interpretation

In this Transaction Management Plan, all capitalised terms have the meanings given to them in Table 1. Plural terms have an equivalent meaning to the singular, and vice versa.

Table 1: Definitions

Term	Meaning
<b>Delivery Partner(s)</b>	The successful ECI Tenderer(s) engaged by Transgrid as the head contractor to design and construct the Project under the Delivery Contract for each contract package.
<b>ECI Phase</b>	Means the phase of the Strategic Market Engagement that includes both ECI Stage 1 and ECI Stage 2.
<b>ECI Tenderer</b>	Means an applicant (or person) that has been selected to participate in the ECI Phase.
<b>ECI Stage 1</b>	Means the stage of the Strategic Market Engagement described in section 6.5.
<b>ECI Stage 2</b>	Means the stage of the Strategic Market Engagement described in section 6.6.
<b>EOI Phase</b>	Means the stage of the Strategic Market Engagement described in section 6.3.
<b>Delivery Contract</b>	The deed to be entered into by Transgrid and the Delivery Partner(s) in a form acceptable to Transgrid for the delivery of the relevant Contract Packages.
<b>Environmental Documents</b>	The documents which make up the Project Planning Approval, and those other documents that will be defined as “Environmental Documents” in the Delivery Contract when produced.
<b>Evaluation Panel</b>	Means the panel appointed to lead the evaluation of market submissions at each stage of the Strategic Market Engagement.
<b>Legal Advisor</b>	Means the Corrs Chambers Westgarth team engaged by Transgrid to provide legal advisory services for the Project.
<b>Market Sounding</b>	Means the process to seek feedback from the market prior to the commencement of the procurement process.
<b>Planning Approval</b>	The approval in the process of being obtained by Transgrid that will be granted by the Minister for Planning under the Environmental Planning and Assessment Act 1979 (NSW) to carry out the Project, including all conditions to it and all documents incorporated by reference, as that approval may be modified from time to time.
<b>Probity Advisor</b>	Means the O’Connell Marsden team engaged by Transgrid to provide probity advisory services for the Project.
<b>Project</b>	The HumeLink project, generally including the scope of works described in section 2.
<b>Strategic Market Engagement</b>	Means the procurement process intended to result in the selection of preferred ECI Tenderer(s), and the award of the Delivery Contract to the Delivery Partners to deliver each of the contract packages that together comprise the Project.
<b>Transaction Phase</b>	The phase of the Project that commences with the formal Market Sounding and concludes with the award of the Delivery Deed to the Contractor.
<b>Transaction Team</b>	Means the ConnellGriffin team engaged by Transgrid to provide transaction management services for the Project.
<b>Transgrid</b>	NSW Electricity Networks Operations Pty Limited (ACN 609 169 959) as trustee for NSW Electricity Networks Operations Trust (ABN 70 250 995 390) trading as “Transgrid”

## 2. The Project

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### 2.1. Project Background

The Australian energy landscape is transitioning to a greater mix of low-emission renewable energy sources, such as wind and solar, together with traditional energy sources, and the national electricity grid is responding to rapidly evolve and enable this.

HumeLink has been identified as a priority project for the AEMO and the Commonwealth and NSW Governments to enable this transition. HumeLink will address energy cost, security and reliability issues by providing new 500kV high voltage transmission lines designed to reinforce the NSW Southern Shared Network and connections to the existing Snowy Hydro Scheme and other new and existing regional generation assets.

The preferred option for HumeLink involves the construction of 356 kilometres of new transmission lines in a 'loop' between Maragle, Bannaby and Wagga Wagga, and new or upgraded infrastructure at four substation locations.

The Project will be delivered under two separate Contract Packages:

- (a) **HumeLink East:** which includes all substation and transmission line works east of the indicative interface point; and
- (b) **HumeLink West:** which includes substation and transmission line works west of the indicative interface point.

Transgrid intends to award the Contract Packages to separate Delivery Partners, subject to demonstration of value for money and satisfaction of Transgrid's requirements.

Figure 1 identifies the indicative scope and interface point between the Contract Packages. The following sections provide an overview of the scope of HumeLink East and HumeLink West.

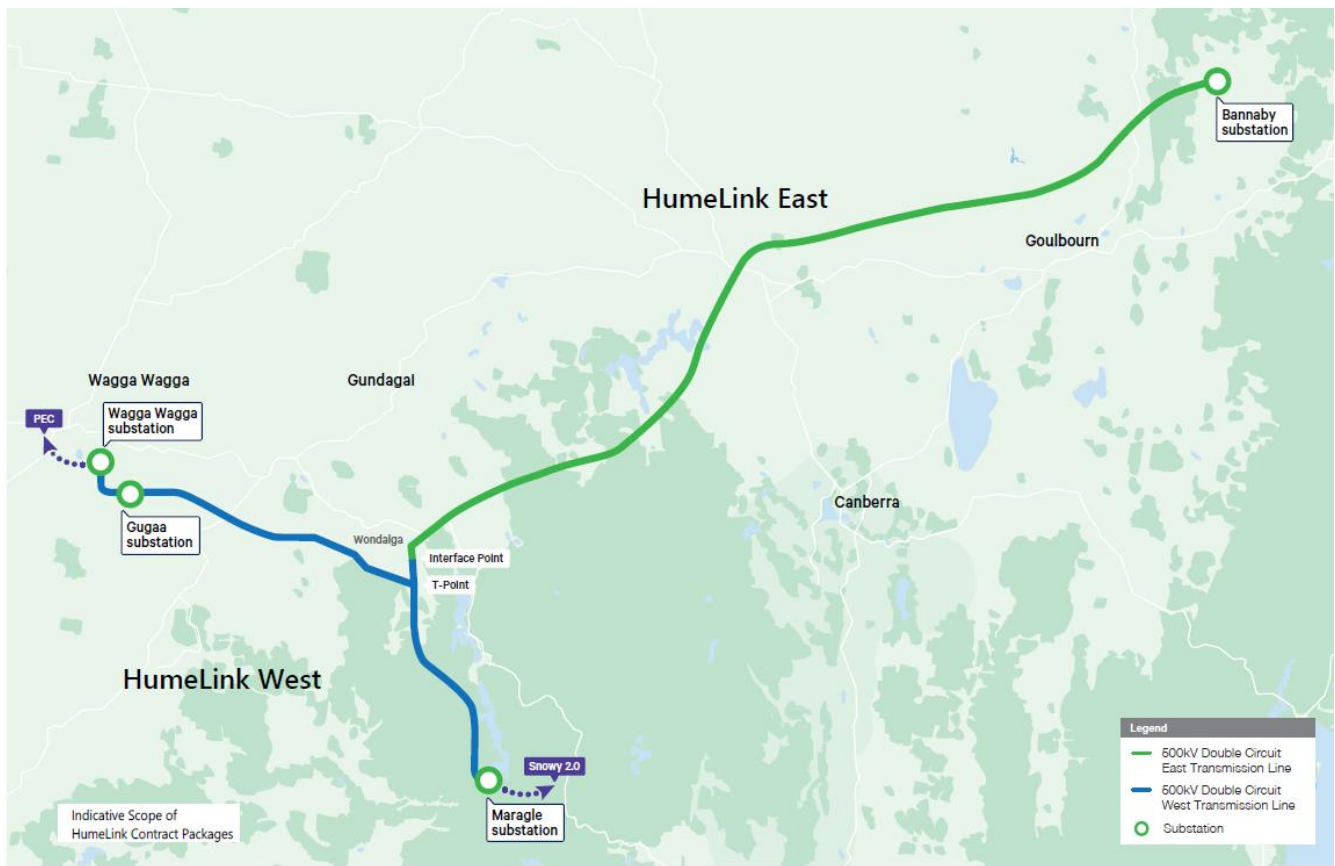


Figure 1 Overview of the HumeLink alignment

## 2.2. Project Objectives

The summary objectives of the Project are to provide:

- (a) supply reliability in NSW by firmly connecting Snowy 2.0 and other new generation in southern NSW, managing the shortfalls as a result of the progressive retirement of coal-fired generation;
- (b) greater access to lower cost generation to meet demand in major load centres;
- (c) additional capacity for new generation (primarily renewable generation) in southern NSW, an area which has recognised potential for high-quality wind and solar power generation;
- (d) greater sharing of energy between the States of NSW, QLD, ACT and VIC;
- (e) ability to unlock the full capacity of the expanded Snowy Hydro Scheme;
- (f) more renewable energy to enter the market, supporting Australia's aspirations for emissions reduction targets;
- (g) the creation of more than 1,000 construction jobs during delivery; and
- (h) generally enhanced economic activity in regional NSW, bringing opportunities for involvement and benefits for local communities, along the route.

## 2.3. Scope of Works

The preferred option for HumeLink involves the construction of 356 kilometres of new transmission lines in a 'loop' between Maragle, Bannaby and Wagga Wagga, and new or upgraded infrastructure at three substation locations.

### 2.3.1. Scope of Works HumeLink East

The scope of work for HumeLink East includes:

- (a) extending and augmenting the existing Bannaby 500/330kV substation to accommodate the additional 500kV double circuit transmission lines;
- (b) 227 kilometres (approximately) of 500kV double circuit transmission lines from the existing Bannaby 500kV substation to the East/West interface point (indicatively shown in Figure 1); and
- (c) ancillary development for site access and construction activities.

### 2.3.2. Scope of Works HumeLink West

The scope of work for HumeLink West includes:

- (a) 8 kilometres (approx.) of 500kV double circuit transmission lines from the East/West interface point to the 'T-Point' indicatively shown in Figure 1;
- (b) 45 kilometres (approximately) of 500kV double circuit transmission lines from the T-Point to the new Maragle 500kV substation;
- (c) a new Maragle 500kV substation including three new 500/330/33kV 1500 MVA transformers and provision for the additional 500kV double circuit transmission lines;
- (d) 65 kilometres (approximately) of 500kV double circuit transmission lines from the 'T-Point' to the new Gugaa 500kV substation;
- (e) a new Gugaa 500/330kV substation about 11km southeast of Wagga Wagga 330kV substation including two new 500/330/33kV 1500 MVA transformers;
- (f) 11 kilometres (approximately) of 330kV double circuit transmission line from new Gugaa 500/330kV substation to existing Wagga 330kV substation;
- (g) extending and augmenting the existing Wagga Wagga 330kV substation by 2 bays (with double bus double breaker arrangement) to accommodate the additional 500kV double circuit transmission lines; and
- (h) ancillary development for site access and construction activities.

It should be noted that the Maragle 330kV switching station is being constructed as part of the Snowy 2.0 generator connection on the same site and will likely overlap with the delivery of the Project.



## 2.4. Exclusions from the Project Scope of Works

The following works are currently anticipated to be excluded from the Contractor's scope:

- Operation and maintenance of the completed Project. It should be noted that:
  - the Contractors will be responsible for maintenance of the construction site until the Date of Completion of the Project (or until relevant portions are completed and handed over to Transgrid); and
  - Transgrid may require the Contractors to negotiate and include mechanisms within its supply agreements with select specialist technical packages (e.g. transmission towers) to undertake long term maintenance activities, which can be novated to Transgrid post construction completion.
- Enabling Works (if any): Transgrid may elect to carve out elements of the HumeLink scope from the Contractor's works and undertake these works separately as enabling works. E.g. undertake some civil works as enabling works for the substation package, or early procurement of key equipment. The final decision will be based on any assessed program or risk benefits to the Project and any feedback received during the Strategic Market Engagement.

## 2.5. Project Interfaces

HumeLink may have interfaces with the following projects:

- potential interface works **during** the delivery of the Project:
  - between the Contract Packages; and
  - Snowy 2.0 Connection project at Maragle;
- potential interface works **preceding** the Projects:
  - Project Energy Connect (PEC) at Wagga Wagga; and
  - Wagga Upgrading project;
- potential interface works **following the completion** of the Project:
  - VNI West at Wagga Wagga (future works);
  - REZ New South Wales N7 – Wagga Wagga; and
  - REZ New South Wales N8 – Tumut.

Transgrid will oversee the planning and interface management between HumeLink and these other projects, including network interfaces and fault level assessment, and will oversee these interfaces across the planning, design, delivery and commissioning of the Project.

The Delivery Partners will be required to cooperate and coordinate with the interface contractors during the design phase and to coordinate access to the site to perform any necessary interface works.

The contract documentation developed for the Strategic Market Engagement (including the specifications) will outline the Delivery Partner's obligations with respect to interface management.

## 2.6. Other Project Details

Additional details relating to the Project are set out in the Project Information Document that has been prepared for the formal Market Sounding (refer to Appendix B).

### 3. Transgrid's Facilitation of the Project

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Transgrid will undertake or support the following activities during the Strategic Market Engagement to facilitate the Delivery Partner(s) achieving Transgrid's requirements for the Project:

- **Project Funding** – The Project is fully funded, with no requirement for project funding commitments from market participants.
- **Planning Approval** – The Planning Approval is anticipated to be approved by the Minister for Planning in July 2024. It will include several conditions that the Delivery Partner will be required to comply with during the delivery of the Project.
- **Initial Concept Design** – Transgrid has prepared an Initial Concept Design to inform the development of the planning approval and the procurement documents (including the scope and technical requirements) of the Project. This Initial Concept Design is intended to provide guidance to ECI Tenderers when developing its own Tender designs. It is expected that the Initial Concept Design will be tested and improved as part of the ECI Phase.
- **Additional Investigation and Testing** – Transgrid is currently undertaking a significant investigation and testing regime (including geotechnical, contamination and unexpected heritage/salvage investigations) along the expected alignment. It should be noted that:
  - Investigation and testing information will be provided by Transgrid to market participants as part of the Information Documents (generally provided for non-reliance and subject to terms of a deed of disclaimer); and
  - Transgrid will allow Delivery Partners to request Transgrid to procure further investigation and testing to inform the development of their Tenders (should they be shortlisted to participate in the ECI Stage 2 process).
- **Land Acquisition** – Transgrid will procure the construction footprint and construction support sites for the purposes of the Project.
- **Procurement of Key Long Lead Time Equipment** – the base position will be for the Delivery Partners Transgrid will undertake early market engagement with the suppliers of key long lead time equipment, specifically reactors and transformers. Subject to the outcome of this early market engagement and feedback received during the ECI Phase, Transgrid will confirm its procurement strategy with respect to these items as part of ECI Stage 2.

## 4. Project Organisational Structure

### 4.1. Overview of the Project Organisational Structure (Transaction Phase)

Transgrid has established a dedicated HumeLink project team who have been planning and developing the project. The project reports to the Transgrid Executive, and is led by a Project Director, overseeing multiple work streams, who is accountable for overall project outcomes.

The high-level project team structure for this Transaction Phase is outlined in Figure 2.

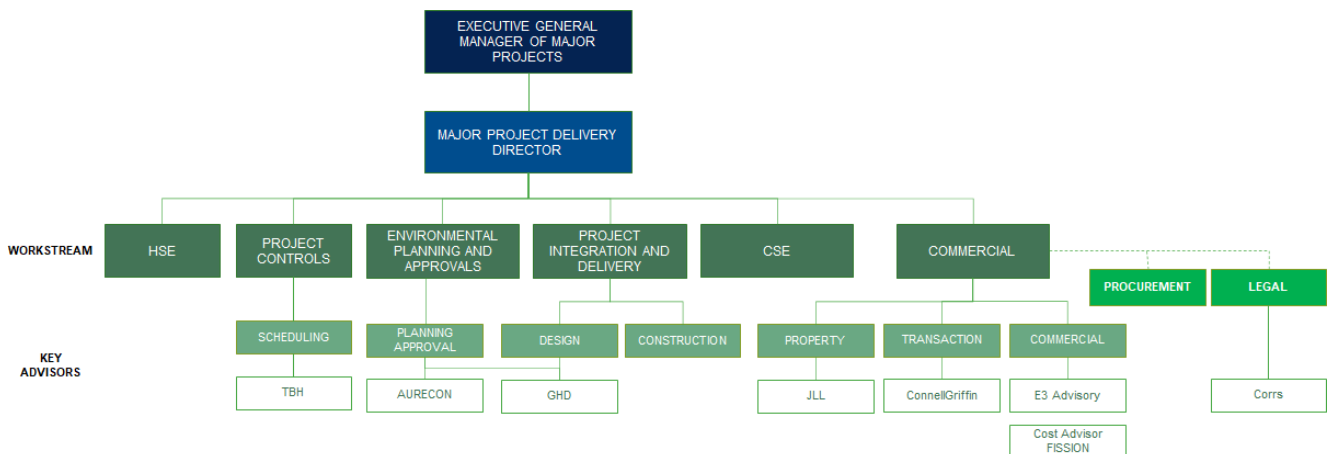


Figure 2: HumeLink Project Organisational Structure (Transaction Phase)

### 4.2. Overview of Key Roles and Responsibilities

#### 4.2.1. Project Team Leads

Each workstream within the HumeLink project team is overseen by a workstream lead (**Project Team Lead**). With support from the Transaction Team, the Project Team Leads will oversee all Transaction Phase activities that relate to their respective workstreams. A high-level overview of key roles and responsibilities is set out in Table 2.

Table 2: Overview of Roles and Responsibilities of HumeLink Project Team Leads during Transaction Phase

Procurement Activity	Description of Role and Responsibility
Tender documentation development	<ul style="list-style-type: none"> <li>■ With support from the Transaction Team and other advisors, oversee the development of the parts of the tender documentation allocated to their respective workstreams. An indicative overview of the key documents and the associated lead workstream is provided in Table 3.</li> <li>■ Review and input into other parts of the tender documentation that are being led by other workstreams.</li> <li>■ The Transaction Team will liaise with the respective leads to confirm the allocated responsibilities prior to the commencement of the tender document development process for each procurement phase.</li> <li>■ Refer to section 5.3 for further details.</li> <li>■ In addition, collate relevant documents produced by that workstream that should be issued to bidders as 'Information Documents'.</li> </ul>

Procurement Activity	Description of Role and Responsibility
Tender response period (e.g. ECI Stage 1 interactive period)	<ul style="list-style-type: none"> <li>■ Attend interactive workshops, ECI workshops and presentations.</li> <li>■ With support from the Transaction Team, respond to any request for clarifications from bidders relevant to their workstream.</li> <li>■ Develop knowledge transfer material to assist the ECI Delivery Partners understand the project requirements, risks and challenges.</li> </ul>
Evaluation process	<ul style="list-style-type: none"> <li>■ Contribute to the development of the evaluation criteria (and associated returnable schedules and submission requirements) for each procurement stage.</li> <li>■ Participate in the evaluation process as part of the evaluation team (as part of the Evaluation Panel, and/or evaluation advisors/specialist reviewers). Refer to section 5.5 for further details.</li> <li>■ With support from the Transaction Team, identify and resolve any issues in the market submissions through the Q&amp;A process.</li> <li>■ Attend any relevant clarification workshop or presentation from the bidders.</li> </ul>
Negotiation and contract award	<ul style="list-style-type: none"> <li>■ Input into the negotiation strategy.</li> <li>■ Attend any relevant negotiation workshops.</li> <li>■ With support from the Legal Advisor and Transaction Team, provide necessary inputs to finalise contract documents with the preferred ECI Tenderers.</li> </ul>

Table 3 provides an indicative overview of the key transaction phase documents that will be led by each of the various workstreams (with inputs and contributions from the other workstreams). The Transaction Team will prepare document roadmaps and responsibility allocations prior to commencing the document development process for each stage of the procurement process.

Table 3: Indicative Overview of Key Documents and Lead Workstream

Workstream	Key documents which workstream will lead
Commercial (in conjunction with Legal)	<ul style="list-style-type: none"> <li>■ Contract documents (e.g. ECI Agreement, Deed of Disclaimer, Delivery Deed)</li> <li>■ Commercial principles and risk allocation</li> </ul>
Project Controls	<ul style="list-style-type: none"> <li>■ Payment schedules for tender</li> <li>■ Overall D&amp;C Program (including date for completion and any separable portions)</li> <li>■ Pre-tender estimates</li> </ul>
Project Integration and Delivery	<ul style="list-style-type: none"> <li>■ Technical requirements and specifications (including the Employer's Requirements)</li> <li>■ Transgrid's Initial Concept Design</li> <li>■ Other Information Documents (e.g. geotechnical and site condition reports)</li> <li>■ Site Access Schedule (document that sets out the construction site, access dates and access conditions)</li> </ul>
Environment / Community	<ul style="list-style-type: none"> <li>■ Environmental Documents (including tender baseline conditions of approval – for bidders to base their tenders on prior to Planning Approval)</li> <li>■ Community and Stakeholder Engagement and Workforce Development requirements.</li> </ul>
Transaction (in conjunction with Procurement)	<ul style="list-style-type: none"> <li>■ Tender Documents (e.g. Invitation for EOI, RFT)</li> <li>■ Returnable Schedules</li> <li>■ Evaluation Plan</li> </ul>

Workstream	Key documents which workstream will lead
	<ul style="list-style-type: none"> <li>■ Evaluation Report (in conjunction with the Evaluation Panel)</li> </ul>

#### 4.2.2. Transaction Team

To support the HumeLink project team during the Transaction Phase, Transgrid has engaged a Transaction Team (ConnellGriffin) to manage the transaction process from commencement of the formal Market Sounding through to the award of the major contract package(s).

The key responsibilities of the Transaction Team are set out in the following sections.

##### 4.2.2.1. Preparation of Tender Documents

The Transaction Team will:

- Draft, develop and manage the development of tender documents required for the following phases of the strategic market engagement: EOI Phase, ECI Phase (including ECI Stage 1 and ECI Stage 2). This will include:
  - Development of document road maps;
  - Development of tender and returnable schedule documents; and
  - Collation of Information Documents in conjunction with the relevant Project Team Leads.
- Ensure that all tender documents are subject to appropriate review and quality assurance prior to issue to the market.
- Coordinate the approvals process in accordance with Transgrid's requirements.
- Refer to section 5.3 for further details of the document development process.

##### 4.2.2.2. Management of Bidder Interactions

The Transaction Team will:

- Act as the contact officer on behalf of Transgrid.
- Manage and coordinate the tender period, including coordinating the development and issue of any addenda to the tender documents and coordinating the response to any request for clarifications.
- Administer the Data Room, including: data room setup, training, administration of all uploads and Q&A functionality and archiving at the conclusion of the procurement process.
- Develop a tender / ECI interactive process plan documenting the process for bidder interactions, including protocols and schedule of proposed interactions.
- Organise, facilitate and manage an interactive tendering process during the tender periods including commercial and technical workshops.
- Liaise with the Probity Advisor to ensure all bidder interactions are in accordance with the HumeLink Probity Plan.

##### 4.2.2.3. Risk and Issues Management

The Transaction Team will:

- Develop, maintain and manage a Transaction Issues Register to identify, track and manage the close-out of all procurement/transaction related risks and issues.



- Refer to section 5.2 for further details of the transaction issues management process.

#### **4.2.2.4. Evaluation Management**

The Transaction Team will:

- Develop a separate Evaluation Plan for the following stages of the procurement process: EOI, ECI Tender, ECI (Stage 1) and RFT.
- Provide briefing to the evaluation team (prior to the commencement of the evaluation process) to ensure all team members fully understand the evaluation process, program and their role and responsibilities.
- Manage the secure distribution of tender submissions to the evaluation team.
- Coordinate and manage:
  - all Evaluation Panel meetings;
  - the request for clarification process; and
  - clarification meetings with ECI Tenderers (if required).
- Undertake referee checks (if required).
- Support the Evaluation Panel with the preparation of the evaluation report.
- Refer to section 5.5 for further details of the evaluation process.

#### **4.2.2.5. Negotiation and Contract Award**

The Transaction Team will:

- Work with the Commercial Team to prepare a negotiation plan that sets out the plan to resolve all outstanding major issues prior to the selection of the preferred tender and contract award.
- Coordinate and arrange all negotiation sessions.
- Support the legal team to finalise the documents for contract award.

### 4.3. Transaction Phase Working Groups

Figure 3 sets out the key working groups that will be established during the Transaction Phase to facilitate the development of the key procurement deliverables and the achievement of key procurement milestones.

The key purpose of these working groups is to promote an integrated team approach throughout all key stages of the HumeLink procurement process. This will ensure that all key elements of the HumeLink project team and Transgrid are kept appropriately informed and involved at each stage of the process. The attendees to the working groups may be amended at any time at the approval of the relevant chairperson.



Figure 3: Transaction Working Groups

Further details of the purpose and attendees within each key working group is set out in Table 4.

Table 4: Key Transaction Working Groups

Group	Purpose	Attendees
Transaction Coordination Group	<p>Forum that includes all key workstream leads within the HumeLink project team.</p> <p>Primary purpose is to coordinate the development of procurement deliverables and resolution of actions that require cross-work stream inputs.</p>	<ul style="list-style-type: none"> <li>■ [Redacted] (Chair)</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ E3 Advisory</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>
Commercial & Transaction Weekly Check-In	<p>Regular check-in between the commercial, procurement and transaction leads to discuss:</p> <ul style="list-style-type: none"> <li>■ High priority issues or road-blocks</li> <li>■ Transaction matters that require direction or approval by Transgrid</li> <li>■ Review of upcoming key weekly activities and deliverables</li> </ul>	<ul style="list-style-type: none"> <li>■ [Redacted] (Chair)</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> <li>■ [Redacted]</li> </ul>

## 5. General Management Processes for Transaction Phase

### 5.1. Overview

This section outlines the general management processes that will be implemented for the Transaction Phase. Further details specific to each key stage of the Strategic Market Engagement (EOI, ECI Phase and contract award) are set out in Section 6.

### 5.2. Issues Management

An issue management process will be established and administered by the Transaction Team to record, track and manage the closeout of all issues and risks relevant to the procurement process.

The key features of the issues management process are as follows:

- The Transaction Team will maintain a Transaction Issues Register to record relevant issues, including agreed actions, responsibilities, and final close-out.
- The items within the Transaction Issues Register will form the basis of the agenda for the weekly Transaction Coordination Working Group.
- Any residual issues (e.g. those approved by the relevant Project Team Lead to be addressed in the delivery phase) will be noted in a Transaction Transition-Out Plan that will be prepared by the Transaction Team following Contract Award.

An overview of the issues management process is provided in Figure 4.

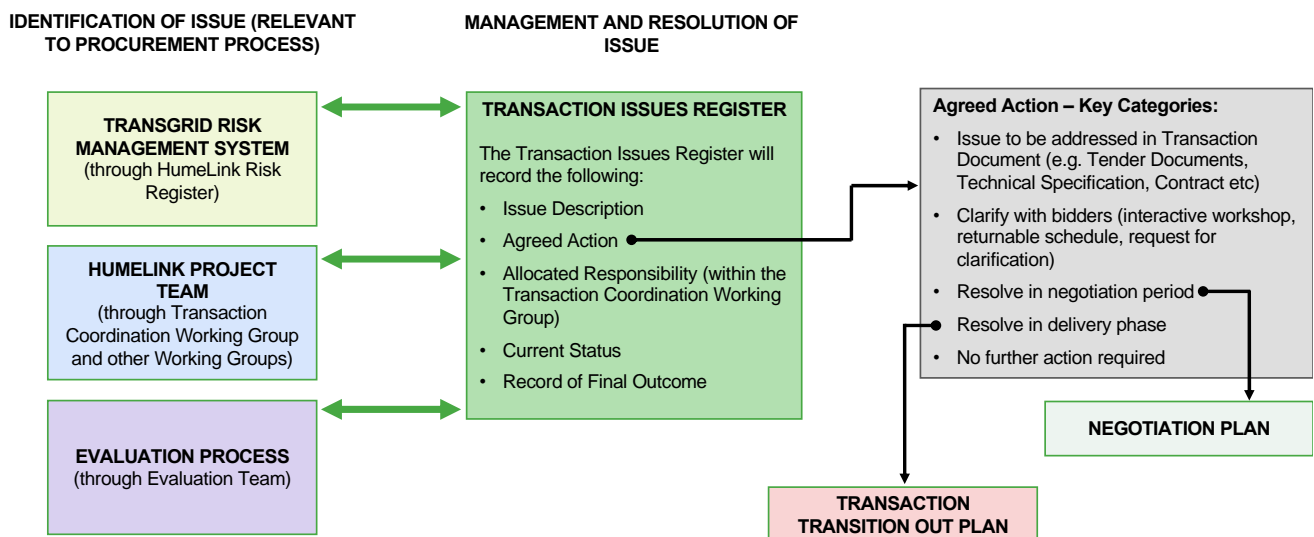


Figure 4: Overview of Issues Management Process

### 5.3. Documentation Development

The Transaction Team will establish an effective and collaborative relationships within the Project Team to ensure the preparation of well-defined and comprehensive documentation for the Transaction Phase. This will ensure that Transgrid's requirements (across all disciplines and work streams e.g. technical, delivery, planning, commercial) are clearly communicated to the intended audience (e.g. bidders, Transgrid Executives).

Table 5 sets out the proposed framework for the development and review of key documentation for the Transaction Phase.

Table 5: Framework for Document Develop and Review

Responsibility:	EOI/ECI RFT Documents (including Returnable Schedules)	Contract Documents (e.g. ECI Agreement, Delivery Contract, Interface Agreements)	Technical Documents (e.g. Transgrid's Requirements and Specifications)	Other Project Documents (e.g. Environmental Documents, Site Access Schedule)
<b>Co-ordinator</b>	Transaction			
<b>Primary Drafter</b>	Transaction	Legal Advisor	Technical Advisor	Relevant Project Lead
<b>Primary Inputs Required</b>	Workstream Leads	Commercial Team	Technical Team	Various
<b>Document Lead (Primary Reviewer)</b>	■■■■■ (ConnellGriffin)	■■■■■ (Commercial Lead)	■■■■■ (Project Integration and Delivery Lead)	Relevant Project Lead
	<b>Key Reviewers</b>			
<b>Story Board</b> (e.g. Document Structure/Roadmap)	Document Lead, Procurement Lead, Commercial Lead, Transaction Lead (for consistency),			
<b>Bronze Review</b> (Initial Draft)	Primary Reviewer, relevant Project Team Leads, and Transaction Lead (for consistency)			
<b>Silver Review</b> (Substantial Draft)	Primary Reviewer, relevant Project Team Leads, Transaction Lead (for consistency), Procurement Lead, Commercial Lead and Project Director			
<b>Gold Review</b> (Final Version)	Project Director (or delegate), as per governance set out in section 9.			

Prior to the commencement of the document development process for each key stage of the procurement process, the Transaction Team will prepare a detailed document road map that will set out the full list of documents and associated leads required for that stage. Indicative draft roadmaps for each stage of the Strategic Market Engagement are provided in section 6.

Table 6 provides further details of the key roles and responsibilities with respect to the document development process.

Table 6: Key Roles and Responsibilities - Document Development

Role	Key Responsibilities
<b>Transaction Team</b>	<ul style="list-style-type: none"> <li>■ Develop a document roadmap for all major Transaction Phase documents (EOI, ECI RFT)               <ul style="list-style-type: none"> <li>– Via the Transaction Coordination Group assign the Primary Drafter and Document Lead for each document.</li> <li>– Support the relevant Document Leads to develop a ‘Story Board’ to ensure all individual documents fit within the overall documentation structure</li> </ul> </li> <li>■ Coordinate the development of all documentation with the relevant Primary Drafter, including tracking status against the program milestones               <ul style="list-style-type: none"> <li>– Where required, provide training or briefing to inform the Project Team of key considerations associated with the development of their documentation to ensure the documents are coherent, commercially sound and suitable for their intended purpose.</li> </ul> </li> <li>■ Responsible for document management and version control of key documents at key submission stages (Bronze, Silver and Gold version).               <ul style="list-style-type: none"> <li>– This includes supporting the Primary Drafter to facilitate the document review process (including ensuring all comments have been addressed).</li> </ul> </li> <li>■ In conjunction with the Legal Advisor, develop a project dictionary to ensure consistency in key terminology and defined terms.</li> <li>■ Undertake a consistency and quality assurance review of all key documents. Work with the relevant Primary Drafter and Document Lead to address any comments or issues.</li> <li>■ Prepare the final version of documents for release to market including:               <ul style="list-style-type: none"> <li>– Confirming all necessary approvals have been obtained.</li> <li>– Confirming all relevant issues relevant to that document has been addressed in accordance with the agreed actions set out in the Transaction Issues Register.</li> </ul> </li> </ul>
<b>Primary Drafter</b>	<ul style="list-style-type: none"> <li>■ Responsible for preparing the documents and ensuring the documents are:               <ul style="list-style-type: none"> <li>– Logically structured and comply with the ‘Story Board’ approved by the Document Lead (where applicable);</li> <li>– Concisely and clearly written and laid out;</li> <li>– Utilising appropriate text, graphics, maps, photos etc; and</li> <li>– Able to provide a clear narrative to contextualise and inform decision-making.</li> </ul> </li> </ul>
<b>Document Lead (Primary Reviewer)</b>	<ul style="list-style-type: none"> <li>■ Responsible for overseeing the development of the relevant document, including managing the Primary Drafter and any inputs required (including from external service providers).</li> <li>■ Finalising the document and ensuring that it meets its intended purpose.</li> </ul>



## 5.4. Security, Probity and Confidentiality Protocols

A successful procurement process must ensure equity and fairness for all market participants and ensure that confidentiality is maintained for the entirety of the process. The potential consequences of a probity or confidentiality breach can be severe for Transgrid – including a loss of market confidence in Transgrid’s procurement processes resulting in financial and reputational loss.

All Transaction Phase activities will be undertaken in compliance with the probity framework set out in the HumeLink Probity Conduct Plan.

The Transaction Team will work with the Probity Advisor to ensure that all procurement activities are fair and equitable for all market participants, and to ensure that no unintentional breach of confidentiality or “cross-pollination” of tenderer’s Intellectual Property occurs. This will include:

- ensuring interactive sessions are planned and structured to ensure a thorough and consistent approach to address all matters relating to the objectives, timings, interactive protocols, communications and outcomes;
- providing appropriate training to Transgrid’s participants prior to commencing the interactive sessions;
- ensuring all data, communications, questions and clarifications are strictly controlled in the electronic data room, and ensuring that Intellectual Property belonging to a tenderer is not unfairly disclosed or shared with other tenderers;
- where possible and appropriate, ensuring a consistent “core” team of Transgrid’s participants; and
- administering and ensuring that all HumeLink Project Team members adhere to the required probity and confidentiality forms. It is anticipated that any individual involved in the evaluation process (whether in EOI, ECI Tender, ECI (Stage 1) or RFT) will be required to complete a declaration that confirms that there are either no conflicts of interest with any of the market participants and/or that suitable mitigation measures have been implemented to maintain the integrity of the process.

### 5.4.1. Document Security and Management

The following measures will be implemented to secure all confidential or commercially sensitive documentation:

- Commercially sensitive or confidential documents (that are not saved on a secure / restricted document management system) will have ‘password-to-open’ protection.
  - Passwords will only be disclosed to individuals authorised to access the documents. E.g. access to evaluation documents will be restricted to evaluation team members.
  - Passwords should be applied to any confidential or commercial sensitive documents distributed or shared in an unsecured manner (e.g. as an email attachment). Where possible, such documents will be distributed via the electronic data room or other secure platform.
- All key procurement documents will be prepared, stored, and maintained on Transgrid’s nominated secure document management platform. The nominated document management platforms include:
  - The HumeLink SharePoint / MS Teams site for collaborative working documents.
  - The N – Drive Transaction folder for the storage of documents (where relevant).
  - InEight (TeamBinder) for finalised documents (where relevant).
- A secure electronic data room will be established to:
  - Facilitate secure Q&A and formal communication between Transgrid and tenderers.

- Securely distribute tender and procurement documentation (including the EOI, RFT (and similar) and Information Documents) to tenderers.
- Securely store tenderer submissions and proposals.

## 5.5. Evaluation Process

### 5.5.1. Overview

An evaluation plan will be developed for each stage of the Strategic Market Engagement (EOI Phase and ECI Phase). This plan will set out the evaluation process in which all key market submissions will be evaluated in accordance with Transgrid's requirements and objectives and the HumeLink probity framework.

Each evaluation plan will be developed in parallel with the tender documents (to ensure alignment in evaluation criteria and submission requirements). The evaluation plans will be finalised and approved prior to the closing date of the relevant market submission.

The evaluation plan will address the following areas:

- evaluation principles;
- evaluation criteria;
- evaluation team structure, roles and responsibilities;
- probity and confidentiality arrangements;
- evaluation methodology and process (including scoring framework);
- indicative evaluation timeline; and
- appendices that include the necessary tools and templates to undertake consistent evaluation activities.

### 5.5.2. Evaluation Team Structure

At each stage of the procurement process, an evaluation team will be established to undertake the evaluation activities set out in the evaluation plan. An indicative high-level overview of the evaluation team structure is set out in Figure 5. The final structure and membership of the evaluation team will be confirmed in the approved evaluation plan.

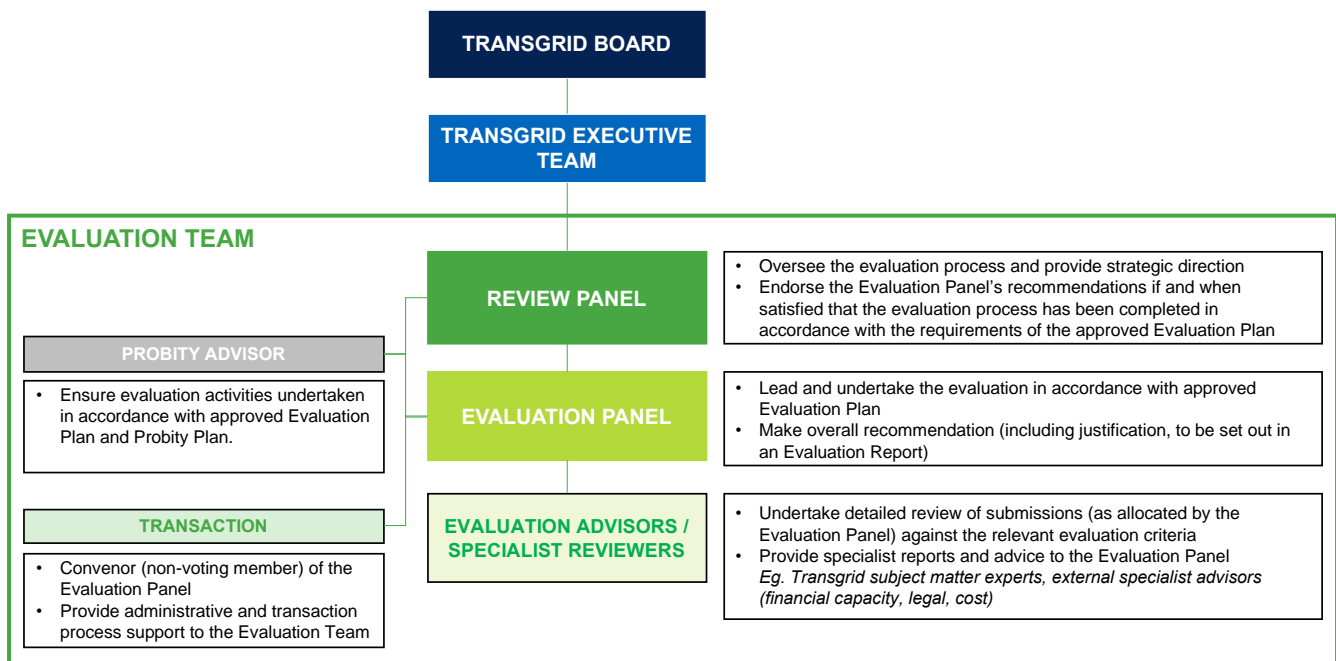


Figure 5: Indicative Overview of Evaluation Team Structure

### 5.5.3. Evaluation Criteria

As part of the developing the tender documents (and evaluation plan), a clear set out of evaluation criteria will be developed that will be used to evaluate and identify the submission that best achieves Transgrid’s requirements and provides best overall value for money.

The evaluation criteria will be developed in consultation with the HumeLink project team leads (as part of the tender documentation development process) to ensure it appropriately addresses the multi-faceted requirements of the project. The agreed evaluation criteria will be disclosed to the market (in the tender documents) and will be fully aligned with the returnable schedules and market submission requirements.

The Evaluation criteria will be categorised into one of the following:

- **Mandatory Criteria:** minimum requirements that bidders must satisfy to be proceed to the next stage of the evaluation process.
  - Examples may include:
    - bidder holds necessary pre-qualification or accreditation to undertake the works;
    - bidder has demonstrated compliance with relevant laws, regulations or legislation; and/or
    - bidder has demonstrated minimum level of financial capacity to deliver the project.
  - Note the evaluation plan may provide the Evaluation Panel with the discretion to allow bids that do not fully satisfy a mandatory criterion to proceed (e.g. subject to the Review Panel’s approval and the bidder implementing a satisfactory mitigation measure).
- **Comparative Evaluation Criteria:** the criteria used to comparatively assess and rank a bidder’s submission. It will be the basis of the Evaluation Panel’s decisions at the relevant stage of the evaluation process (e.g. at EOI, ECI Tender, ECI Delivery (Stage) to shortlist bidders to proceed to the next stage, and at RFT to select the preferred and successful tenderer(s)).

- At the **EOI Phase**, the evaluation criteria will focus on assessing the capability and capacity of the bidders to participate in the ECI process and to deliver the works if selected as the successful Delivery Partner. This will include consideration of the following:
  - Relevant experience (delivery and design);
  - Sufficient financial capacity;
  - Adequate management systems;
  - Scope appreciation;
  - Capability of leadership team and expertise continuity plan;
  - Approach to identifying critical resources and sourcing security; and
  - Commitment to Delivery Partner Panel objectives and commercial alignment.
  
- At the **ECI Phase**, the evaluation criteria will focus on the ECI Tenderer's proposed solution and approach to deliver HumeLink. This will include consideration of the following:
  - Commitment and approach to maximising the social license for the project, including with respect to local industry and indigenous participation, construction skills and training, and other initiatives to maximise benefits for the local and wider community;
  - Tender's technical solution, including the ECI Tenderer's design and compliance with Transgrid's specification and technical requirements;
  - Construction methodology, including with respect to: construction interface management; safety management; and a D&C program that appropriately considers risk, float and achievement of project milestones (including any separable portion milestones);
  - Proposed organisation to deliver the project, including with respect to: the nominated key personnel; demonstrating a credible approach to resourcing; and approach to on-site and off-site working arrangements;
  - Approach to effectively manage the community and key stakeholders during construction;
  - ECI Tenderer's performance during the ECI process, particularly with respect to demonstrating alignment with Transgrid's values and achievement of Transgrid's project objectives, and demonstrating a high-performance team that works collaboratively with Transgrid during the tender phase and how this will be built upon for delivery;
  - Financial capacity and liquidity to deliver the works (including consideration of parent company guarantees and consortium financial strength);
  - Commercial solution that is acceptable to Transgrid; and
  - Overall value for money of the ECI Tenderer's proposed price, including the total risk-adjusted cost, assessment of the ECI Tenderer's price under various scenarios and sensitivities, appropriateness of the underpinning assumptions, whole-of-life considerations, and value for money provided by any options, pre-agreed changes, and any alternative tender proposals.

### 5.5.4. Evaluation Process

A high-level overview of the evaluation process for market submissions is set out in Figure 6.

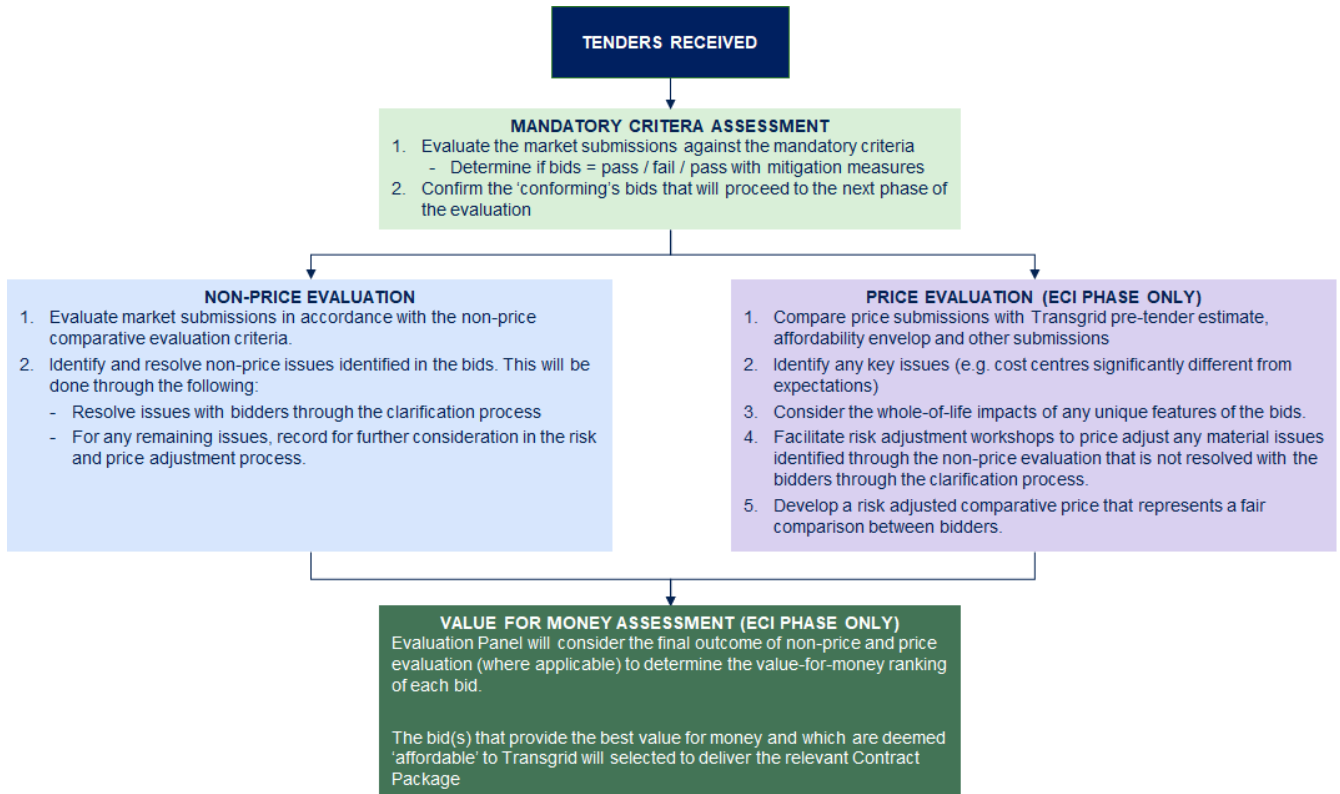


Figure 6: High-Level Overview of Evaluation Process



## 6. Transaction Process

### 6.1. Overview

The key stages of the Transaction Phase are outlined in Table 7.

The Transaction Phase will commence with a formal Market Sounding that will inform the finalisation of the HumeLink Delivery Procurement Strategy and allow Transgrid to confirm its contract packaging approach. This will be followed by a two-stage Early Contractor Involvement (ECI) procurement process to select Delivery Partner(s) to deliver each contract package.

Table 7: Overview of key stages of Transaction Phase

Stage	Title	Objectives
1	<b>Market Engagement</b> (Combined process for both packages)	<ul style="list-style-type: none"> <li>Obtain industry feedback to validate the packaging and delivery strategy for the project</li> <li>Identify bona fide Delivery Partners who will receive the Expression of Interest to participate in the procurement processes</li> <li>Maximise the interest of capable contractors to participate in the procurement processes for the project</li> </ul>
2	<b>Expression of Interest (EOI) Phase</b> (Combined process for both packages)	<ul style="list-style-type: none"> <li>Provide opportunity for suitably capable and experienced applicants to submit their interest to deliver the scope under each contract package</li> <li>Identify a shortlist of the most suitable of these applicants to proceed to the next phase of the Strategic Market Engagement for the respective contract packages</li> <li>Obtain relevant feedback from participants to inform and validate the procurement strategy and commercial risk allocation.</li> </ul>
3	<b>Early Contractor Involvement (ECI) Phase</b>	
3A	<b>ECI Stage 1</b> (Single process for both Contract Packages)	<ul style="list-style-type: none"> <li>Optimise attractiveness of the HumeLink Project and program to the ECI Tenderers.</li> <li>Develop and agree on expectations.</li> <li>Encourage competition of ideas.</li> <li>Obtain competitively priced tenders for the design and construction of each package</li> <li>Select the two ECI Tenderers who have the highest potential to deliver the best value for money in an accelerated timeframe.</li> </ul>
3B	<b>ECI Stage 2</b> (Separate process for each Contract Package)	<ul style="list-style-type: none"> <li>Ascertain commitment of preferred ECI Tenderers to achieving agreed outcomes for the HumeLink Project and program.</li> <li>Optimise offers.</li> <li>Finalise Delivery Contracts.</li> </ul>

## 6.2. Market Engagement (Prior to Commencing the Strategic Market Engagement)

### 6.2.1. Informal Market Sounding

During late December 2021 and early January 2022, Transgrid undertook a series of informal market sounding discussions with the following entities:

- Zinfra;
- Downer;
- CPP / Zinfra;
- Secure Energy;
- UGL / CPB;
- Acciona;
- KEPCO;
- Seymour White; and
- PLP and Bechtel.

The key considerations from the information market sounding are summarised in Table 8.

Table 8: Informal Market Sounding – Key Considerations

Item	Considerations
1	Who will bear the risk of the environmental approvals – including EPBC, and the property / site access – concerns were raised in terms of the risk allocation?
2	Views on tender cost reimbursement including the period to get to the ECI.
3	Productivity rates for the transmission lines may be a challenge – many work-fronts, resources may be a constraint.
4	Some entities were interested in the entire project but would draw a line around the \$1B threshold as a contract value.
5	There was a preference for an Alliance or a collaborative contracting approach, including ECI.
6	Substations are not high risk and there are a number of smaller entities interested in the work, also happy with novation or free issue of equipment.

### 6.2.2. Formal Market Sounding

Prior to commencing the Strategic Market Engagement, Transgrid has undertaken a formal Market Sounding process to:

- Inform potential tenderers about key aspects of the Project, including the: proposed project program; proposed delivery strategy; and current status of regulatory and planning approvals.
- Seek feedback on opportunities to improve the project outcomes, including the proposed Strategic Market Engagement and delivery strategy; and
- Seek feedback on the market's level of interest, capability and needs for participating in the proposed procurement process.

### 6.2.3. Overview of the Market Sounding Process

The formal Market Sounding process is summarised in Figure 7.

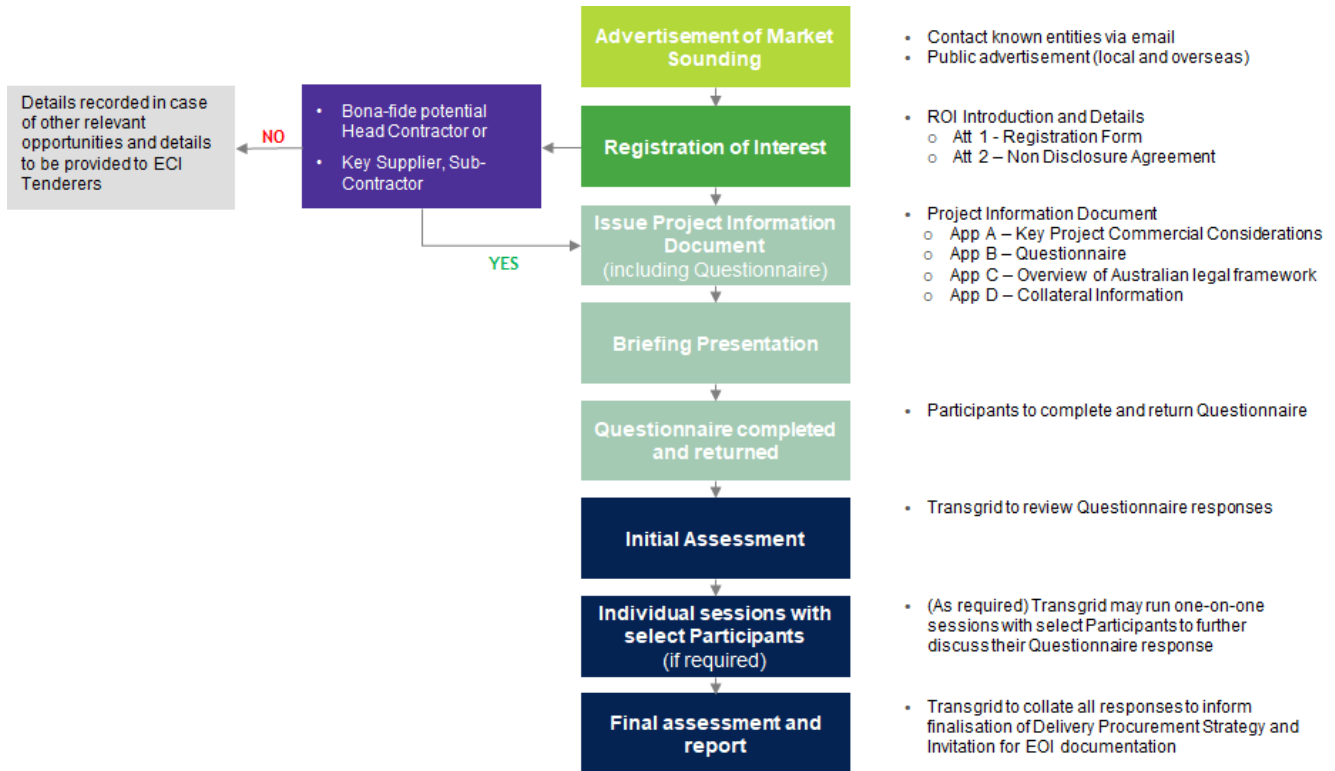


Figure 7: Formal Market Sounding Process

The key outcomes from the formal market sounding are detailed in Appendix C and has informed the finalisation of the 'Program Delivery Partners and Humelink Accelerated Procurement Approach'.

## 6.3. Expression of Interest (EOI) stage

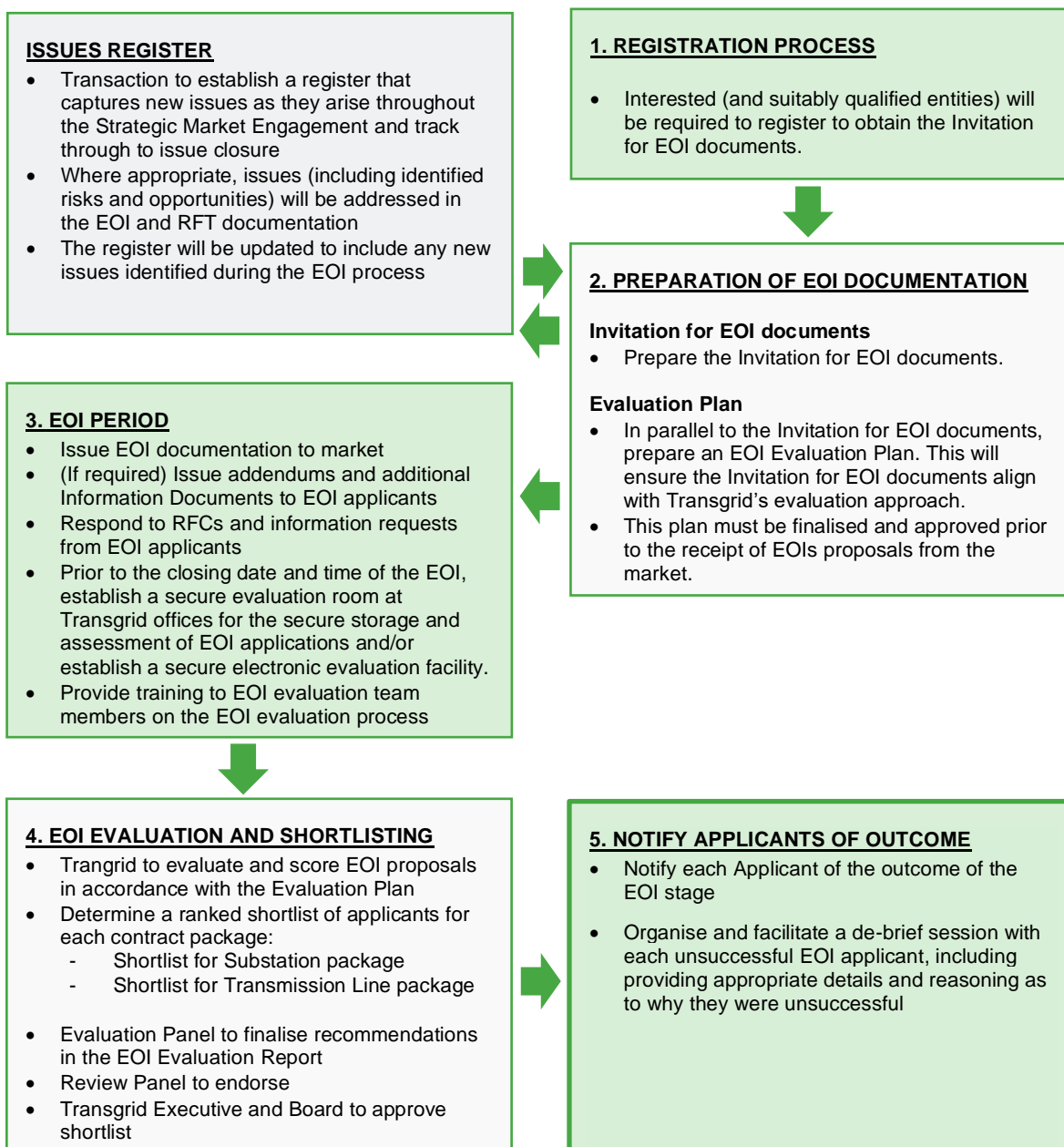
### 6.3.1. Overview

The primary objective of the EOI stage is to identify and shortlist suitably qualified contractors, who have demonstrated their capability and capacity to deliver the Project, to proceed to the next stage of the Strategic Market Engagement (ECI Stage 1).

EOI applicants will be invited to submit an EOI proposal to demonstrate their capability and capacity to deliver the project and provide details to establish their participation in the ECI procurement stage. During this stage, Transgrid will undertake further market interaction to inform EOI applicants on matters relevant to the project's further development and the proposed procurement process. Transgrid will also seek further feedback from EOI applicants on issues, queries, and opportunities to optimise the project development.

An overview of the EOI process is provided in Figure 8. Further details are provided in the following sections.

Figure 8: Overview of EOI process



### 6.3.2. EOI Registration Process

The EOI stage will commence with a registration process, where entities ('registrants') will be required register their interest to receive the Invitation for EOI documentation.

Registrations will only be open to 'bona-fide' contractors who are able to demonstrate that they have the capability and experience to play a significant role in a consortium, or to act as a head contractor in their own right, to deliver the relevant HumeLink scope. As part of this EOI registration process, registrants will be required to nominate which of three the following three categories that they are interested in:

- Category 1: All Project Scope (transmission lines and substations);
- Category 2: Transmission Line Scope only; and
- Category 3: Substation Scope only.

The EOI registration process will be advertised through a medium to be confirmed by Transgrid (e.g. via Transgrid's website).

Transgrid will contact all suitable participants (bona-fide head contractors) from the Market Sounding and invite them to participate in the EOI registration process.

Entities who did not participate in the Market Sounding are not precluded from the EOI registration process. However, these entities must satisfy the bona-fide contractor criteria and include supporting information (to be submitted as part of the EOI registration process).

### 6.3.3. Invitation for EOI Documentation

The Invitation for EOI documents will be prepared to provide registrants with:

- further details of the project, including the proposed delivery strategy, contract packaging strategy, scope of works (for each contract package) and proposed commercial structure;
- details of the requirements for the submission of the EOI proposal. The EOI proposals will contain information to demonstrate that the EOI applicants have the capability and capacity to deliver the relevant contract package, and details of the EOI applicant's proposed key personnel to participate in the ECI process; and
- details of the EOI evaluation process, including the evaluation criteria that will be used by Transgrid to assess the EOI proposals.

An indicative roadmap for the Invitation for EOI documentation is provided in Figure 9.

The Invitation for EOI documents will be developed, reviewed and approved in accordance with the process set out in section 5.3. The Transaction Manager will have overall responsibility for the development of the Invitation for EOI documents, including:

- assigning document / section owners;
- coordinating inputs and review; and
- coordinating the approvals process.

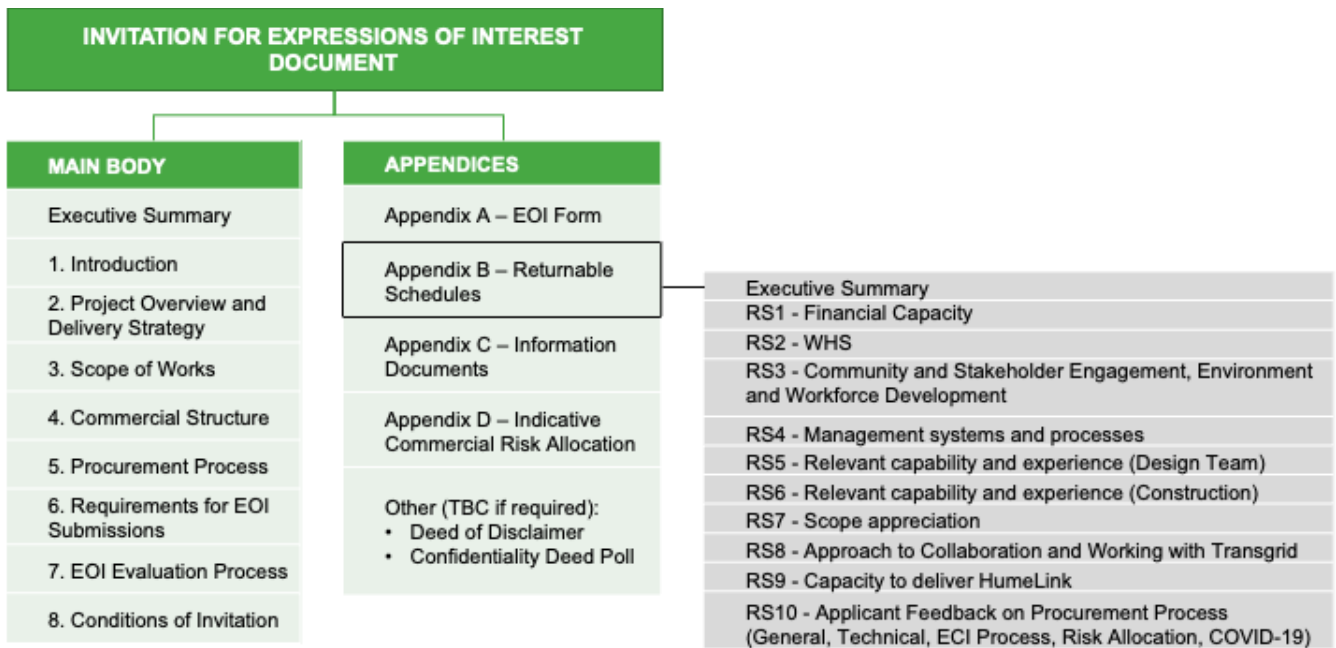


Figure 9: Indicative Invitation for EOI Document Roadmap

### 6.3.4. EOI Evaluation

The EOI evaluation process will be undertaken in accordance with process described in section 5.5. Depending on the number of EOI submissions for each contract package, separate EOI Evaluation Panels may be established for each contract package but overseen by a single EOI review panel.

### 6.3.5. EOI Shortlisting

Transgrid intends to shortlist up to three of the most capable applicants to proceed to ECI Phase.

Unsuccessful EOI applicants will be provided an opportunity to request a debrief from Transgrid.

## 6.4. Early Contractor Involvement (ECI) Phase

The ECI Phase of the Strategic Market Engagement will be undertaken through the following two-stage process.

Stage	Objective
<b>ECI Stage 1</b>	To identify and select the two ECI Tenderers, who best respond to the Evaluation Criteria, to become the preferred ECI Tenderers (one for each Contract Package).
<b>ECI Stage 2</b>	To finalise acceptable Delivery Contracts with each preferred ECI Tenderer, that satisfactorily demonstrates value-for-money and compliance with Transgrid's requirements, and to award Delivery Contracts for each Contract Package.

An overview of each stage is provided in the following sections.

## 6.5. ECI Stage 1

### 6.5.1. Overview

ECI Stage 1 will comprise of the following key activities:

- issue the ECI Stage 1 Request for Tender (RFT) documentation to shortlisted entities;
- an intensive ECI interactive process between Transgrid and the ECI Tenderers;
- preparation and submission of Tenders for each Contract Package by ECI Tenderers;
- evaluation of Tenders by Transgrid; and
- selection of two preferred ECI Tenderers (one for each Contract Package) to proceed to ECI Stage 2.

### 6.5.2. ECI Stage 1 RFT Documentation

The ECI Stage 1 RFT documentation will be prepared to provide ECI Tenderers with:

- information on the HumeLink project and details of Transgrid's scope, technical and commercial requirements
- details of the ECI Stage 1 process including:
  - detailed ECI Stage interactive process program including expected number of workshops and meetings, interim submissions, and deliverables; and
  - information on the requirements for a conforming Tender, the ECI interactive process, and the arrangements for the submission and evaluation of Tenders.

An indicative roadmap for the ECI Stage 1 RFT documentation is provided in Figure 9. The structure and content of the documentation will be further developed with the HumeLink project leads following the Market Sounding and EOI stage.



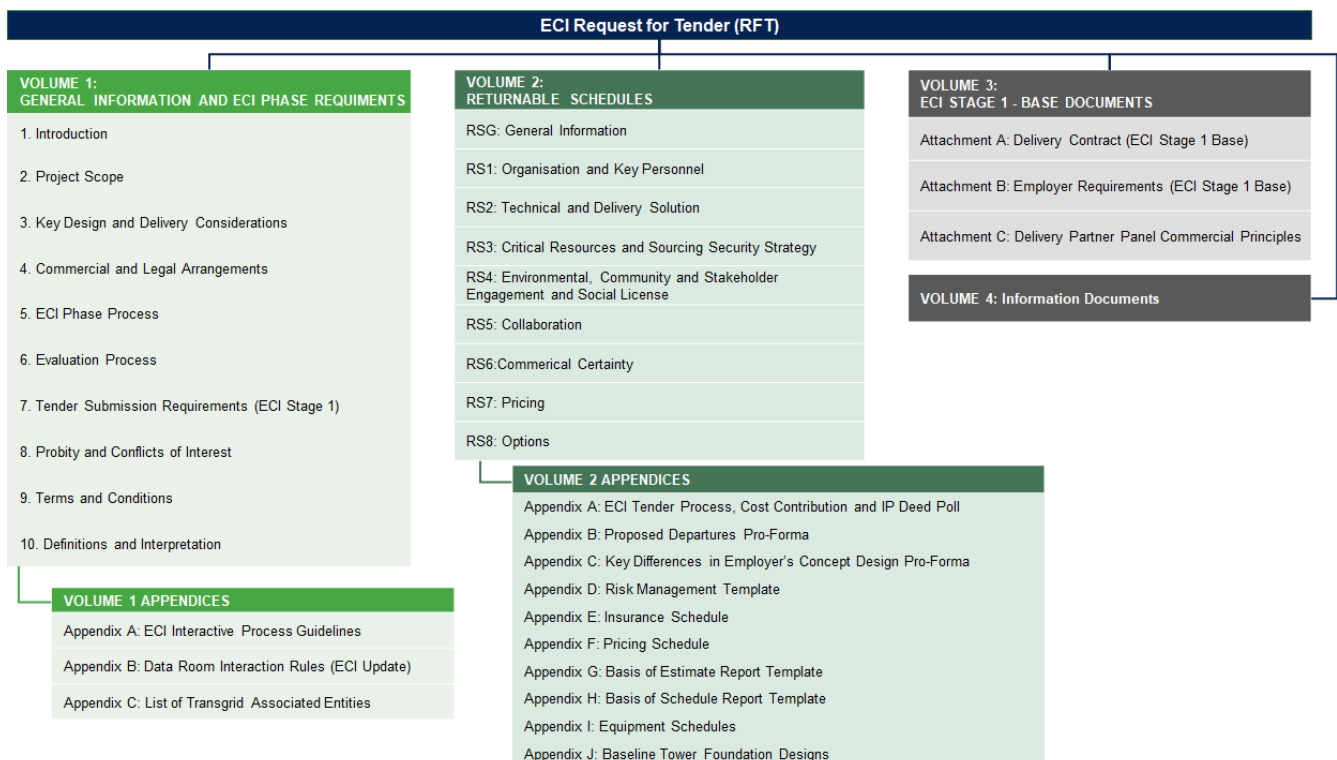


Figure 10: Indicative ECI Stage 1 RFT Document Roadmap

### 6.5.3. ECI Reimbursement Approach for ECI Contractors

Transgrid is committed to providing eligible market participants in the ECI Phase with 'fair compensation' through a pre-agreed reasonable 'cost base' reimbursable allowance.

The final budget and details of the ECI and Tender cost reimbursement regime is expected to be finalised in mid-2022 prior to the release of the ECI Stage 1 RFT.

An indicative overview of the proposed regime (to be developed and further refined with the HumeLink commercial team) is set out below.

- Only entities shortlisted to participate in the ECI Delivery (Stage 1) and RFT (Stage 2) of the Strategic Market Engagement will be eligible to participate in the cost reimbursement regime. There will be no cost reimbursement for market participation in the EOI phase (this will clearly be outlined in the conditions of the Invitation for EOI and ECI Stage 1 RFT documentation).
- Entitlement to the cost reimbursement will be subject to the following conditions (which will be set out in a tender process deed):
  - full participation in the ECI Stage 1 process including attendance at scheduled workshops, submission of interim submissions and other ECI deliverables;
  - submission of a bona fide conforming tender to Transgrid;
  - entity vests ownership of the intellectual property associated with the ECI process and its Tender to Transgrid; and
  - entity is not the successful ECI Tenderer.

#### **6.5.4. Indicative Program for ECI Stage 1 Interactive Process**

An indicative program for the ECI Stage 1 interactive process is provided in Figure 11 setting out the timing of the ECI workshops and key ECI deliverables.

The final program will be developed in conjunction with the HumeLink project team leads to align with Transgrid's specific requirements and required deliverables.



The key elements of the ECI Stage 1 process include the following:

■ **ECI Workshops:**

- Initially, the purpose of these workshops will be for the HumeLink project team to ensure all ECI contractors have a firm understanding of the project objectives, scope, issues, and requirements. This will be achieved through a series of knowledge transfer workshops and a site visit.
- Following the 'knowledge transfer' phase, the workshops will focus on Transgrid and the ECI contractors working collaboratively together to optimise the project outcomes and maximise value-for-money for the project. This will include specific workshops to:
  - refine base contract documents and commercial risk allocation;
  - optimise the design and technical requirements, including testing innovative proposals and options;
  - ensure the Site Access Schedule and Planning Approvals process facilitates an optimal delivery approach;
  - maximise the social license outcomes including with respect to workforce development and industry participation;
  - identify and collaboratively develop solutions to mitigate key project risks and realise opportunities; and
  - review the emerging price, including to discuss any value-for-money opportunities.

■ **ECI Interim Submissions**

- The outcomes from the discussions at the ECI Workshops will be formalised into ECI Interim Submissions that will be submitted at regular intervals during the ECI Delivery (Stage 1) process.
- These interim submissions may also include specific information required for Transgrid to progress other project activities (e.g. inform the regulatory, Planning Approvals, and land acquisition process)
- By the final submission, each ECI Contractor should have prepared a solution (including commercial, delivery, technical, WDIP etc) that has been reviewed and is largely acceptable to Transgrid. This solution will be the basis of the firm pricing to be submitted as part the RFT stage.

■ **Transgrid Submissions**

- Transgrid will review and provide feedback on each ECI Interim Submission. This feedback will be used by the ECI contractors to inform the development of their next submission.
- Transgrid may also provide updates to the base Contract Documents and Technical Specifications to address common issues identified by multiple ECI Contractors.
- Transgrid is also expected to provide additional Information Documents (e.g. additional geotechnical information) during the course of the ECI process as and when it becomes available.

■ **Health Checks**

- Regular Executive Health Checks will provide the HumeLink Project Director with the opportunity for direct dialogue with each of the ECI Tenderer's senior leaders on solutions, process, program and probity.
- Weekly-Ins will be attended by key members of the bid team (e.g. Bid Director) and the HumeLink project team (e.g. Commercial Lead and Transaction Lead) to discuss upcoming workshop agendas,

deliverables and other administrative matters to ensure the ECI Delivery (Stage 1) is run as efficiently and effectively as possible.

### **6.5.5. ECI Stage 1 Evaluation and Shortlisting**

The ECI Stage 1 evaluation process will be undertaken in accordance with process described in section 5.5. A separate ECI Stage 1 evaluation plan will be developed and finalised prior to the receipt of tenders. All key members of the ECI Stage 1 evaluation team will be provided with the opportunity to participate in the ECI Stage 1 interactive process to ensure all team members are familiar and have the opportunity to provide feedback on the emerging Tender solutions.

An appointed Evaluation Panel will identify and make a recommendation of the ECI Tenderers that it believes best achieves Transgrid's requirements and provides best overall value for money (with full justification to be detailed in the Tender Evaluation Report). This recommendation will be endorsed by an Executive Review Panel.

Any unsuccessful ECI Tenderers will be provided with an opportunity to request a debrief from Transgrid.

## **6.6. Request for Tender (Stage 2)**

### **6.6.1. Overview**

ECI Stage 2 will involve the following key activities:

- (a) issue of an Addendum to the ECI RFT that will provide further details regarding the ECI Stage 2 process, Tender Confirmation submission requirements, and Transgrid's updated requirements;
- (b) a highly collaborative process between Transgrid and the preferred ECI Tenderers, involving Q&A via the ECI Data Room and interactive workshops;
- (c) preparation and submission of a Tender Confirmation from each preferred ECI Tenderer for the relevant Contract Package;
- (d) evaluation of the Tender Confirmation by Transgrid; and
- (e) award of the Delivery Contract for each Contract Package.

### **6.6.2. ECI Stage 2 Documentation**

At the commencement of ECI Stage 2, an update to the ECI Stage 1 RFT documentation will be issued to all shortlisted ECI Tenderers in the form of an 'ECI Stage 2 Addendum', which will include:

- (a) an update to Transgrid's requirements for each contract package, which will include updates to the following documents (from the information provided in the ECI Stage 1 RFT):
  - (i) Delivery Contract;
  - (ii) Employer's Requirements;
  - (iii) Information Documents; and
  - (iv) any other relevant information;
- (b) details and protocols for the ECI Stage 2 Collaboration Process; and
- (c) the Tender Confirmation submission requirements.

### 6.6.3. ECI Stage 2 Collaboration Process

The ECI Stage 2 Collaboration Process will involve Transgrid and the preferred ECI Tenderers working together to:

- (a) refine and further develop the preferred ECI Tenderer's Tender submitted at ECI Stage 1 (including with respect to design, program, price, and commercial matters) in order to maximise value-for-money, achievement of Project objectives and ensure compliance with Transgrid's requirements to enable the finalisation of Delivery Contracts for each Contract Package;
- (b) progress other project development activities which may include:
  - (i) participating in community and stakeholder consultation activities;
  - (ii) providing input and support to the Planning Approval process;
  - (iii) providing input to the land acquisition process;
  - (iv) undertake site investigation activities;
  - (v) progress development and implementation of resourcing and accommodation strategies; and
  - (vi) booking production slots for key plant, equipment and materials.

The program and structure of the ECI Stage 2 Collaborative Process is anticipated to be a more focused and short form of the ECI program set out in section 6.5.4. i.e. it will involve a number of 'interactive' workshops and additional interim submissions primarily focused on addressing the matters listed above and to enable the finalisation of Delivery Contracts.

### 6.6.4. Negotiation and Contract Award

The issues management process described in section 5.2 will be used to ensure that all issues (which include unacceptable qualifications, departures or risks) are identified, tracked and resolved prior to contract award (unless otherwise agreed that the matter can be addressed during the delivery phase).

Further the structure of the Returnable Schedules in the RFT (Stage 2) documentation will be structured in a manner that will enable it to be inserted into the final contract documents to capture the preferred ECI Tenderer's 'solution' without further significant negotiation or conformance activities.

## 7. Procurement Program

This section provides an overview of the indicative program for the Strategic Market Engagement for HumeLink and key transaction phase milestones.

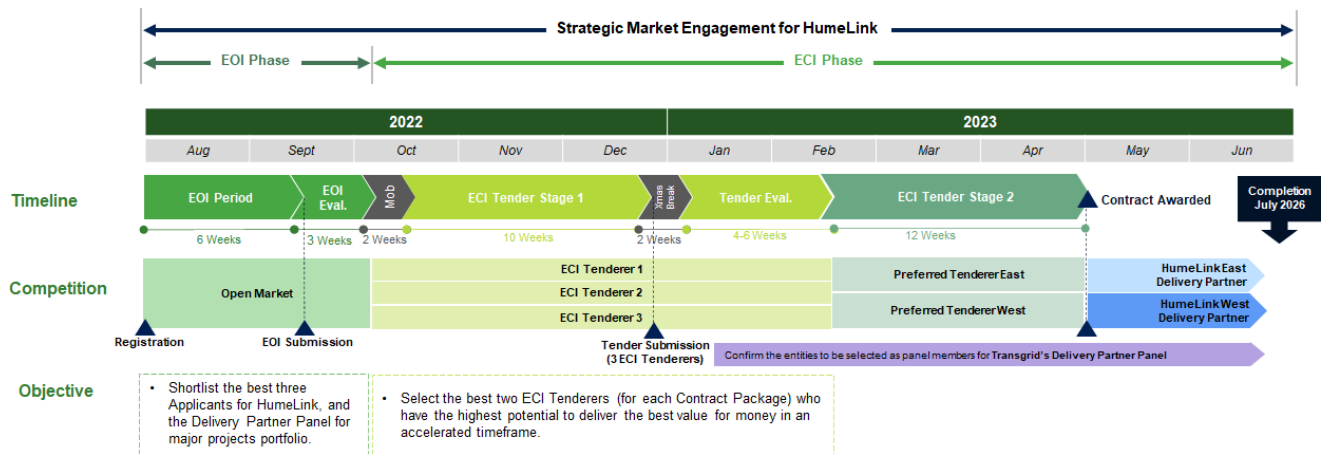


Figure 12: Indicative Program of Strategic Market Engagement for HumeLink

Detailed programs (showing detailed daily activities) will be developed prior to each stage of the relevant stage of the procurement process. Refer to Appendix D for the detailed Market Sounding program.

Table 9: Key Procurement Milestones - Target Dates

Key Milestones	Date / Time
<b>EOI Phase</b>	
Invitation for EOI released	1 August 2022
Tender closing date	9 September 2022
Shortlist entities to proceed to ECI Stage 1	Late September / October 2022
<b>ECI Phase - Stage 1</b>	
Release of ECI RFT documentation	17 October 2022
Briefing to ECI Tenderers	Week commencing 17 October 2022
ECI interactive workshops	October to December 2022
Q&A closed for new questions from ECI Tenderers	16 December 2022
Tender Closing Date	23 December 2022
Evaluation and approval of preferred ECI Tenderers	January 2023
preferred ECI Tenderers announced for each Contract Package	February 2023
<b>ECI Phase - Stage 2</b>	
Addendum to ECI RFT for ECI Stage 2 released	February 2023
Commence ECI Stage 2 collaboration period	February to March 2023
Tender Confirmation Closing Date and Time	April 2023
Evaluation and Approvals of Tender Confirmation	April/May 2023
Execute Delivery Contracts for each Contract Package	Mid May 2023



## 8. Other Considerations for Transaction Phase

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### 8.1. Independent Certifier

Transgrid is currently considering the potential requirement and responsibilities for an Independent Certifier for the Project. If required, the Independent Certifier will be engaged under an independent verifier deed to which Transgrid, the Independent Verifier and the Contractor(s) will be party. The Independent Certifier could be responsible for various activities, which may include:

- reviewing all stages of the Contractor's design;
- construction surveillance;
- certification of hold points;
- verifying amounts claimed as part of the Contractor's lump sum payment claims (but not certifying such claims which will remain the responsibility of Transgrid);
- certifying completion; and
- identification of defects.

The HumeLink Project Team is currently undertaking a process to better define the scope and role of the Independent Certifier. These considerations will typically focus upon:

- the design review process;
- resource requirements;
- audit rights; and
- additional scope.

### 8.2. Environmental Representative

Transgrid anticipates that the Planning Approval will require the engagement of an independent Environmental Representative to undertake the functions required under the relevant conditions of Planning Approval. The Environmental Representative will be procured by Transgrid.

### 8.3. Impacts of COVID-19 on procurement process

It is recognised that the COVID-19 pandemic is significantly impacting the engineering, construction and supply chain industries.

To ensure the Strategic Market Engagement for the Project can progress safely and effectively during the pandemic, the Transaction Team will develop flexible protocols and procedures to enable all market interactions (ECI, interactive and negotiation workshops) and evaluation activities to be undertaken both remotely and in-person. The final arrangements will be confirmed prior the commencement of the activity and will be based on the current public health orders and restrictions.

## 9. Project Governance

This section provides a high-level overview of the proposed project governance structure that will apply to the key milestones of the Strategic Market Engagement for HumeLink.

This structure is subject to refinement at the discretion of the General Manager for Origination in consultation with the Executive General Manager for Major Projects. Detailed approval and governance processes will be prepared for relevant key milestones (e.g. in EOI Evaluation Plan and ECI Stage 1 Evaluation Plan).

Milestone	Project Workstream Leads	Commercial Manager	Project Director	GM of Origination	EGM - Major Projects	Major Projects Oversight Group	CEO	Board
<b>Expression of Interest (EOI) Phase</b>								
Release of the Invitation for EOI	Input	Review	Approve					
EOI Evaluation Plan	Input	Review	Approve					
Shortlisting Recommendation	Input	Review	Approve	Approve	Endorse	Endorse <sup>1</sup>	Inform	Inform
<b>Early Contractor Involvement (ECI) Phase</b>								
Release of the ECI RFT (Stage 1 and 2)	Input	Review	Review	Approve	Inform			
Tender Evaluation Plan	Input	Review	Review	Approve	Inform			
Preferred ECI Tenderer Recommendation	Input	Input	Approve	Approve	Endorse	Endorse <sup>1</sup>	Endorse	
<b>Contract Award</b>								
Contract Execution	Input	Review	Approve	Approve	Approve	As required	Endorse	Endorse

<sup>1</sup> Select members of the Major Projects Oversight Group will be appointed as members of the Executive Review Panel

## Appendix A – Program Delivery Partners and HumeLink Accelerated Procurement Approach

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## Appendix B Project Information Document

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## Appendix C Market Sounding Report

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## Appendix D – Market Sounding Activities Program

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