

Request for Proposal - Professional
Services

TASNET-945685

For Strategic Advocacy Services
(Project Marinus)

Tasmanian Networks Pty Ltd

ABN 24 167 357 299

Please note:


- Matters in  are to be completed by the Respondent before lodging a Proposal.

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Part 1 Proposal Conditions

PROPOSAL CONDITIONS

1. Information for Respondents

1.1 TasNetworks Company Profile

TasNetworks is the Tasmanian jurisdictional planner in the National Electricity Market (NEM) and provides transmission and distribution electricity and telecommunications network services that deliver power to more than 280,000 households, businesses, and organisations in Tasmania.

TasNetworks is a State-owned company, established under the Electricity Companies Act 1997 (Tas) and is incorporated under the Corporations Act 2001 (Cth).

TasNetworks is the proponent of Marinus Link and supporting transmission, on behalf of its shareholding Ministers, the Tasmanian Treasurer, and Minister for Energy.

More information on TasNetworks is available at www.tasnetworks.com.au

1.2 Background

Project Marinus (Project)

Marinus Link is a proposed 1500 megawatt capacity undersea and underground electricity connection to further link Tasmania and Victoria as part of Australia's future electricity grid. Marinus Link will be supported by transmission network developments on the North West Tasmanian electricity network.

Marinus Link involves approximately 250 kilometres of undersea High Voltage Direct Current (HVDC) cable and approximately 100 kilometres of underground HVDC cable. It will also include converter stations in Tasmania and Victoria, and approximately 220 kilometres of supporting High Voltage Alternating Current (HVAC) transmission network developments in North West Tasmania.

By 2035 at least 12,000 megawatts (MW) of coal-fired generation is forecast to retire in the National Electricity Market (NEM). Replacing this will require a combination of resources, including variable renewable generation, storage and dispatchable 'on demand' generation.

Together, Marinus Link and the supporting transmission developments will unlock Tasmania's renewable energy and storage resources to deliver low-cost, reliable, and clean energy for customers in the National Electricity Market (NEM).

By providing access to clean, dispatchable energy capacity, Marinus Link and supporting transmission can play a critical role in Australia's energy transition. The project also unlocks significant jobs and investment opportunities in Tasmania, including from the Battery of the Nation and world-class wind development, in addition to significant investment and jobs in Victoria, supporting Victoria's renewable energy transition.

TasNetworks has undertaken a business case assessment for Marinus Link and the North West Tasmania transmission developments. Our analysis shows that the project is commercially viable and technically feasible, will provide substantially greater benefits than costs, and should proceed to being 'shovel ready'.

The project also enjoys bipartisan support at State and Federal levels. Marinus Link is a key cornerstone in the recent policy announcement from the Tasmanian Government of 200 percent renewables by 2040, and the Australian Energy Market Operator agrees that these developments need to be 'shovel ready' as soon as practicable to meet the energy transition that is underway. Infrastructure Australia has also given Marinus Link 'high priority' status in its 2018, 2019, and 2020 listing of nationally significant initiatives.

The project continues to raise awareness and understanding of Marinus Link and supporting transmission and their potential impacts and opportunities. This includes engagement undertaken and planned on preliminary route options, environmental and cultural matters, new pricing frameworks, economic benefits and costs, and the business case assessment process. TasNetworks continues to promote opportunities for stakeholders to provide feedback and comment on the project, and to outline how this feedback will be considered.

TasNetworks is committed to communicating in a transparent, respectful, and timely manner with the broad range of stakeholders relevant to Marinus Link and supporting transmission upgrades. These stakeholders include governments, energy sector participants and developers, regulators, peak bodies, community members, customer groups, traditional owners, and landowners.

TasNetworks has published its Business Case Assessment Report (BCA) for Marinus Link and supporting North West Tasmania Transmission upgrades, which is available [here](#).

More information on Project Marinus is available at www.marinuslink.com.au

1.3 Project Marinus – Design and Approvals Phase

The project is currently in the Design and Approvals Phase. This includes all activities required to support a final investment decision, which is the major business case to commit funds to deliver the project. The Design and Approvals Phase includes the preliminary design of the submarine and land cables, converter stations and identified alternating current (AC) transmission upgrades (augmentations), achieving land use planning, environmental and heritage approvals, the establishment of commercial arrangements with potential service providers and securing the required financing arrangements to deliver and operate Marinus Link.

TasNetworks is supporting its Shareholding Ministers in working through funding and governance arrangements for the full Design and Approvals (D&A) phase, recognising that the State has \$56 million to prepare for and commence some critical early works as part of D&A activities.

1.4 The Services

As a priority national infrastructure project, Project Marinus (Project) which includes Marinus Link and the North West Transmission Developments (NWTD) require provision of strategic advocacy services to develop and deliver of a comprehensive advocacy strategy for Project Marinus including the analysis and subsequent action plan for the engagement of key stakeholders at the local, state (including but not limited to Tasmania, Victoria, and NSW), and national level.

The strategy should consider political sentiment, government and other party policies, and how Project Marinus can leverage policy and industry sector platforms at State and national level to:

- Achieve widespread support for the Project; and
- Achieve maximum co-operation between the Tasmanian, Victorian and Commonwealth Governments to progress Marinus Link, including obtaining environmental approvals in a coordinated way across each jurisdiction.

Further, a public relations and consumer messaging service is required to bring together key aspects of what is required to secure social licence regarding key elements of Marinus, including:

- Emissions reduction
- Downward pressure on wholesale energy prices
- Reliable/dispatchable energy supply
- Jobs and industry
- Local and regional economic stimulation over the next decade or more.

Tasmanian Networks (**TasNetworks**) is interested in obtaining **Strategic Advocacy Services (Services)**.

The Scope of Services will consist of, but is not limited to:

- Development of targeted advocacy and government relations strategies for the phases of the project.
- Providing advice for effective engagement in broadening support and improving sentiment and social licence for the project at the local, state and national level.
- Preparing and delivering project advocacy collateral via appropriate platforms to target a diverse but relevant audience to promote Marinus Link (This is achieved in consultation with the project team and other key stakeholders as identified as relevant by TasNetworks).
- Monitoring and assessment of media mentions of Marinus Link over time and development of targeted strategy and tactical advice to increase positive engagement with the project by media and commentators.
- On-going analysis of the political environment highlighting key risks and opportunities and emerging threats
- Provision of timely advice on issues management delivered as part of a recommended issues management framework.
- Development of Marinus Link brand and awareness at the national level among key stakeholders and influencers that supports the achievement of project objectives.
- Development of Marinus Link awareness and positive advocacy in the Tasmanian, Victorian and national markets that supports the achievement of project objectives.
- Strategic advice on how the project team can successfully engage with key stakeholders at the local, state and national level.
- Targeted engagement of key stakeholders and influencers, at the Tasmanian, Victorian and national level to positively influence perception of Marinus Link and supporting transmission.
- Development of bespoke strategies for engaging and gaining support from key influencers, including those in key regional areas of North West Tasmania and Gippsland Victoria.
- Working closely with the project team to ensure alignment of project messaging, media strategy, and stakeholder engagement with appropriate practices, protocols and broader project objectives and timeframes.

TasNetworks wishes to invite proposals from businesses that are interested in undertaking the Services.

TasNetworks intends for the Services to be undertaken under the terms of the draft contract (**Draft Contract**) set out in Part 5 of this request for proposal (**RFP**).

Businesses interested in undertaking the Services (**Respondents**) are invited to lodge a Proposal for the Services on the terms of this RFP by providing a clear and succinct statement of their capabilities in Part 3 and Part 4.

At the time of this RFP, TasNetworks anticipates that the Commencement Date for the Draft Contract will be in or about December 2020, with the **Expiry Date** of the Services required to be in or about December 2022.

2. Interpretation of Proposal Documents, questions and amendments

2.1 Interpretation

In the Proposal Conditions and in the other Proposal Documents, all words and expressions will (unless the context otherwise requires) have the meanings assigned to them under clause 1 of the Draft Contract in Part 5 or the meanings assigned to them in these Proposal Conditions, and:

- (a) **Annual Financial Report** means:
 - (i) the financial statements for the year comprising a profit and loss statement for the year, a balance sheet at the end of the year, a statement of cash flows for the year and (if required by the accounting standards) a consolidated profit and loss statement, balance sheet and statement of cash flows;
 - (ii) the notes to the financial statements; and
 - (iii) the directors' declaration about the financial statements and notes;
- (b) **Australian Privacy Principle** has the meaning given in the Privacy Act;
- (c) **Claim** includes (without limitation) any claim (at law or in equity):
 - (i) under, arising out of, or in any way in connection with, any contract which the Respondent may enter into with TasNetworks for the Services;
 - (ii) arising out of, or in any way in connection with, any task, thing or relationship connected with the Services; or
 - (iii) otherwise at law or in equity including (without limitation):
 - (A) by statute;
 - (B) in tort for negligence or otherwise, including (without limitation) negligent misrepresentation; or
 - (C) for restitution;
- (d) **Contact Officer** means the person specified in the Proposal Particulars;
- (e) **Closing Date and Time** means the date and time specified in the Proposal Particulars;
- (f) **Draft Contract** means the draft contract in Part 5;
- (g) **Financial Representative** means the Respondent's chief financial officer, financial controller or other officer or employee with primary responsibility for managing the financial affairs of the Respondent;

- (h) **Joint Bid Basis** means a Proposal lodged by an incorporated or unincorporated joint venture or special purpose vehicle on any other basis involving more than one party if TasNetworks is relying upon a representation that those parties will be jointly (whether fully or partially) responsible for performing the Services and otherwise meeting the obligations under the Contract in Part 5 if the parties are the successful Respondents;
- (i) **Large Proprietary Company** has the meaning in the *Corporations Act 2001* (Cth);
- (j) **Material Change** means any actual, potential or perceived material change to the circumstances of the Respondent including any change:
 - (i) arising out of or in connection with:
 - (A) a Change in Control;
 - (B) insolvency within the meaning of clause 39.11 of the Draft Contract; or
 - (C) the Respondent's financial viability, availability, capacity or ability to perform Services and otherwise meet its obligations under the Draft Contract in Part 5; or
 - (ii) which affects the truth, completeness or accuracy of:
 - (A) if the Respondent has lodged an expression of interest, the expression of interest;
 - (B) if the Respondent has lodged a Proposal, the Proposal; or
 - (C) any other information, documents, evidence or clarifications provided by the Respondent to TasNetworks arising out of or in connection with its expression of interest, the expression of interest process, its Proposal or the request for proposal process;
- (k) **Personal Information** has the meaning given in the Personal Information Protection Act;
- (l) **Personal Information Protection Act** means the *Personal Information Protection Act 2004* (Tas);
- (m) **Project** means the project described in the Proposal Documents;
- (n) **Proposal Conditions** means these Proposal Conditions in Part 1;
- (o) **Proposal Documents** means:
 - (i) the Proposal Conditions;
 - (ii) the Proposal Particulars in Part 2;
 - (iii) the Proposal Form and Statutory Declaration in Part 3;
 - (iv) the Proposal Schedules in Part 4;
 - (v) the Draft Contract in Part 5;

- (vi) the other documents that correspond to the definition of "Contract" under clause 1.1 of the Draft Contract in Part 5.
- (p) **Proposal** means the documents lodged with TasNetworks pursuant to these Proposal Conditions;
- (q) **Proposal Validity Period** means the period specified in the Proposal Particulars;
- (r) **Public Company** has the meaning in the *Corporations Act 2001* (Cth);
- (s) **Respondent** means the person (or persons) or other entity invited to lodge a Proposal;
- (t) **Small Proprietary Company** has the meaning in the *Corporations Act 2001* (Cth);
- (u) **Tenderlink** means the Principal's online portal which, as at the date of this RFT, can be accessed at: <http://www.tenderlink.com/TasNetworks/>;
- (v) any reference to a Part is a reference to a Part of the Proposal Documents; and
- (w) any reference to one of the documents described in the definition of the "Proposal Documents" under paragraph 2.1(o) is a reference to the document so entitled which is included in the Proposal Documents.

2.2 Questions and Amendments to Proposal Documents

- (a) Unless expressly provided otherwise, all communications between the Contact Officer and Respondent, including any questions and amendments to the Proposal Documents, must be made via Tenderlink. The Contact Officer will not respond to any communications made outside of Tenderlink before the Closing Date and Time.
- (b) If the Respondent would like to contact the Contact Officer **following** the Closing Date and Time, communications can be made by email to Procurement@marinuslink.com.au.
- (c) If the Respondent finds any discrepancy, ambiguity, error or omission in the Proposal Documents, has any questions or concerns, or wishes to make any enquiry concerning the Proposal Documents or the request for proposal process, it must notify the Contact Officer by Tenderlink no later than 5 business days before the Closing Date and Time. Neither TasNetworks nor the Contact Officer is obliged to respond to any such notices, questions, concerns or enquiries. Subject to paragraph (d), TasNetworks may (in its absolute discretion) respond to such notices, questions, concerns or enquiries in the form of addenda under paragraph (g).
- (d) At the time of its notice under paragraph (a), the Respondent may request that a matter notified under paragraph (a) and any response remain confidential on the basis that the whole or any part of the matter notified contains commercial in confidence information. The Respondent must clearly state in its notice that it is a request under clause 2.2(d) and must provide justifications for its request.
- (e) If a request is made under paragraph (d), the Contact Officer will notify the Respondent by Tenderlink that TasNetworks (in its absolute discretion) either:
 - (i) agrees that the whole or any part of the matter notified contains commercial in confidence information (in which case the relevant matter notified and any response will not be issued to all Respondents); or

- (ii) does not agree that the whole or any part of the matter notified or any response should remain confidential on the basis that the request or any response contains commercial in confidence information.
- (f) If the Contact Officer notifies the Respondent under paragraph (e)(ii):
 - (i) the Respondent must notify the Contact Officer by Tenderlink no later than 2 days after receiving the notice if it wishes to withdraw its notice under paragraph (d); and
 - (ii) if the Respondent does not withdraw its notice under subparagraph (i), TasNetworks may (in its absolute discretion) respond to the notice in the form of addenda under paragraph (g) (in which case the relevant matter notified and any response will be issued to all Respondents).
- (g) TasNetworks may (in its absolute discretion) amend the Proposal Documents at any time prior to the Closing Date and Time. All amendments to the Proposal Documents will be in the form of addenda issued by the Contact Officer through Tenderlink.
- (h) No explanation or interpretation of the Proposal Documents may be relied upon by the Respondent unless in the form of addenda. All addenda under this paragraph (h) will become part of the Proposal Documents.

2.3 Industry Briefing and Respondent Meetings

This clause 2.3 applies unless the Proposal Particulars state that it does not apply.

- (a) TasNetworks will conduct an industry briefing in relation to the Proposal Documents, the request for proposal process and the Services. The Contact Officer will notify the Respondent via Tenderlink of the details of the industry briefing, including:
 - (i) the scheduled date, time and location for the industry briefing (or if the industry briefing is to be conducted by teleconference);
 - (ii) the maximum number of Respondent personnel who may attend the industry briefing;
 - (iii) whether or not TasNetworks will conduct a meeting with each respondent;
 - (iv) if applicable, further details of Respondent meetings, including:
 - (A) the scheduled date, time and location for each Respondent meeting;
 - (B) the maximum number of Respondent personnel who may attend the Respondent meeting; and
 - (C) the maximum duration for each Respondent meeting;
 - (v) the time and date by which the Respondent must notify the Contact Officer if it wishes to attend the industry briefing (and, if applicable, any Respondent meeting); and
 - (vi) any other information required by the Contact Officer.
- (b) If the Respondent wishes to attend the industry briefing (and if applicable, any Respondent meeting), it must notify the Contact Officer by email sent to Procurement@marinuslink.com.au

no later than the time and date specified in the Contact Officer's notice under paragraph (a), providing details of the Respondent, the full names and addresses of all Respondent personnel proposed to attend the industry briefing (and if applicable, any Respondent meeting) and all other information required by the Contact Officer in its notice under paragraph (a).

- (c) TasNetworks may (in its absolute discretion):
- (i) limit or restrict the number of Respondent personnel; or
 - (ii) exclude any or all Respondent personnel from,

attending the industry briefing (and if applicable, any Respondent meeting) for any reason.
- (d) The industry briefing (and, if applicable, any Respondent meeting) will be conducted for the purpose of providing background information only. The Respondent must not in any way rely upon the industry briefing (and, if applicable, any Respondent meeting) for the purposes of preparing, amending or negotiating its Proposal or entry into any contract with TasNetworks.
- (e) If applicable, the purpose of a Respondent meeting will be to provide each Respondent with an opportunity to ask questions or make further enquiries concerning the Proposal Documents.
- (f) At the time of any Respondent meeting the Respondent may request that any matter raised by the Respondent during the Respondent meeting and any response by TasNetworks remains confidential on the basis that the whole or any part of the matter raised contains commercial in confidence information. The Respondent must provide justifications if the Respondent makes a request under this paragraph (f).
- (g) Without limiting any other provision of the Proposal Conditions:
- (i) neither TasNetworks nor the Contact Officer is obliged to respond to any or all questions, enquiries or other matters notified during the industry briefing (and if applicable, any Respondent meeting); and
 - (ii) TasNetworks may (in its absolute discretion) publish or issue addenda under clause 2.2(g) to address any matters arising out of or in connection with the industry briefing (and if applicable, any Respondent meeting).

3. Proposals

3.1 Conforming Proposal, including Closing Date and Time, Minimum Form and Content Requirements and Conditions for Participation

To lodge a conforming Proposal:

- (a) the Proposal must be lodged via the TasNetworks electronic tender box at:

<http://www.tenderlink.com/TasNetworks/>

unless otherwise instructed such that all parts of the Proposal are uploaded to the tender box by the Closing Date and Time; and

- (b) the Proposal must satisfy each minimum form and content requirement as follows:
 - (i) the Proposal must remain valid for the duration of the Proposal Validity Period, during which period the Respondent cannot withdraw its Proposal;
 - (ii) the Respondent must accept (without departure, qualification, amendment, limitation or exclusion) the Draft Contract in Part 5, except to the extent provided for under clause 3.2 and expressly set out by the Respondent in Proposal Schedule H - Alternative Proposals; and
 - (iii) the Respondent must comply with clause 10; and
- (c) the Respondent must, at the time of lodging its Proposal, satisfy each condition for participation specified in the Proposal Particulars (if any).

3.2 Alternative Proposals

- (a) TasNetworks offers the Respondent the opportunity to provide alternative proposals in the pursuit of greater value for money on a whole of life basis. Subject to clause 3.2(b), TasNetworks may, in its absolute discretion, elect whether or not to consider any alternative proposal.
- (b) If the Respondent wishes to provide any alternative proposal, it must be expressly set out in Proposal Schedule I - Alternative Proposals. The Respondent should note that this is a minimum form and content requirement for its Proposal under clause 3.1(b)(ii).
- (c) If TasNetworks (in its absolute discretion) selects or accepts any alternative proposal, TasNetworks will make any necessary alterations to the Draft Contract in Part 5.

3.3 Non-Conforming Proposal

The Respondent acknowledges and agrees that:

- (a) if the Proposal is not lodged in accordance with clause 3.1(a), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal, provided that TasNetworks will not evaluate the Proposal if the non-conformance was due to a delay that was within the Respondent's control and in connection with which the Respondent has obtained a material advantage in the request for proposal process or against other Respondents;
- (b) if the Proposal does not satisfy each minimum form and content requirement specified under clause 3.1(b), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal; and
- (c) if the Respondent does not satisfy the conditions for participation specified under clause 3.1(c), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal.

3.4 Administrative Arrangements

- (a) In the Proposal Form and Statutory Declaration in Part 3, the Respondent is requested to:

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- Providing advice for effective engagement in broadening support and improving sentiment and social licence for the project at the local, state and national level.
- Preparing and delivering project advocacy collateral via appropriate platforms to target a diverse but relevant audience to promote Marinus Link (This is achieved in consultation with the project team and other key stakeholders as identified as relevant by TasNetworks).
- Monitoring and assessment of media mentions of Marinus Link over time and development of targeted strategy and tactical advice to increase positive engagement with the project by media and commentators.
- On-going analysis of the political environment highlighting key risks and opportunities and emerging threats
- Provision of timely advice on issues management delivered as part of a recommended issues management framework.
- Development of Marinus Link brand and awareness at the national level among key stakeholders and influencers that supports the achievement of project objectives.
- Development of Marinus Link awareness and positive advocacy in the Tasmanian, Victorian and national markets that supports the achievement of project objectives.
- Strategic advice on how the project team can successfully engage with key stakeholders at the local, state and national level.
- Targeted engagement of key stakeholders and influencers, at the Tasmanian, Victorian and national level to positively influence perception of Marinus Link and supporting transmission.
- Development of bespoke strategies for engaging and gaining support from key influencers, including those in key regional areas of North West Tasmania and Gippsland Victoria.
- Working closely with the project team to ensure alignment of project messaging, media strategy, and stakeholder engagement with appropriate practices, protocols and broader project objectives and timeframes.

TasNetworks wishes to invite proposals from businesses that are interested in undertaking the Services.

TasNetworks intends for the Services to be undertaken under the terms of the draft contract (**Draft Contract**) set out in Part 5 of this request for proposal (**RFP**).

Businesses interested in undertaking the Services (**Respondents**) are invited to lodge a Proposal for the Services on the terms of this RFP by providing a clear and succinct statement of their capabilities in Part 3 and Part 4.

At the time of this RFP, TasNetworks anticipates that the Commencement Date for the Draft Contract will be in or about December 2020, with the **Expiry Date** of the Services required to be in or about December 2022.

2. Interpretation of Proposal Documents, questions and amendments

2.1 Interpretation

In the Proposal Conditions and in the other Proposal Documents, all words and expressions will (unless the context otherwise requires) have the meanings assigned to them under clause 1 of the Draft Contract in Part 5 or the meanings assigned to them in these Proposal Conditions, and:

- (a) **Annual Financial Report** means:
- (i) the financial statements for the year comprising a profit and loss statement for the year, a balance sheet at the end of the year, a statement of cash flows for the year and (if required by the accounting standards) a consolidated profit and loss statement, balance sheet and statement of cash flows;
 - (ii) the notes to the financial statements; and
 - (iii) the directors' declaration about the financial statements and notes;
- (b) **Australian Privacy Principle** has the meaning given in the Privacy Act;
- (c) **Claim** includes (without limitation) any claim (at law or in equity):
- (i) under, arising out of, or in any way in connection with, any contract which the Respondent may enter into with TasNetworks for the Services;
 - (ii) arising out of, or in any way in connection with, any task, thing or relationship connected with the Services; or
 - (iii) otherwise at law or in equity including (without limitation):
 - (A) by statute;
 - (B) in tort for negligence or otherwise, including (without limitation) negligent misrepresentation; or
 - (C) for restitution;
- (d) **Contact Officer** means the person specified in the Proposal Particulars;
- (e) **Closing Date and Time** means the date and time specified in the Proposal Particulars;
- (f) **Draft Contract** means the draft contract in Part 5;
- (g) **Financial Representative** means the Respondent's chief financial officer, financial controller or other officer or employee with primary responsibility for managing the financial affairs of the Respondent;

- (h) **Joint Bid Basis** means a Proposal lodged by an incorporated or unincorporated joint venture or special purpose vehicle on any other basis involving more than one party if TasNetworks is relying upon a representation that those parties will be jointly (whether fully or partially) responsible for performing the Services and otherwise meeting the obligations under the Contract in Part 5 if the parties are the successful Respondents;
- (i) **Large Proprietary Company** has the meaning in the *Corporations Act 2001* (Cth);
- (j) **Material Change** means any actual, potential or perceived material change to the circumstances of the Respondent including any change:
 - (i) arising out of or in connection with:
 - (A) a Change in Control;
 - (B) insolvency within the meaning of clause 39.11 of the Draft Contract; or
 - (C) the Respondent's financial viability, availability, capacity or ability to perform Services and otherwise meet its obligations under the Draft Contract in Part 5; or
 - (ii) which affects the truth, completeness or accuracy of:
 - (A) if the Respondent has lodged an expression of interest, the expression of interest;
 - (B) if the Respondent has lodged a Proposal, the Proposal; or
 - (C) any other information, documents, evidence or clarifications provided by the Respondent to TasNetworks arising out of or in connection with its expression of interest, the expression of interest process, its Proposal or the request for proposal process;
- (k) **Personal Information** has the meaning given in the Personal Information Protection Act;
- (l) **Personal Information Protection Act** means the *Personal Information Protection Act 2004* (Tas);
- (m) **Project** means the project described in the Proposal Documents;
- (n) **Proposal Conditions** means these Proposal Conditions in Part 1;
- (o) **Proposal Documents** means:
 - (i) the Proposal Conditions;
 - (ii) the Proposal Particulars in Part 2;
 - (iii) the Proposal Form and Statutory Declaration in Part 3;
 - (iv) the Proposal Schedules in Part 4;
 - (v) the Draft Contract in Part 5;

- (vi) the other documents that correspond to the definition of "Contract" under clause 1.1 of the Draft Contract in Part 5.
- (p) **Proposal** means the documents lodged with TasNetworks pursuant to these Proposal Conditions;
- (q) **Proposal Validity Period** means the period specified in the Proposal Particulars;
- (r) **Public Company** has the meaning in the *Corporations Act 2001* (Cth);
- (s) **Respondent** means the person (or persons) or other entity invited to lodge a Proposal;
- (t) **Small Proprietary Company** has the meaning in the *Corporations Act 2001* (Cth);
- (u) **Tenderlink** means the Principal's online portal which, as at the date of this RFT, can be accessed at: <http://www.tenderlink.com/TasNetworks/>;
- (v) any reference to a Part is a reference to a Part of the Proposal Documents; and
- (w) any reference to one of the documents described in the definition of the "Proposal Documents" under paragraph 2.1(o) is a reference to the document so entitled which is included in the Proposal Documents.

2.2 Questions and Amendments to Proposal Documents

- (a) Unless expressly provided otherwise, all communications between the Contact Officer and Respondent, including any questions and amendments to the Proposal Documents, must be made via Tenderlink. The Contact Officer will not respond to any communications made outside of Tenderlink before the Closing Date and Time.
- (b) If the Respondent would like to contact the Contact Officer **following** the Closing Date and Time, communications can be made by email to Procurement@marinuslink.com.au.
- (c) If the Respondent finds any discrepancy, ambiguity, error or omission in the Proposal Documents, has any questions or concerns, or wishes to make any enquiry concerning the Proposal Documents or the request for proposal process, it must notify the Contact Officer by Tenderlink no later than 5 business days before the Closing Date and Time. Neither TasNetworks nor the Contact Officer is obliged to respond to any such notices, questions, concerns or enquiries. Subject to paragraph (d), TasNetworks may (in its absolute discretion) respond to such notices, questions, concerns or enquiries in the form of addenda under paragraph (g).
- (d) At the time of its notice under paragraph (a), the Respondent may request that a matter notified under paragraph (a) and any response remain confidential on the basis that the whole or any part of the matter notified contains commercial in confidence information. The Respondent must clearly state in its notice that it is a request under clause 2.2(d) and must provide justifications for its request.
- (e) If a request is made under paragraph (d), the Contact Officer will notify the Respondent by Tenderlink that TasNetworks (in its absolute discretion) either:
 - (i) agrees that the whole or any part of the matter notified contains commercial in confidence information (in which case the relevant matter notified and any response will not be issued to all Respondents); or

- (ii) does not agree that the whole or any part of the matter notified or any response should remain confidential on the basis that the request or any response contains commercial in confidence information.
- (f) If the Contact Officer notifies the Respondent under paragraph (e)(ii):
 - (i) the Respondent must notify the Contact Officer by Tenderlink no later than 2 days after receiving the notice if it wishes to withdraw its notice under paragraph (d); and
 - (ii) if the Respondent does not withdraw its notice under subparagraph (i), TasNetworks may (in its absolute discretion) respond to the notice in the form of addenda under paragraph (g) (in which case the relevant matter notified and any response will be issued to all Respondents).
- (g) TasNetworks may (in its absolute discretion) amend the Proposal Documents at any time prior to the Closing Date and Time. All amendments to the Proposal Documents will be in the form of addenda issued by the Contact Officer through Tenderlink.
- (h) No explanation or interpretation of the Proposal Documents may be relied upon by the Respondent unless in the form of addenda. All addenda under this paragraph (h) will become part of the Proposal Documents.

2.3 Industry Briefing and Respondent Meetings

This clause 2.3 applies unless the Proposal Particulars state that it does not apply.

- (a) TasNetworks will conduct an industry briefing in relation to the Proposal Documents, the request for proposal process and the Services. The Contact Officer will notify the Respondent via Tenderlink of the details of the industry briefing, including:
 - (i) the scheduled date, time and location for the industry briefing (or if the industry briefing is to be conducted by teleconference);
 - (ii) the maximum number of Respondent personnel who may attend the industry briefing;
 - (iii) whether or not TasNetworks will conduct a meeting with each respondent;
 - (iv) if applicable, further details of Respondent meetings, including:
 - (A) the scheduled date, time and location for each Respondent meeting;
 - (B) the maximum number of Respondent personnel who may attend the Respondent meeting; and
 - (C) the maximum duration for each Respondent meeting;
 - (v) the time and date by which the Respondent must notify the Contact Officer if it wishes to attend the industry briefing (and, if applicable, any Respondent meeting); and
 - (vi) any other information required by the Contact Officer.
- (b) If the Respondent wishes to attend the industry briefing (and if applicable, any Respondent meeting), it must notify the Contact Officer by email sent to Procurement@marinuslink.com.au

no later than the time and date specified in the Contact Officer's notice under paragraph (a), providing details of the Respondent, the full names and addresses of all Respondent personnel proposed to attend the industry briefing (and if applicable, any Respondent meeting) and all other information required by the Contact Officer in its notice under paragraph (a).

- (c) TasNetworks may (in its absolute discretion):
- (i) limit or restrict the number of Respondent personnel; or
 - (ii) exclude any or all Respondent personnel from,

attending the industry briefing (and if applicable, any Respondent meeting) for any reason.
- (d) The industry briefing (and, if applicable, any Respondent meeting) will be conducted for the purpose of providing background information only. The Respondent must not in any way rely upon the industry briefing (and, if applicable, any Respondent meeting) for the purposes of preparing, amending or negotiating its Proposal or entry into any contract with TasNetworks.
- (e) If applicable, the purpose of a Respondent meeting will be to provide each Respondent with an opportunity to ask questions or make further enquiries concerning the Proposal Documents.
- (f) At the time of any Respondent meeting the Respondent may request that any matter raised by the Respondent during the Respondent meeting and any response by TasNetworks remains confidential on the basis that the whole or any part of the matter raised contains commercial in confidence information. The Respondent must provide justifications if the Respondent makes a request under this paragraph (f).
- (g) Without limiting any other provision of the Proposal Conditions:
- (i) neither TasNetworks nor the Contact Officer is obliged to respond to any or all questions, enquiries or other matters notified during the industry briefing (and if applicable, any Respondent meeting); and
 - (ii) TasNetworks may (in its absolute discretion) publish or issue addenda under clause 2.2(g) to address any matters arising out of or in connection with the industry briefing (and if applicable, any Respondent meeting).

3. Proposals

3.1 Conforming Proposal, including Closing Date and Time, Minimum Form and Content Requirements and Conditions for Participation

To lodge a conforming Proposal:

- (a) the Proposal must be lodged via the TasNetworks electronic tender box at:

<http://www.tenderlink.com/TasNetworks/>

unless otherwise instructed such that all parts of the Proposal are uploaded to the tender box by the Closing Date and Time; and

- (b) the Proposal must satisfy each minimum form and content requirement as follows:
- (i) the Proposal must remain valid for the duration of the Proposal Validity Period, during which period the Respondent cannot withdraw its Proposal;
 - (ii) the Respondent must accept (without departure, qualification, amendment, limitation or exclusion) the Draft Contract in Part 5, except to the extent provided for under clause 3.2 and expressly set out by the Respondent in Proposal Schedule H - Alternative Proposals; and
 - (iii) the Respondent must comply with clause 10; and
- (c) the Respondent must, at the time of lodging its Proposal, satisfy each condition for participation specified in the Proposal Particulars (if any).

3.2 Alternative Proposals

- (a) TasNetworks offers the Respondent the opportunity to provide alternative proposals in the pursuit of greater value for money on a whole of life basis. Subject to clause 3.2(b), TasNetworks may, in its absolute discretion, elect whether or not to consider any alternative proposal.
- (b) If the Respondent wishes to provide any alternative proposal, it must be expressly set out in Proposal Schedule I - Alternative Proposals. The Respondent should note that this is a minimum form and content requirement for its Proposal under clause 3.1(b)(ii).
- (c) If TasNetworks (in its absolute discretion) selects or accepts any alternative proposal, TasNetworks will make any necessary alterations to the Draft Contract in Part 5.

3.3 Non-Conforming Proposal

The Respondent acknowledges and agrees that:

- (a) if the Proposal is not lodged in accordance with clause 3.1(a), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal, provided that TasNetworks will not evaluate the Proposal if the non-conformance was due to a delay that was within the Respondent's control and in connection with which the Respondent has obtained a material advantage in the request for proposal process or against other Respondents;
- (b) if the Proposal does not satisfy each minimum form and content requirement specified under clause 3.1(b), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal; and
- (c) if the Respondent does not satisfy the conditions for participation specified under clause 3.1(c), the Proposal will be non-conforming and TasNetworks may (in its absolute discretion) elect whether or not to evaluate the Proposal.

3.4 Administrative Arrangements

- (a) In the Proposal Form and Statutory Declaration in Part 3, the Respondent is requested to:

- (i) confirm that the Respondent has allowed in the Proposal for the requirements in all addenda published or issued under clause 2.2(g) and identify each addendum by its number and date;
- (ii) provide:
 - (A) if the Respondent is:
 - (1) an individual, the full name and address of the individual;
 - (2) a corporation, the full name of the corporation, the date and place of incorporation, the address of its registered office, the address of its principal place of business and its ACN and ABN;
 - (3) a firm, the full name and address of each member of the firm, its principal place of business and its ABN;
 - (4) a trust or otherwise operating under any other fiduciary arrangements, the full name of the trust or otherwise and full details of the trust or fiduciary arrangements (including a copy of the trust deed and all relevant documents), its principal place of business and its ABN; or
 - (5) otherwise operating under any other arrangement, full details of the arrangement (including details of incorporation or otherwise) (including a copy of all relevant documents), its principal place of business and its ABN;
 - (B) full details concerning:
 - (1) organisational structure (including by way of a current organisational chart or diagram);
 - (2) any trading or business name, if different from a registered name;
 - (3) related bodies corporate within the meaning of the *Corporations Act 2001* (Cth);
 - (4) for a foreign individual, corporation, firm, trust or otherwise, its:
 - a) registration, incorporation and place of business in Australia, together with the full name and address of any Australian representative; and
 - b) registration, incorporation and place/s of business outside Australia together with the full name and address of a representative; and
 - (5) for a foreign-owned corporation, firm or otherwise, its:
 - a) foreign owner's registration, incorporation and place of business in Australia, together with the full name and address of any Australian representative; and

- b) foreign owner's registration, incorporation and place/s of business outside Australia, together with the full name and address of a representative,
- (iii) and, if the Respondent wishes to lodge its Proposal on a Joint Bid Basis, provide the information in this clause 3.4(a)(ii) for each joint bid party, as well as:
- (A) full details of the joint bid arrangements, including details of incorporation or otherwise, joint venture or special purpose vehicle (including a copy of the joint venture agreement, special purpose vehicle agreement and all relevant documents); and
 - (B) confirmation that each party to the joint bid will be jointly and severally liable to TasNetworks if they are the successful Respondent;
- (iv) provide:
- (A) a street address (not a post office box) and email address for service of notices for the purpose of its Proposal;
 - (B) details of its builder's registration or licence number (if applicable); and
 - (C) details of, to the extent applicable, the steps which the Respondent has taken to prevent, end, avoid, mitigate, resolve or otherwise manage the risk of any Material Change on the interests of TasNetworks (if applicable); and
- (v) execute the Proposal Form and Statutory Declaration by:
- (A) having a person or persons with full authority to bind the Respondent for the purposes of the Proposal, the Services execute the Proposal Form and Statutory Declaration; or
 - (B) if the Respondent consists of more than one party, having each party execute the Proposal Form and Statutory Declaration in accordance with subparagraph (A),
- and provide evidence of the full authority of the person or persons executing the Proposal Form and Statutory Declaration,
- (b) The Respondent is requested to lodge:
- (i) the Proposal Form and Statutory Declaration in Part 3;
 - (ii) Proposal Schedule A - Workload and Proposed Resources;
 - (iii) Proposal Schedule B- Preliminary Proposed Approach;
 - (iv) Proposal Schedule C – Capability and Previous Performance;
 - (v) Proposal Schedule D – Quality, Management and WorkSystems
 - (vi) Proposal Schedule E - Insurance Details
 - (vii) Proposal Schedule F - Agreed Fee;

- (viii) Proposal Schedule G - Benefit to the Tasmanian ;
- (ix) Proposal Schedule H - Financial Viability;
- (x) subject to clause 3.1(b)(ii), Proposal Schedule I - Alternative Proposals; and
- (xi) Proposal Schedule J - Cyber Security.

via the TasNetworks electronic tender box at: <http://www.tenderlink.com/TasNetworks/> in the unsecured format specified in the Proposal Particulars unless otherwise instructed;

- (c) Respondents are strongly advised not to leave the Proposal submission to the last moment. As a guide, Respondents should begin the file transfer at least 1 hour prior to the Closing Date and Time.
- (d) Proposals should use the following guide from Tenderlink to determine how long it will take to upload files. As an example, if the file is 10MB and the broadband connection speed to Tenderlink's servers uploads at 128 kbps, the upload time should be approximately 10 minutes. In the case of a dial-up connection, please ensure sufficient time is allowed.

Upload Guide		
Speed	10 Mb File	100 Mb File
56 kbps	25 minutes	4 hours and 10 minutes
64 kbps	21 minutes	3 hours and 40 minutes
128 kbps	10 minutes	1 hours and 43 minutes
256 kbps	5 minutes	52 minutes
1.5 mbps	1 minute	10 minutes

- (e) Tenderlink will acknowledge 'successful submission' of the Respondent's submission by email. Failure to receive an email from Tenderlink acknowledging receipt of the Respondent's submission may indicate the Proposal has not been uploaded successfully. Lodgement can be verified by contacting Tenderlink directly on 1800 233 533.
- (f) Submissions must be lodged with TasNetworks via the Tenderlink website prior to the Closing Date and Time. Any attempts to load a submission after the Closing Date and Time will not be successful.
- (g) The Respondent should note that:
 - (i) unless otherwise specified, express measurements must be in Australian legal units of measurement;
 - (ii) unless otherwise specified, it must state all prices in Australian Dollars;

- (iii) it must ensure all contents are clear, legible and readable by using appropriate print colours and font sizes (equivalent to at least Arial 10 point or Times New Roman 11 point); and
- (iv) it must ensure all alterations and erasures are clearly and legibly stated, identified and initialled by the Respondent (if applicable).

4. Evaluation of Proposals

Subject to the Proposal Conditions, Proposals will be evaluated to determine the Proposal which represents the best value for money to TasNetworks. In considering the Proposal, TasNetworks:

- (a) will apply the following evaluation criteria:
 - (i) **workload and proposed resources.** The extent to which the Respondent has demonstrated that it has the availability, capacity and ability to perform the Services and otherwise meet its obligations under the Draft Contract in Part 5 if it is the successful Respondent (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule A - Workload and Proposed Resources);
 - (ii) **preliminary proposed approach.** The extent to which the Respondent has demonstrated in ten pages or fewer that it comprehends key issues and will implement appropriate design solutions in performing the Services and otherwise meeting its obligations under the Draft Contract in Part 5 (noting that the type of information the Principal is seeking is outlined in Proposal Schedule A - Workload and Proposed Resources, Proposal Schedule B - Preliminary Proposed Approach and, if the Proposal Particulars state that it applies, Proposal Schedule C - Previous Performance);
 - (iii) **capability and previous performance.** The extent to which the Respondent has demonstrated that it has the experience and capability to perform the Services and otherwise meet its obligations under the Contract in Part 5 if it is the successful Respondent (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule C - Capability and Previous Performance);
 - (iv) **quality, management and systems.** The extent to which the Respondent has demonstrated that it has in place quality, management and work systems to meet its obligations under the Draft Contract in Part 5 if it is the successful Respondent, noting Proposal Schedule D - Quality, Management and Work Systems;
 - (v) **insurance details.** The extent to which the Respondent has demonstrated that it has a satisfactory commercial position in respect of the insurance required under the Draft Contract in Part 5 if it is the successful Respondent (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule E - Insurance Details)
 - (vi) **Agreed Fee.** The extent to which the Respondent has demonstrated that its Agreed Fee, when considered in conjunction with all other evaluation criteria and all other information, is value for money to TasNetworks (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule F - Agreed Fee);
 - (vii) **benefit to the Tasmanian community.** The extent to which the Respondent has demonstrated that it will provide opportunities and other benefits to the Tasmanian

community in performing the Services and otherwise meeting its obligations under the Draft Contract in Part 5 if it is the successful Respondent (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule G - Benefit to the Tasmanian);

- (viii) **financial viability.** The extent to which the Respondent has demonstrated that it has the necessary financial viability to perform the Services and otherwise meet its obligations under the Draft Contract in Part 5 if it is the successful Respondent (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule H - Financial Viability);
 - (ix) subject to clause 3.2 (including TasNetworks' absolute discretion with respect to alternative proposals), **alternative proposals** (if any). The extent to which the Respondent has demonstrated greater value for money (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule I - Alternative Proposals); and
 - (x) **cyber security.** The extent to which the Respondent has demonstrated that it is capable of meeting the relevant security controls applicable to the information handling and technology involved in performing the Services (noting that the type of information TasNetworks is seeking is outlined in Proposal Schedule J - Cyber Security);
- (b) will apply any **additional evaluation criteria** specified in the Proposal Particulars;
 - (c) may (in its absolute discretion) take into account the information which the Respondent provides under clause 5(a); and
 - (d) may (in its absolute discretion):
 - (i) obtain and take into account information from its own knowledge, enquiries and investigations, including:
 - (A) from referees on prior or current projects on which a Respondent may have been involved (whether or not nominated by the Respondent in, if a registration of interest process was used, its registration of interest or its Proposal or if a registration of interest process was not used, its Proposal); or
 - (B) from financial information or documents (whether provided by the Respondent under Proposal Schedule H Financial Viability or otherwise);
 - (ii) take into account any information lodged or likely to be lodged by the Respondent in any expression of interest process, request for proposal process or similar procurement process in connection with the Services; and
 - (iii) without limiting any other right or remedy of TasNetworks (under the Proposal Documents or otherwise at law or in equity):
 - (A) decide not to evaluate a Proposal (or continue to evaluate a Proposal); or
 - (B) decide to discontinue negotiations with any preferred Respondent appointed under clause 5(c),

if:

- (C) TasNetworks considers (in its absolute discretion) that the Respondent does not have the necessary financial viability to perform the Services and otherwise meet its obligations under the Contract in Part 5 if it is the successful Respondent, whether as a result of financial information or documents (whether provided by the Respondent under Proposal Schedule H - Financial Viability or otherwise); or
- (D) the Respondent has acted inconsistently with the Proposal Documents.

5. Proposed Procedure after the Closing Date and Time

- (a) After the Closing Date and Time, TasNetworks may (in its absolute discretion) do one or more of the following from time to time with one or more Respondents:
 - (i) meet with representatives of the Respondent to obtain further information, documents or evidence in relation to, and otherwise clarify, aspects of the Respondent's Proposal;
 - (ii) require the Respondent to provide TasNetworks and the Contact Officer with further information, documents, evidence or clarification in relation to any aspect of the Respondent's Proposal or as otherwise described in the Proposal Documents; and
 - (iii) set aside a Proposal, pending negotiations with one or more preferred Respondents under paragraph (c).
- (b) The Respondent must provide all information, documents, evidence or clarifications required by TasNetworks under paragraph (a):
 - (i) by the time and date specified by TasNetworks; and
 - (ii) by the form of communication specified by the Proposal Documents or otherwise specified by TasNetworks.
- (c) TasNetworks may (in its absolute discretion) by notice appoint one or more Respondents as preferred Respondents:
 - (i) with whom TasNetworks will enter into negotiations; and
 - (ii) subject to the satisfaction of such conditions (if any) as may be stated in the notice, including the Respondent duly completing, executing and returning a preferred Respondent negotiation protocol in the form specified by TasNetworks (setting out the basis on which TasNetworks will negotiate with the preferred Respondent):
 - (A) by the time and date specified by TasNetworks; and
 - (B) by the form of communication specified by TasNetworks.
- (d) Without limiting clause 6 or the legal effect of the preferred Respondent's obligations under any preferred Respondent negotiation protocol required under paragraph (c)(ii), the appointment of a Respondent as a preferred Respondent under paragraph (c) is not to be taken as a representation that TasNetworks will award the Contract in Part 5 to the preferred Respondent and does not bind TasNetworks to do so.

- (e) Negotiations with preferred Respondents under paragraph (c):
- (i) may be conducted on any basis which TasNetworks (in its absolute discretion) considers will enable TasNetworks to improve the value for money which it would obtain from acceptance of any preferred Respondent's Proposal;
 - (ii) without limiting subparagraph (i), may involve the amendment of any aspect of the Proposal Documents (including the Contract in Part 5) or a preferred Respondent's Proposal, regardless of how substantial the amendment or the fact that the amendment is only proposed to a particular preferred Respondent; and
 - (iii) do not require TasNetworks to provide each preferred Respondent (if more than one) with the same information, opportunity to negotiate, or proposed amendment of any aspect of the Proposal Documents (including the Contract in Part 5) or the preferred Respondent's Proposal.
- (f) TasNetworks may (in its absolute discretion) by notice:
- (i) discontinue negotiations at any time and for any reason with a preferred Respondent; or
 - (ii) without limiting paragraph (c), appoint one or more other preferred Respondents with which to enter into negotiations.

6. Acceptance of Proposals

- (a) TasNetworks is not bound or required to accept the lowest or any Proposal.
- (b) A Respondent's Proposal (as amended, if at all, under clause 5) will not be deemed to be accepted unless and until the Draft Contract set out in Part 5 is signed by the Respondent and TasNetworks.
- (c) No other document issued or made available and no other representation made or conduct engaged in, by or on behalf of TasNetworks (other than as set out under paragraph (b)) will be deemed to be acceptance of a Respondent's Proposal or to create any contractual or other legal relationship between TasNetworks and a Respondent or otherwise oblige TasNetworks to enter into a contract with the Respondent.

7. Notification and debrief

- (a) If the Respondent:
 - (i) did not lodge a conforming Proposal, TasNetworks will notify the Respondent and no debrief will be provided; or
 - (ii) did lodge a conforming Proposal, TasNetworks:
 - (A) may (in its absolute discretion) notify the Respondent if its Proposal has been set aside under clause 5(a)(iii); and

- (B) will notify the Respondent if its Proposal was unsuccessful (regardless of whether or not its Proposal was set aside under clause 5(a)(iii)).
- (b) Within 14 days of:
- (i) receipt of a notice from TasNetworks under paragraph (a)(ii)(B); or
 - (ii) the date upon which the Respondent's Proposal is accepted under clause 6,
- the Respondent may notify the Contact Officer by email that a debrief is requested.
- (c) If a request is made under paragraph (b):
- (i) subject to subparagraph (iii), TasNetworks will determine (in its absolute discretion) a suitable time, date and place for the debrief after the Commencement Date;
 - (ii) the Contact Officer will notify the Respondent by email of the time, date and place for the debrief; and
 - (iii) TasNetworks will provide the debrief.
- (d) The purpose of the debrief is to discuss the reasons why the Respondent's Proposal was successful or unsuccessful and neither TasNetworks nor the Contact Officer is obliged to make any comparison with or provide any information about any other Respondent or Proposal at the debrief.

8. Costs and claims

Without limiting any other provision of these Proposal Documents, no payment will be made by TasNetworks to the Respondent or any other person or entity for any costs, expenses, losses, damages or liabilities incurred or suffered by the Respondent or any other person or entity arising out of or in connection with:

- (a) preparing a Proposal;
- (b) the request for proposal process (including an industry briefing, if applicable, any Respondent meeting, a debrief or any discussions, negotiations or enquiries or any work undertaken by the Respondent before or after the Closing Date and Time, including in relation to anything that occurs under clauses 2.3 or 5); or
- (c) any failure to comply with the Disclaimer and Confidentiality Agreement or the Proposal Conditions.

9. Joint Bids

9.1 If a Registration of Interest Process was Used

- (a) If an expression of interest process was used and the Respondent's expression of interest:
- (i) was not lodged on a Joint Bid Basis (as defined under clause 7 of the Request for Expressions of Interest), the Respondent must not lodge its Proposal on a Joint Bid Basis (whether with any one or more of the other Respondents for the Services or any other party); or
 - (ii) was lodged on a Joint Bid Basis (as defined under clause 7 of the Request for Expressions of Interest), the Respondent must:
 - (A) subject to subparagraph (B), lodge its Proposal on the basis described in its registration of interest; or
 - (B) if the Respondent wishes to lodge its Proposal on a basis other than that described in its expression of interest, notify the Contact Officer by email no later than 14 days prior to the Closing Date and Time, providing details of its request to lodge its Proposal on any other basis.
- (b) If a request is made under paragraph (a)(ii)(B), the Contact Officer will notify the Respondent by email that TasNetworks (in its absolute discretion) either:
- (i) grants permission, whether with or without such conditions as TasNetworks thinks fit; or
 - (ii) refuses permission.

9.2 If a Request for Expressions of Interest Process was Not Used

If an expression of interest process was not used, TasNetworks offers the Respondent the opportunity to lodge its Proposal on a Joint Bid Basis.

9.3 Amendments to Contract

If TasNetworks considers negotiating or accepting a Proposal lodged on a Joint Bid Basis, TasNetworks reserves the right to require such amendments to the Contract in Part 5 as TasNetworks considers (in its absolute discretion) are necessary to:

- (a) ensure the joint and several liability of the parties comprising the Service Provider; and
- (b) otherwise provide it with sufficient protection in the event of default or financial difficulty of any type (including the circumstances described in the definition of Insolvency Event under the Draft Contract in Part 5),

including in relation to the provision of cross guarantees, parent company guarantees, indemnities, collateral warranties, direct collateral covenants with subcontractors or otherwise.

10. Conflict of interest

- (a) The Respondent must use its best endeavours to not place itself, and ensure that its officers, employees, agents and advisers do not place themselves, in a position that may or does give rise to an actual, potential or perceived conflict of interest between the interests of TasNetworks and the Respondent during this request for proposal process.
- (b) If during this request for proposal process a conflict of interest arises, or appears likely to arise, the Respondent must immediately notify the Contact Officer by email sent to Procurement@marinuslink.com.au, providing details of such conflict of interest and the steps which the Respondent has taken (or will take) to prevent, end, avoid, mitigate, resolve or otherwise manage the conflict of interest.
- (c) If a notice is given under paragraph (b), the Contact Officer will notify the Respondent by email of any steps TasNetworks requires the Respondent to take to prevent, end, avoid, mitigate, resolve or otherwise manage the conflict of interest.
- (d) Without limiting clause 4(d)(iii), TasNetworks may decide not to evaluate (or continue to evaluate) a Proposal if the Respondent:
 - (i) has not complied with paragraph (a);
 - (ii) fails to notify the Contact Officer under paragraph (b); or
 - (iii) fails to take the steps notified by the Contact Officer under paragraph (c) to prevent, end, avoid, mitigate, resolve or otherwise manage the conflict of interest.
- (e) Compliance with paragraph (a), the obligation to notify the Contact Officer under paragraph (b) and the obligation to take the steps notified by the Contact Officer under paragraph (c) to prevent, end, avoid, mitigate, resolve or otherwise manage the conflict of interest is a minimum form and content requirement under clause 3.1(b).

11. Use of Proposals

The Respondent acknowledges that:

- (a) its Proposal and any other documents arising out of or in connection with this request for proposal process become the property of TasNetworks; and
- (b) TasNetworks may (in its absolute discretion) use, retain and copy the information contained in its Proposal and any other documents arising out of or in connection with this request for proposal process for any purpose arising out of or in connection with:
 - (i) the evaluation and selection of applicants and respondents;
 - (ii) the development and preparation of Proposal Documents and any subsequent request for proposal process conducted by TasNetworks in respect of the Services;
 - (iii) verifying the accuracy, consistency and adequacy of information provided under any other invitation to register interest process, request for proposal process or similar procurement process conducted by TasNetworks; or

- (iv) the development and preparation of request for expressions of interest documents, Proposal Documents or similar documents and any subsequent request for expressions of interest process, request for proposal process or similar procurement process conducted by TasNetworks.

12. Unlawful conduct

Without limiting clause 4(d)(iii), TasNetworks may decide not to evaluate (or continue to evaluate) a Proposal if the Proposal has been prepared:

- (a) in breach of or otherwise inconsistently with any Legislative Requirement regarding the offering of unlawful inducements in connection with the preparation of a Proposal or during a request for proposal process; or
- (b) with the utilisation of information unlawfully obtained from TasNetworks.

13. Privacy

- (a) The Respondent agrees, when doing any act or engaging in any practice for the purposes of lodging a Proposal under these Proposal Conditions, to comply with the Personal Information Protection Principles as if the Respondent were a 'personal information custodian' as defined in the Personal Information Protection Act.
- (b) The Respondent acknowledges that, in addition to the requirements of this clause 13, the Respondent may also be obliged to comply with other obligations in relation to the handling of Personal Information, such as the Personal Information Protection Principles or other Legislative Requirements.
- (c) This clause 13 survives the expiration or earlier termination of the request for proposal process for the Contract in Part 5.

14. Material change

14.1 Respondent's Warranty

Subject to clause 14.2, the Respondent warrants that, at the time of lodging its Proposal, it is not aware of any Material Change in relation to the Respondent.

14.2 Notice of Material Change

If:

- (a) a registration of interest process was used, at any time after lodging its registration of interest; or
- (b) if a registration of interest process was not used, at any time after lodging its Proposal; or
- (c) the Respondent becomes aware of any Material Change,

the Respondent must immediately notify the Contact Officer by email sent to Procurement@marinuslink.com.au, providing details of:

- (d) the Material Change; and
- (e) the steps which the Respondent has taken (or will take) to prevent, end, avoid, mitigate, resolve or otherwise manage the risk of any adverse effect of the Material Change on the interests of TasNetworks.

14.3 Acknowledgement, release and indemnity

Without limiting any other provision of the Proposal Documents, the Respondent acknowledges and agrees that:

- (a) TasNetworks is proceeding with the request for proposal process strictly on the basis of, and in reliance upon, the warranties, obligations, releases and indemnities under clause 14; and
- (b) without limiting any other right or remedy of TasNetworks (under the Proposal Documents or otherwise at law or in equity), if:
 - (i) the Respondent:
 - (A) notifies the Contact Officer under clause 14.2; or
 - (B) has failed to strictly comply with clause 14; or
 - (ii) TasNetworks otherwise considers (in its absolute discretion) that there exists (or is likely to exist) a Material Change in relation to the Respondent,

TasNetworks may (in its absolute discretion) do any one or more of the following:

- (iii) notify the Respondent that it is required to provide the Contact Officer or meet with TasNetworks to provide further information, documents or evidence in relation to, and otherwise clarify, the:
 - (A) nature and extent of the Material Change; and
 - (B) steps which the Respondent has taken (or will take) to prevent, end, avoid, mitigate, resolve or otherwise manage the risk of any adverse effect of the Material Change on the interests of TasNetworks,by the time and date specified in the notice;
- (iv) notify the Respondent that the Respondent:
 - (A) is specifically excluded from participating in the request for proposal process and its Proposal will not be evaluated (or continue to be evaluated); or
 - (B) may continue to participate in the request for proposal process, whether with or without such conditions as TasNetworks thinks fit (in its absolute discretion);
or

- (v) take such Material Change or failure into account in any registration of interest process, request for proposal process or similar procurement process in connection with the Services or any other TasNetworks project or services.

15. Special Conditions of Proposal

These Proposal Conditions also include any special conditions of proposal specified in the Proposal Particulars.

Part 2 Proposal Particulars

PROPOSAL PARTICULARS

Closing Date and Time: (clause 2.12.1(e))	Friday 27 November 2020 2.00pm (Hobart Local time)
Contact Officer: (clause 2.12.1(d))	Sarah Gunning Communications prior to the Closing Date and Time: via Tenderlink Communications post Tender: Procurement@marinuslink.com.au
Proposal Validity Period: (clause 2.1)	120 days after the Closing Date and Time.
Industry briefing: (clause 2.3)	Clause 2.3 does not apply.
Additional conditions for participation: (clause 3.1(c))	The additional conditions for participation applicable to this request for proposal process are that the Respondent must: None stated.
Format of electronic copy of Proposal: (clause 3.4(b))	Portable Document Format (.pdf) and spreadsheets shall be in Microsoft Excel format (.xlsx) capable of manipulation and interpretation by TasNetworks (or above).
Additional Evaluation Criteria: (clause 4(b))	None stated.
Special conditions of Proposal: (clause 15)	None stated.
Key People: (Proposal Schedule A, - Workload and Proposed Resources)	Service Provider Representative Project director Project manager Other key positions/role as nominated by the Respondent in delivery of the Services – See also Proposal Schedule A
Preliminary Proposed Approach: (Proposal Schedule B, - Preliminary Proposed Approach)	Without limiting the amount of information to be provided by the Respondent in response to Tender Schedule B, TasNetworks guidance is that up to 10 pages would be appropriate.

Part 3 Proposal Form and Statutory Declaration

PROPOSAL FORM AND STATUTORY DECLARATION

PROPOSAL FORM

To: Tasmanian Networks Pty Ltd (ACN 167 357 299) (TasNetworks)

By: [REDACTED]

1. The Offer

- (a) We propose to perform Services in accordance with the Proposal Documents and the enclosed Proposal Schedules.
- (b) We undertake, if this Proposal is accepted, to immediately commence the Services and to carry them out in accordance with the Proposal Documents.
- (c) In consideration of TasNetworks promising to pay us the sum of One Dollar (\$1.00), we agree to be bound by this Proposal for the duration of the Proposal Validity Period and that this Proposal may be accepted by TasNetworks at any time before the expiration of that period.
- (d) The Proposal will not be deemed to have been accepted unless and until the Draft Contract set out in Part 5 is signed by us and TasNetworks.
- (e) We understand that TasNetworks is not bound to accept the lowest or any Proposal it may receive.
- (f) We acknowledge and agree that:
 - (i) the entire request for proposal process (including obtaining, evaluating and (if applicable) negotiating Proposals) (**Process**) is being conducted solely for the benefit of TasNetworks;
 - (ii) to the extent permitted by law:
 - (A) without limiting the legal effect of a preferred Respondent's obligations under any preferred Respondent negotiation protocol required under clause 5(c)(ii) of the Proposal Conditions, TasNetworks does not intend to create any contract or other relationship under which TasNetworks is legally obliged to conduct the Process in any manner or at all (whether in accordance with the terms of the Proposal Documents or otherwise) and that there is in fact no such contract or other relationship in existence;
 - (B) there will be no procedural or substantive limitation upon the manner in which TasNetworks may (in its absolute discretion) conduct the Process;
 - (C) TasNetworks does not make any warranty, guarantee or representation about our Proposal, TasNetworks' requirements for the Services or the way in which it will evaluate our Proposal arising out of or in connection with anything which TasNetworks states or does or omits to state or do in, arising out of or in connection with any meeting under clause 2.3 or 5 of the Proposal Conditions or any industry briefing (**Meeting Conduct**);
 - (D) TasNetworks does not owe any duty of care to us in respect of any Meeting Conduct; and

(E) we did not in any way rely upon any such Meeting Conduct for the purposes of preparing, amending or negotiating our Proposal or entry into any contract with TasNetworks,

without limiting subparagraph (ii)B, TasNetworks may (in its absolute discretion) by notice to us, vary, suspend, discontinue or terminate the Process at any time and for any reason;

(iii) notwithstanding subparagraphs (i) - (ii), we are submitting to the Process because we consider that this represents a valuable commercial opportunity for us;

(iv) we release TasNetworks in respect of any costs, expenses, losses, damages or liabilities suffered or incurred arising out of or in connection with the Process, the rejection of, failure to evaluate or failure to accept our Proposal, any failure to comply with the Proposal Documents, any Meeting Conduct, any debrief, any variation or suspension of the Process or any discontinuance or termination of the Process;

(v) TasNetworks is proceeding with the Process strictly on the basis of, and in reliance upon, the acknowledgements and releases set out above;

(vi) we indemnify TasNetworks in respect of all costs, expenses, losses, damages and liabilities suffered or incurred by TasNetworks arising out of or in connection with any breach of any acknowledgement or release given by us under this paragraph (f); and

(vii) we accept (without departure, qualification, amendment, limitation or exclusion) the Contract in Part 5, except to the extent we have completed and lodged an alternative proposal in Proposal Schedule I - Alternative Proposals.

(g) We acknowledge that each party constituting the Respondent is bound jointly and severally by this Proposal.

(h) We acknowledge and agree that, following the Closing Date and Time, we will:

(i) attend and participate in all meetings required by TasNetworks; and

(ii) provide all information, documents, evidence or clarifications required by TasNetworks and the Contact Officer within the time periods and in the formats specified by the Proposal Conditions or as otherwise specified by TasNetworks or the Contact Officer.

(i) Without limiting paragraph (h), we acknowledge and agree that if TasNetworks notifies us that we are a/the preferred Respondent, we will:

(i) attend and participate in all meetings, provide all information, documents and evidence and clarifications necessary to assist in the finalisation of the Contract for execution;

(ii) negotiate in good faith all issues (if any) necessary prior to finalisation of the Contract for execution; and

(iii) if required by TasNetworks, execute 2 originals of the Formal Instrument of Agreement in Part 5 of the Proposal Documents on the date required by TasNetworks.

(j) We acknowledge and agree that, without limiting any right or remedy of TasNetworks (under the Proposal Documents or otherwise at law or in equity), TasNetworks may (in its absolute discretion):

- (i) decide not to evaluate our Proposal; or
- (ii) decide to discontinue negotiations with us if we are a preferred Respondent appointed under clause 5(c),
if:
 - (iii) TasNetworks considers (in its absolute discretion) that we do not have the necessary financial viability to perform the Services and otherwise meet our obligations under the Contract in Part 5 if we are the successful Respondent whether as a result of financial information or documents (whether provided by the Respondent under Proposal Schedule H - Financial Viability or otherwise); or
 - (iv) we have:
 - (A) failed to comply with any of our obligations in the Disclaimer and Confidentiality Agreement or the Proposal Conditions; or
 - (B) have otherwise acted inconsistently with the Proposal process.

2. Addenda

We have allowed in our Proposal for the requirements contained in all addenda under clause 2.2(g) of the Proposal Conditions and identify each addendum by its number and date as follows:

Number	██████████	Dated	██████████
Number	██████████	Dated	██████████

3. Details of Respondent

Full Name of Respondent

ABN/ACN of Respondent (if applicable)

Street address (not PO Box)

Email address

Builders' registration or licence number (if applicable)

Name of contact person

Contact person - telephone (office)

Contact person - telephone (mobile)

Contact person - email address

The Respondent is requested to provide the details and information described under clause 3.4(a)(ii) of the Proposal Conditions.

If the Respondent wishes to lodge its Proposal on a Joint Bid Basis, it is requested to provide (for each joint bid party as applicable) the details and information described under clause 3.4(a)(ii) of the Proposal Conditions.

The Respondent confirms that each party to the joint bid will be jointly and severally liable to TasNetworks if they are the successful Respondent.

DATED this day of 20

Signed for and on behalf of [REDACTED] by its
authorised signatory in the presence of:

Signature of witness

Signature of authorised signatory

Full name of witness

Full name of authorised signatory

Part 4 Proposal Schedules


Proposal Schedule A - Workload and Proposed Resources

1. Proposed Resources (Including Service Provider Representative and Key People)

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(i) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide details of its proposed key people together with details of their expected degree of involvement for the Services, including:

- (a) the Service Provider Representative; and
- (b) other key people as proposed by the Respondent.

Such details should be provided in table format as set out below.

Role	Name	Location	Current and Potential Future Workload, Capacity, Availability and Proposed Involvement (Including Estimated Hours)	Involvement in Item 1 Projects	Involvement in) Proposal Schedule C Projects and Other Relevant Experience	Qualifications, Licences etc.	Statement of Compliance with Modern Slavery Laws
Service Provider Representative							
							

(extend table as required)


The Respondent is also requested to provide:

- (c) a proposed organisational chart; and
- (d) curriculum vitae for each of the Service Provider Representative and each key person for the roles specified in the Proposal Particulars, which should provide details of all relevant projects in the last 5 years and the name and telephone number of a client referee. The Respondent is requested not to exceed 1 page for each curriculum vitae.

2. Proposed subcontractors

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(i) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide details of its proposed subcontractors (and their key people) for the Services if it is the successful Respondent.

Such details should be provided in table format as set out below.

	Legal Name and ABN	Key People	Location	Current And Potential Future Work-Load,	Involvement In Item 1 Projects	Involvement In Proposal Schedule C - Previous	Qualifications, Licences Etc.	Statement of Compliance with

[Redacted]	(and other names, if applicable)			Capacity, Availability And Proposed Involvement (Including Estimated Hours)		Performance Projects And Other Relevant Experience		Modern Slavery Laws

The Respondent is also requested to provide:

- (a) a proposed organisational chart; and
- (b) curriculum vitae for each key person from each subcontractor, which should provide details of all relevant projects worked on in the last 5 years and the name and telephone number of a client referee. The Respondent is requested not to exceed 1 page for each curriculum vitae.

Proposal Schedule B - Preliminary Proposed Approach

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(ii) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to prepare and provide a preliminary proposed approach for the Services.

The Respondent should note that:

- (c) TasNetworks reserves the right to negotiate the preliminary proposed approach provided by the Respondent before entering into any contract with the successful Respondent; and
- (d) the preliminary proposed approach (as modified) may be attached to the Draft Contract but will not limit the Service Provider's obligations under the Draft Contract.

If the Respondent wishes to lodge its Proposal on a Joint Bid Basis, it is requested to provide any information in this Proposal Schedule B which it considers relevant to proposed joint bid arrangements (as applicable).

The Respondent is requested not to exceed 2 pages for in its response to this Proposal Schedule B

Proposal Schedule C – Capability and Previous Performance

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(iii) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide a statement that clearly demonstrates its capability relevant to the provision of the services.

The respondent must provide details of its previous performance on all relevant projects carried out or completed in the five [5 years] prior to the Closing Date and Time in a similar table format as set out below.

	Project And Location	Project And Location	Project And Location
Client			
Nature And Extent of Involvement of Any Proposed Resources Identified in Proposal Schedule A			
Details of Other Innovations and Value Adding			
Details of Problems and Solutions Which Resolved Problems			
Client Referee - Name and Current Telephone Number			

Proposal Schedule D – Quality, Management and Work Systems

To assist the Respondent demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(iv) of the Proposal Conditions, the Respondent is requested to provide a draft Quality and Management Systems Plan (or a comparable example from another project).

The Respondent is requested to ensure that its draft or example Quality and Management Systems Plan is focused on the Services described in the Draft Contract.

The Respondent should also provide information on relevant work systems that will be utilised to the delivery of services, a particular focus on systems that facilitate the sharing of information and materials.

Proposal Schedule E - Insurance Details

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(iv) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide details of the insurances which it has or proposes to put in place for the purposes of the Contract in Part 5.

If the Respondent wishes to lodge its Proposal on a Joint Bid Basis, it is requested to provide any information in this Proposal Schedule E which it considers relevant to proposed joint bid arrangements (as applicable).

1. Insurance

The Respondent's attention is drawn to clause 9 of the Draft Contract in Part 5.

Do the terms of all insurances which the Respondent has or proposes to put in place for the purpose of the Contract comply with all requirements in clause 9 of the Draft Contract in Part 5?

YES NO

Do the levels of all insurances which the Respondent has or proposes to put in place for the purpose of the Contract comply with the levels of insurance in clause 9 of the Draft Contract in Part 5?

YES NO

The Respondent is requested to provide details of the terms and levels of the insurances which the Respondent has or proposes to put in place for the purpose of clause 9 of the Draft Contract in Part 5, including as set out below:

INSURANCE TYPE	INSURER AND BROKER	RATING	POLICY NO	IS THE RESPONDENT A NAMED INSURED?	COVER	POLICY PERIOD	DEDUCTIBLE
PUBLIC LIABILITY INSURANCE				YES/NO (IF NO, PROVIDE DETAILS)	\$(INSERT) for each and every occurrence		
WORKERS COMPENSATION INSURANCE				YES/NO (IF NO, PROVIDE DETAILS)	Prescribed by Legislative Requirements in the State or Territory in which the Services are performed or the Service Provider's employees perform work, are employed or normally reside. Relevant States and Territories: If the Services are performed or the Service Provider's employees perform work, are employed or normally reside in Western Australia		

INSURANCE TYPE	INSURER AND BROKER	RATING	POLICY NO	IS THE RESPONDENT A NAMED INSURED?	COVER	POLICY PERIOD	DEDUCTIBLE
					or any jurisdiction outside Australia, Employers Liability Insurance: \${INSERT}		
PROFESSIONAL INDEMNITY INSURANCE				YES/NO [IF NO, PROVIDE DETAILS]	\${INSERT} in aggregate Worldwide limits: Jurisdictional limits: Retroactive Date:		

TasNetworks reserves the right to negotiate the insurance provided by any Respondent in this with a view to amending the Contract before entering into any Contract with the successful Respondent. Accordingly, any departure, qualification, amendment, limitation or exclusion to the insurance (including any proposed departure, qualification, amendment, limitation or exclusion of clause 9 of the Draft Contract in the Contract in Part 5) that is set out by the Respondent in Proposal Schedule E is **not** an alternative proposal for the purpose of the Proposal Conditions. The Respondent is requested to ensure that the information provided in the tables above is consistent with the information otherwise provided in this.

Proposal Schedule F - Agreed Fee

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(vi) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide the information described in Proposal Schedule F

The Respondent should ensure that all amounts are GST-exclusive (see clause 15 of the Draft Contract in Part 5).

All breakdowns and other information are for evaluation purposes and will not limit or affect the scope of Services in Part 5.

1. Agreed Fee

The Respondent must provide detailed pricing, on a rates-basis, for all activities comprising the Services.

As a minimum, the pricing required to be prepared by the Respondent must include:

- (a) a schedule of rates for all personnel proposed to be involved in the provision of the Services. Such schedule of rates must be identified by role and, where applicable, named key personnel. The schedule of rates must show both hourly and daily rates, clearly identifying any discounts offered. This schedule of rates will be binding on the successful Proponent and form the basis for engagements issued under the contract.
- (b) identification of all disbursement costs and other out-of-pocket expenses applicable to the Services; such as travel and accommodation.

Proponents should note that it is TasNetworks' expectation that:

1. all travel and accommodation costs will be based on TasNetworks' policy to maximise value by obtaining the lowest available price. TasNetworks' reserves the right to directly book, and pay for, travel and accommodation; and
2. air travel (if any) will be economy class.

Should the Proponent propose any adjustment to pricing during the term of the provision of the Services, it must clearly state the proposed timing for such adjustment(s) and the proposed base index for calculation.

Proposal Schedule G - Benefit to the Tasmanian Community

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 3.4(b)(vii) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide details of the extent to which Tasmanian based businesses (including small to medium enterprises) (SME) would be involved in undertaking the Services described in the Draft Contract in Part 5.

The evaluation weighting to be applied to Proposal Schedule G will be at least twenty five per cent (25%). Respondents are requested to provide as much information as possible to assist the TasNetworks in its evaluation of this Proposal Schedule G

(i) Proposed value of Draft Contract	
(ii) > \$100,000	(iii) > \$2,000,000
<ul style="list-style-type: none"> Economic and Social Benefits Statement 	<ul style="list-style-type: none"> Economic and Social Benefits Statement Tasmanian Industry Participation Plan (TIPP) TIPP Executive Summary

Respondents should note that the TIPP and TIPP Executive Summary should, without limitation, include the information set out in this Proposal Schedule G and be provided to TasNetworks within 5 business days of Draft Contract award if it is the successful respondent.

1. Economic and Social Benefits Statement

The Respondent should outline how its submission will positively impact the local industry/economy by answering all of the questions in this Proposal Schedule G. The Respondent must ensure that it can verify the submitted information and where possible provide actual numbers of staff/values of goods and/or services involved in the undertaking of the Services in the Respondent's responses.

2. Local Industry Impact of the Business

The Respondent should indicate the direct local impact of the Respondent's business.

Examples: Is the Respondent a local Tasmanian SME¹ (how many Tasmanian jobs will be supported by the Respondent; how many people does the Respondent employ in Tasmania; provide an estimate of the number of labour hours worked by Tasmanian-based employees versus other employees; how many Tasmanian jobs will be created by the proposed Services?). If the Respondent is not a local Tasmanian SME, does the Respondent intend on setting up a Tasmanian office and employing local staff? (how many people does the Respondent employ, where is the Respondent's business located, what is the ownership structure of the Respondent)? How many new SME jobs, if any, would be created if the Respondent became the successful Respondent?

¹ Pursuant to the Buy Local Policy dated July 2020, a Tasmanian SME is a Tasmanian business employing less than 200 people.
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3. Goods and Services to be Utilised in the Contract

The Respondent should indicate how many of the goods and services involved in undertaking the Services will be provided by/sourced from local Tasmanian SMEs (this includes services provided by the Respondent as well as services procured/produced from subcontractors/partners).

The Respondent should identify the goods and/or services that it expects to purchase in undertaking the Services and provide the requested information in relation to same, where known.

The Respondent is also required to provide details regarding how the Services will incorporate local products, services and capabilities.

IDENTIFIED GOODS AND/OR SERVICES	TOTAL ESTIMATED VALUE	NAME OF SUPPLIER ANTICIPATED TO BE USED (IF ALREADY DETERMINED THROUGH EXISTING SUPPLY CHAIN ARRANGEMENTS)	LOCATION OF SUPPLIER (WHERE ALREADY DETERMINED THROUGH EXISTING SUPPLY CHAIN ARRANGEMENTS)	IF SUPPLIER NOT YET DETERMINED, IS THERE A LOCAL SME MARKET FOR SAME? (YES/NO)

4. Opportunity for Local SME involvement

The Respondent should indicate whether it would source components from other local Tasmanian SME companies/contractors or whether there is new work to be undertaken locally as a result the Respondent undertaking the Services or workers travelling to the local area to undertake the Services.

The Respondent should detail how it intends to identify and engage with subcontractors and/or other local Tasmanian SMEs in relation to the undertaking of the Services, including the Respondent's supply chain, e.g. use of existing supply chains, advertising of sub-contracting or supply opportunities, liaison with industry groups, etc.

The Respondent should indicate whether there are opportunities to transfer skills to a local Tasmanian SME or subcontractor. The Respondent should explain the process that it would undertake to ensure that local Tasmanian SMEs are not disadvantaged where competing with other suppliers in the provision of goods and/or services to be used in the undertaking of the Services (e.g. unpacking of procurements into smaller components so that local Tasmanian SMEs can compete more effectively).

The Respondent should also provide details regarding how the Respondent will ensure that local Tasmanian SMEs are not disadvantaged when competing with other suppliers to provide goods or services described in the Draft Contract.

5. Broader economic opportunities

The Respondent should explain whether there any other benefits that the Respondent's business or undertaking the Services would provide to the local/regional economy.

Examples: Undertaking of Services may lead to: new skills being developed locally; trainees/apprentices being appointed (and if so, how many and in which profession); opportunities for pathways to employment for disadvantaged Tasmanians; cross transfer skills to a local Tasmanian SME partner/subcontractor; the Respondent (if it is not a local Tasmanian SME) setting up an office/employing local staff; scale for the Respondent to take its products/services interstate/overseas; local community sponsorship etc.

The Respondent should also provide details of any formal support, sponsorship, volunteering or in-kind support which the Respondent provides to the Tasmanian community.

6. Local innovative solutions

The Respondent should explain if the Respondent can offer any innovative solutions that might benefit the broader Tasmanian community and economy.

Examples: adding value to imported goods or services through local development or innovation; developing strategies to provide goods or services to the Tasmanian economy that have historically been imported from interstate or overseas; innovative solutions that might benefit the broader Tasmanian community and economy.

Proposal Schedule H - Financial Viability

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(viii) of the Proposal Conditions and to assist TasNetworks in evaluating its Proposal, the Respondent is requested to provide the information and documents in this Proposal Schedule H:

1. Required Information and Documents

The Respondent is requested to provide:

- (a) a duly executed solvency statement;
- (b) if the Respondent is a:
 - (i) Public Company or a Large Proprietary Company, the following:
 - (A) audited Annual Financial Reports for the last three financial years; and
 - (B) the most recent audited or reviewed half yearly financial report (if the *Corporations Act 2001* (Cth) requires it to prepare such a report) if that report post-dates the latest annual financial report provided pursuant to subparagraph A;
 - (ii) Small Proprietary Company, partnership, person or organisation not falling within the scope of subparagraph (i) the following:
 - (A) audited Annual Financial Reports for the last three financial years if they are required to be prepared by law or pursuant to a contractual arrangement to which the Respondent is a party (and if the Respondent does not have at least three years of audited Annual Financial Reports, the Respondent must provide details as to why this is the case); or
 - (B) if subparagraph A does not apply, audited or unaudited financial accounts and records for the last three financial years (and if the Respondent does not have at least three years of financial accounts and records, the Respondent must provide details as to why this is the case); or
 - (iii) foreign individual, firm, corporation or otherwise, the following:
 - (A) audited or unaudited financial accounts and records for the last three financial years (and if the Respondent does not have at least three years of financial accounts and records, the Respondent must provide details as to why this is the case); and
 - (B) details of all assets and liabilities in Australia;
- (c) if the Respondent is a company and forms part of a corporate group, details of the structure of the corporate group, including whether or not there are any deeds of cross-guarantee in place and the information described under paragraph (a) for the ultimate holding company of the corporate group;

- (d) if substantial inter-group or inter-associated company or other loans exist, the information described under paragraph (b)(i), (b)(ii) or (b)(iii) (as applicable) for the companies or entities to which those loans have been provided or from whom they have been obtained;
- (e) details of any pending, threatened or actual litigation, arbitration or other forms of dispute resolution involving the Respondent;
- (f) details of all securities provided by the Respondent (including details of the type of security, the issuer of the security, details as to whom the security has been provided, the assets secured and the amounts secured);
- (g) an outline of key management control systems (including budgetary control systems, inventory management systems and cost estimating processes);
- (h) details of any contingent liabilities;
- (i) details of all finance facilities that the Respondent has in place, including the dates upon which the facilities expire; and
- (j) full contact details for its Financial Representative for the purpose of providing further financial information and documents (including internal monthly management accounts), answering questions, co-operating with and doing everything necessary to assist TasNetworks and the Contact Officer.

2. Joint Bid Basis Information and Documents

If the Respondent lodged its Proposal on a Joint Bid Basis, it must provide the information or documents in this Proposal Schedule H for each joint bid party).

Proposal Schedule I - Alternative Proposals

The Respondent's attention is drawn to clauses 3.1(b)(ii) and 3.2 of the Proposal Conditions. The Respondent should also note the evaluation criterion under clause 4(a)(vii) of the Proposal Conditions.

The Respondent should also note that it is a minimum form and content requirement for its Proposal under clause 3.1(b)(ii) of the Proposal Conditions that the Respondent must accept (without departure, qualification, amendment, limitation or exclusion) the Contract in Part 5, except to the extent completed and lodged in Proposal Schedule I.

TasNetworks offers the Respondent the opportunity to provide alternative proposals in pursuit of greater value for money. The Respondent should note that (subject to TasNetworks' discretion under clause 0 of the Proposal Conditions), it must lodge a conforming Proposal before an alternative proposal will be considered.

The Respondent must demonstrate how an alternative proposal will achieve greater value for money. The Respondent is requested to note that providing detailed comments from insurers, brokers and legal advice (without more information, including any effect on pricing) will be unlikely to meet this requirement.

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(vii) of the Proposal Conditions and to assist TasNetworks in evaluating an alternative proposal, the Respondent must provide a brief explanation of each alternative proposal and provide supporting evidence (for example, details of the alternative, technical descriptions, costing information, program information, technical specifications, testing information, data and any other relevant information).

The Respondent must also clearly explain the impact that any alternative proposal provided in this Proposal Schedule I will have on the information provided in any other Proposal Schedule lodged with its Proposal. This explanation must be set out in this Proposal Schedule I.

DRAFT CONTRACT				
CLAUSE	ALTERNATIVE	SUPPORTING INFORMATION	EFFECT ON OTHER PROPOSAL SCHEDULES (IF ANY)	VALUE FOR MONEY
SPECIAL CONDITIONS				
CLAUSE	ALTERNATIVE	SUPPORTING INFORMATION	EFFECT ON OTHER PROPOSAL SCHEDULES (IF ANY)	VALUE FOR MONEY
PROPOSAL SCHEDULES				
REFERENCE	ALTERNATIVE	SUPPORTING INFORMATION	EFFECT ON OTHER PROPOSAL SCHEDULES (IF ANY)	VALUE FOR MONEY
OTHER				

REFERENCE	ALTERNATIVE	SUPPORTING INFORMATION	EFFECT ON OTHER PROPOSAL SCHEDULES (IF ANY)	VALUE FOR MONEY

Proposal Schedule J - Cyber Security

For the purpose of this Proposal, Proposal Schedule J is:

USED NOT USED

To assist the Respondent to demonstrate its ability to satisfy the evaluation criterion described under clause 4(a)(x) of the Proposal Conditions, the Respondent is requested to complete the Cyber Security Risk Assessment Questionnaire attached in this Proposal Schedule J.



Cyber Security - External Supplier Risk Assessment Questionnaire

July 2020
Record Number: R0001651162



External Supplier Risk Assessment Questionnaire

TasNetworks External Dependency Management Standard outlines the relevant security controls that are applicable to products and identified service providers, vendors and contractors (referred to as External Supplier). It must be confirmed internally prior to engagement that the product and the External Supplier meet the required standards. If it cannot be confirmed that they meet the standard, this questionnaire should be completed as part of the procurement process. This questionnaire provides a series of questions that should be answered in order to ascertain the level of cyber security risk associated with engaging an External Supplier.

TasNetworks Cyber Security Team should be involved in evaluating the risk when the responses received are of a more technical nature. The Sourcing and Procurement Team Leader is responsible for ensuring the completed questionnaires are collated, stored in the InfoZone repository, and a ReLink to the document added to the Contract/Tenders register.

Frequency of Periodic Reviews

To align with TasNetworks cyber security risk management practices, it is the responsibility of each contract owner/account manager to perform periodic reviews of their suppliers and third party vendors during the life of the contract (if greater than two years). This will provide TasNetworks with visibility of any changes to the supplier's cyber security risk rating and subsequent changes to our risk exposure. Currently these reviews would be expected to be performed every 2 years.

External Supplier Details

This section documents some preliminary details to be filled out by the External Supplier.

Detail	Description
Proposed scope for the solution/service	Enter details of proposed solution <proposed solution as defined in the procurement plan> Indicate if you have provided a solution design, scope of works or similar document describing the solution or service you are offering.
External Supplier - Company Name	<Company Name and or related subsidiary name>
External Supplier - Contact Person	<Name, email address or phone number of a contact person within the External Suppliers organisation>
External Supplier - ABN	<The ABN will help TasNetworks differentiate if we are engaging a subsidiary company>



Section A - External Supplier Questions – About the Service or Solution

This section should be completed by the External Supplier.

Ref.	Control Area	Question	Response (Prompts Shown in Grey)
A1	Sovereignty	Will TasNetworks information be transmitted, processed or stored offshore (outside of Australia) – including backups?	If yes, list the countries/regions.
A2	Information Handling	To deliver the service or solution, do you store or process data: <ul style="list-style-type: none"> • On your own infrastructure/in your own data centre? • Using a cloud service (for example AWS, Google Cloud)? • In a 3rd party data centre? 	List the applicable security certifications that the data centre or cloud service provider holds
A3	Information Handling	Will you use information we provide to you for your own commercial purposes?	If yes, describe how the information will be used, in particular: <ol style="list-style-type: none"> Will we have control of how the data is used? How? If PIs included, will it be de-identified? If PIs included, can it be verified that the de-identified PI cannot be re-identified?
A4	Information Handling	If you use a cloud environment, will our data be collocated with other clients of the Cloud Provider (for example, shared databases or web servers), or will our data be isolated (for example, on separate servers)?	
A5	Information Handling	If you use your own or 3rd party data centres, do they have physical access controls to restrict access?	Describe the controls

Ref.	Control Area	Question	Response (Prompts Shown in Grey)
A6	Confidentiality & Integrity of Information	What mechanism will be used to transfer/access information hosted by the supplier? For example, secure web portal, encrypted email, SFTP.	If it is a web portal, is it exposed to the public internet or only available to your customers over a private channel, such as MPLS or VPN?
A7	Confidentiality & Integrity of Information	How will our information be protected in transit? For example, HTTPS, TLS.	If yes, describe the controls, including protocol versions and cryptographic algorithms used (e.g. TLS v1.2 with ASD approved cipher suites only supported).
A8	Confidentiality & Integrity of Information	Will our information be encrypted at rest, including in backups? For example, information stored in databases, file shares, etc.	If yes, describe the controls, including protocol versions and cryptographic algorithms used (e.g., AES 256 volume encryption and TDE database encryption).
A9	Encryption Key Management	Do you have a formal, documented key management process in place to manage the encryption key life cycle for keys that will be used to protect TasNetworks information? (Creation, use, rotation, backup, revocation, destruction).	
A10	Access Control	What mechanisms are used to control access to the service or solution that we are procuring?	Describe how identification, authentication and authorisation are provided.
A11	Access Control	If passwords are used for authentication: 1. Is a password policy enforced? 2. Are passwords stored securely? 3. What mechanism is used to disseminate credentials to users?	What is the password policy (complexity, lockout etc?) Describe the password storage mechanism (PBKDF2, BCRYPT etc.)
A12	Access Control	Are any additional access control mechanisms offered or required? For example, MFA, IP whitelisting.	
A13	Availability and Resilience	Is the service or solution Highly Available (HA) and are SLAs offered for the service?	

Ref.	Control Area	Question	Response (Prompts Shown in Grey)
A14	Information Retention	<p>What commitments do you make with regard to our information being destroyed or retained in line with contractual agreements, including online and offline backups at the end of the business relationship/upon termination of the contract or agreement?</p>	<p>Describe how destruction is enforced and verified. Describe retention timeframe, including backups.</p>
A15	Software Compatibility with Hardened Systems	<p>If you are delivering a software solution to TasNetworks: Has the solution been developed with secure server or workstation hardening principles in mind (designed specifically to run on systems that have been hardened)? For example, CIS or Microsoft benchmarks.</p>	<ol style="list-style-type: none"> 1. If yes, provide details of any benchmarks that have been used and the hardening settings that your solution is compatible with. 2. Are there any specific hardening measures that must not be applied for the software to function normally?



Section B – External Supplier Questions – About the Supplier

This section should be completed by the external supplier.

Ref.	Control Area	Question	Response (Prompts Shown in Grey)
B1	Information Security Policies	<p>Do you have formal, documented policies covering any of the following:</p> <ul style="list-style-type: none"> - Information Security - Risk Management - Incident Response - Acceptable Use - Encryption - Resilience and Recovery (DR/BCP) - Access Control - Change Management - Mobile Device Management and BYOD 	<p>Who owns the policies and when were they last updated?</p>
B2	Information Security Management System (ISMS)	<p>Do you operate an Information Security Management System (ISMS) and if so, is it compliant with or aligned to a formal Information Security Framework?</p> <p>For example, ISO 27001.</p>	
B3	ISMS	<p>Do you undertake regular:</p> <ol style="list-style-type: none"> 1. Vulnerability scanning of your environment? 2. Penetration testing, conducted by an external 3rd party? 	<p>If yes, describe the scope and frequency of testing and the process to track and mitigate the issues identified by vulnerability scanning/penetration testing.</p>

Ref.	Control Area	Question	Response (Prompts Shown in Grey)
B4	Compliance	<p>Can you provide details and evidence of inspections, reporting, monitoring and certifications/attestations to verify any claims regarding secure handling of data and allow us to verify the security controls that are in place to a sufficient level of detail?</p> <p>Examples of applicable information security certifications: ISO 27001, PCI DSS, CSA STAR, IRAP.</p> <p>Examples of applicable information security controls audit reports: SOC 2 Type II.</p>	<p>If yes, list the artifacts and provide evidence of them as well as identifying any deviations or issues, noted.</p> <p>TasNetworks may require provision of artifacts under NDA prior to contract signing.</p>
B5	Software Security/Patch Management	<p>Do you have controls and processes in place to address vulnerabilities within your environment?</p>	<p>Please detail operating system and application software controls and processes, such as automated patch management and software maintenance.</p>
B6	Secure Software Development Life Cycle Management	<p>If you are delivering a software solution to TasNetworks:</p> <ol style="list-style-type: none"> 1. Do your developers undergo secure development training? 2. Do you have separate environments for development and testing? 	<ol style="list-style-type: none"> 1. If yes, describe the program and the frequency requirements. 2. Describe the environments and applicable processes and controls.
B7	User Awareness/Acceptable Usage	<p>Do all staff, including third party contractors, undergo information security awareness/acceptable usage training?</p>	<p>If yes, describe the training and indicate the frequency requirements.</p>



Part 5 Draft Contract

Naomi Ghabrial

From: Katherine Halliday
Sent: Thursday, 2 September 2021 3:20 PM
To: Becher Townshend
Cc: Brad Stansfield
Subject: RE: Project Marinus Briefing

Importance: High

Bech,

Can we do 12.30 tomorrow will that work? Via teams.

Warm regards,
Kat

Katherine Halliday
Government Engagement Specialist & Acting Principal Communications Specialist
Marinus Link M 0448 973 008 E Katherine.Halliday@tasnetworks.com.au
1 - 7 Maria Street, Lenah Valley TAS 7008
PO Box 606, Moonah TAS 7009

Tasmanian Networks Pty Ltd
ABN 24 167 357 299
www.tasnetworks.com.au

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From: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>
Sent: Wednesday, 1 September 2021 6:17 PM
To: Becher Townshend <bechert@fontpr.com.au>
Cc: Brad Stansfield <brads@fontpr.com.au>
Subject: Re: Project Marinus Briefing

No worries let me try again. :)

Warm regards,
Kat

Katherine Halliday
Government Engagement Specialist & Acting Principal Communications Specialist

On 1 Sep 2021, at 5:33 pm, Becher Townshend <bechert@fontpr.com.au> wrote:

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Kat,

Could you ask Ben again please? The challenge with Members of Parliament is you don't want to mess them round too much.

Bech

From: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>
Date: Wednesday, 1 September 2021 at 4:39 pm
To: Becher Townshend <bechert@fontpr.com.au>, Brad Stansfield <brads@fontpr.com.au>
Subject: RE: Project Marinus Briefing

Hello Becher,

Having trouble getting Ben this Friday, any chance we can meet her next Friday?

Warm regards,
Kat

Katherine Halliday
Government Engagement Specialist & Acting Principal Communications Specialist
Marinus Link M 0448 973 008 E Katherine.Halliday@tasnetworks.com.au
1 - 7 Maria Street, Lenah Valley TAS 7008
PO Box 606, Moonah TAS 7009

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<image004.jpg>

From: Becher Townshend <bechert@fontpr.com.au>
Sent: Wednesday, 1 September 2021 12:29 PM
To: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>; Brad Stansfield <brads@fontpr.com.au>
Subject: Re: Project Marinus Briefing

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Kat,

I've spoken with Madeline and she would be happy to catch-up on Friday – would Ben have some times we could suggest?

Becher

From: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>
Date: Tuesday, 31 August 2021 at 3:12 pm
To: Becher Townshend <bechert@fontpr.com.au>, Brad Stansfield <brads@fontpr.com.au>
Subject: Project Marinus Briefing

Hello Becher and Brad,

I am hoping you could request the time of Madeline Ogilvie for a Project Marinus Briefing following her discussion with Ben on Friday at the TCCI event.

With warm regards,
Kat

Katherine Halliday
Government Engagement Specialist & Acting Principal Communications Specialist
Marinus Link M 0448 973 008 E Katherine.Halliday@tasnetworks.com.au
1 - 7 Maria Street, Lenah Valley TAS 7008
PO Box 606, Moonah TAS 7009

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Naomi Ghabrial

From: Katherine Halliday
Sent: Wednesday, 25 May 2022 4:02 PM
To: Brooke Mikkelsen
Subject: RE: Confidential - supporting RTI request coordination
Attachments: RE: Meeting with TasNetworks re Marinus; New Tas Labor Shadow Cabinet; RE: Budget Marinus; RE: Project Marinus Briefing ; Project Marinus Briefing

Hello Brooke,

So sorry for the delay, here you go.

Warm regards,
Kat

From: Brooke Mikkelsen <Brooke.Mikkelsen@tasnetworks.com.au>
Sent: Wednesday, 25 May 2022 10:15 AM
To: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>; Dan Sinkovits <Dan.Sinkovits@tasnetworks.com.au>
Cc: Benjamin White <Benjamin.White@tasnetworks.com.au>
Subject: FW: Confidential - supporting RTI request coordination
Importance: High

Hi Kat and Dan,

Just following up on the below please?

If you could please respond ASAP.

Thanks,
Brooke

From: Brooke Mikkelsen
Sent: Monday, 23 May 2022 4:26 PM
To: Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>; Dan Sinkovits <Dan.Sinkovits@tasnetworks.com.au>; Chris Warr <Chris.Warr@tasnetworks.com.au>
Subject: FW: Confidential - supporting RTI request coordination

Hi Chris, Kat & Dan,

Are you able to provide the below for this ASAP please? As we need to pull this together for Kate Bradshaw by Friday.

Any questions please let me know.

Thanks,
Brooke

From: Benjamin White <Benjamin.White@tasnetworks.com.au>
Sent: Sunday, 22 May 2022 9:36 PM
To: Brooke Mikkelsen <Brooke.Mikkelsen@tasnetworks.com.au>
Cc: Heath Dillon <Heath.Dillon@tasnetworks.com.au>; Jakki Triffitt <Jakki.Triffitt@tasnetworks.com.au>; Kate

Lancaster <Kate.Lancaster@tasnetworks.com.au>; Kate Bradshaw <Kate.Bradshaw@tasnetworks.com.au>
Subject: Confidential - supporting RTI request coordination

Hi Brooke

Hoping you can assist in coordinating relevant docs required as part of recent RTI request, namely:

- Copy of RFT scope for strategic engagement advisory services (Renee could assist)
- List of tenderers to that RFT (Renee could assist)
- copies of any documents produced by Font PR (Kat and Dan Sinkovitz to support pulling this together) - noting from my perspective no document has been produced by Font PR, they have only inputted into 89DE documents, but we are not disclosing 89 docs because that is not what has been requested. But let's get together anyway eg. Communication and Government advocacy strategy, sentiment survey summaries etc.
- emails sent and received from Font PR (namely Becher Townsend and Brad Stansfield), from my inbox, Kat's inbox and might also need to liaise with Chris Warr.

Katie Bradshaw has sought this information to be brought together by Friday.

Let's discuss further if required.

Thank you

Ben

Benjamin White
Acting CEO
(Executive Manager
Stakeholder Relations, Land & Environment)
Marinus Link
m. +61(0)477335134

Sent from my iPhone



Naomi Ghabrial

From: Katherine Halliday
Sent: Tuesday, 29 March 2022 7:53 PM
To: Brad Stansfield; Fleur (89 Degrees East); Alister Jordan; Benjamin White
Cc: Becher Townshend
Subject: RE: Budget Marinus

Thank you Brad. Hot off the press!

Warm regards,
Kat

From: Brad Stansfield <brads@fontpr.com.au>
Sent: Tuesday, 29 March 2022 7:51 PM
To: Fleur (89 Degrees East) <fleur@89degreeseast.com>; Alister Jordan <alister.jordan@89degreeseast.com>; Benjamin White <Benjamin.White@tasnetworks.com.au>; Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>
Cc: Becher Townshend <bechert@fontpr.com.au>
Subject: Budget Marinus

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[Budget overview | 2022-23 Budget \[budget.gov.au\]](#)

Brad Stansfield
Partner

P 03 6223 3333
M 0439 017 669
Level 11, 188 Collins Street
Hobart Tas 7000

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Budget 2022-23

Helping Australians with the cost of living

The pandemic, the conflict in Ukraine and extreme weather events are putting upward pressure on the cost of goods.

The Government is helping Australians deal with these cost of living pressures as part of our plan for a stronger future by:

- delivering more jobs and putting upward pressure on wages
- providing a one-off cost of living tax offset and a one-off cost of living payment for Australians most in need
- reducing the pressure of high fuel prices on non-vehicle budgets
- reducing out-of-pocket expenses for childcare
- delivering more affordable energy
- helping to bring home buyers
- reducing the cost of and increasing access to medicines

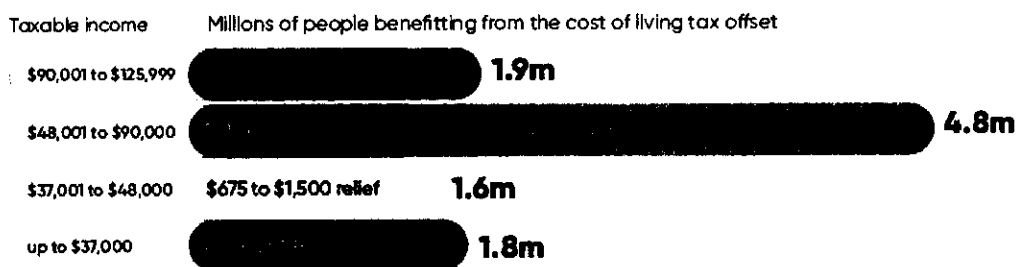
One-off cost of living tax offset

Easing cost of living pressures through the tax system

From 1 July this year, over 10 million individuals will receive a one-off \$420 cost of living tax offset. Combined with the low and middle income tax offset (LMITO), eligible low- and middle-income earners will receive up to \$1,500 for a single income household, or up to \$3,000 for a dual income household.

This builds on the estimated \$40 billion in tax relief under the Personal Income Tax Plan that has flowed to households since the start of the pandemic, and will help individuals meet rising cost of living pressures.

Tax relief from the cost of living tax offset and LMITO



Kate and Dan live together in their house in Toowoomba. Dan works in construction and is earning \$63,000 in 2021-22, and Kate works as an emergency nurse earning \$90,000 in 2021-22. With the one-off cost of living tax offset, Kate and Dan will receive a total reduction in their tax liability of \$3,000 when they lodge their tax return, \$840 more than they would have received without the increase. With the cost of living tax offset, and the Government's Personal Income Tax Plan, Kate and Dan will pay \$5,295 less tax when compared to 2017-18 tax settings.

One-off cost of living payment

Income support to relieve pressure on hip pockets

To help Australians meet cost of living pressures, the Government is providing a one-off, income tax-exempt payment of \$250.

This payment will help 6 million people, at a cost of \$1.5 billion.

More than half of those who will benefit are pensioners.

It will be paid automatically to all eligible pensioners, welfare recipients, veterans and eligible concession card holders in April 2022.

This is on top of the higher income support payments from existing indexation arrangements. Income support payments increased by 2.1 per cent in March 2022, benefiting almost 5 million Australians. The Age Pension, Disability Support Pension and Carer Payment rates increased by more than \$20 a fortnight for singles and \$30 a fortnight for couples. They will receive a similar increase again in September. Payments are regularly increased to help shield people from the rising cost of living.

This assistance builds on the hip pocket relief the Government provides through halving the excise rate, tax cuts, child care assistance and reduced electricity prices.

Taking the pressure off Australians with cost of living support is part of the Government's plan for a stronger future.

Kath and Marilyn are a retired couple who live together and are both Age Pension recipients. Kath and Marilyn will each receive a one-off cost of living payment of \$250. Their household will receive \$500 in April 2022. Their combined pension will also be more than \$300 higher over the next six months, before it is increased again.

Temporary fuel excise relief

Cost of living relief at the petrol pump

The Russian invasion of Ukraine has seen fuel prices increase, adding to cost of living pressures faced by families and the cost of doing business for small businesses.

The Government is taking decisive, responsible and temporary action to cut fuel excise and reduce the pressure of high fuel prices on household budgets.

As part of Australia's plan for a stronger future, the Government will reduce fuel excise by 50 per cent for 6 months. This will see excise on petrol and diesel cut from 44.2 cents per litre to 22.1 cents per litre.

Fuel subject to a lower excise rate is expected to flow through to the majority of service stations and Australian consumers within a few weeks as stations replenish their stocks.

Viv is a teacher and commutes to the classroom with her small petrol hatchback. On average she needs to fill her tank of 40 litres once every week. Under the changes, Viv would be expected to save up to \$10 in excise and GST per tank of fuel or up to \$250 over the 6 month period.

Morgan owns a small electrical business that employs 10 people. They each drive utes with 80L fuel tanks. Under the changes, Morgan's business would save a combined total of up to \$215 in excise and GST expenses at the bowser when

filling up all 11 vehicles. If this business filled all 11 cars on a fortnightly basis, the business would save up to \$2.7 million in excise and GST expenses over the 6-month period.

More affordable child care

Ensuring access to child care for all families by reducing out-of-pocket expenses

The Government's support for child care is easing cost-of-living pressures for families and supporting choices for working parents.

The Government has invested \$62 billion since 2013, with a record \$10.3 billion forecast to be spent in 2021-22. This investment is in addition to the \$1.7 billion provided in last year's Budget to make child care more affordable for families through the removal of the annual cap on the Child Care Subsidy and increased subsidies for second and subsequent children. This is improving cost of living pressures for around 250,000 families, saving them on average, around \$2,260 per year, depending on their household income and the number of children in child care.

The Government continues to support child care services facing challenging circumstances, including COVID-19 and recent floods. This includes \$279 million in COVID-19 support, \$6.9 million in business continuity payments and support for services through Special Circumstances grants in the Community Child Care Fund.

Georgia and Ed have two children under four and a combined annual income of \$120,000. Their children both attend nine-hour, 5-day care, four days a week, at a market-rate hourly rate of \$10,800. Under changes to the Child Care Subsidy that started in March, Georgia and Ed will receive an increased subsidy of 80 per cent for their second child compared to 50 per cent under previous settings. The changes will save their family around \$130 in out-of-pocket costs for child care per week, or around \$6,500 per year.

Putting home ownership in reach for more Australians

The Government is backing aspiring homeowners to achieve their dreams sooner

Home ownership is vital to the social and economic wellbeing of Australians. The Government is supporting more Australians into the housing market.

More help to achieve home ownership sooner

Under the Home Guarantee Scheme, part of an eligible home buyer's home loan will be guaranteed, enabling Australians to enter the property market sooner with a smaller deposit.

Building on its success to date, the Government is expanding the Home Guarantee Scheme to make available 50,000 places per year, more than double the current number of places available. A new Regional Home Guarantee will be established while the number of places under the Family Home Guarantee supporting single parents will double.

This will enable more Australians to achieve their aspirations of home ownership.

Savings fast track for first home buyers

The First Home Super Saver Scheme (FHSSS) helps Australians boost their savings for a first home by allowing them to build a deposit inside superannuation, giving them a tax cut. For most people, the FHSSS can boost the savings they can put towards a deposit by at least 30 per cent compared with saving through a standard deposit account.

From 1 July 2022, the maximum amount of voluntary contributions that can be released under the FHSSS will be increased from \$30,000 to \$50,000 enabling first home owners to achieve their dreams of home ownership sooner.

Home Guarantee Scheme

almost 60,000 Australians supported

First Home Super Saver Scheme

around 27,600 Australians have benefitted

Affordable and reliable energy

Driving down household and business power bills

The Government is making energy supply more secure, affordable and reliable for households and businesses as record levels of renewables are added to the grid.

The Government's actions in getting energy consumers a fair price on their power through its Default Market Offer price cap and 'big stick legislation' is achieving real results. Household electricity costs have fallen by 8 per cent and small business costs by 10 per cent over the past two financial years.

The Government is investing in clean and reliable generation to keep the lights on as more renewables connect to our grid. Through our historic expansion of the iconic Snowy Mountain Hydroelectric scheme, we are delivering 2000MW of renewable energy and pumped hydro storage through Snowy 2.0.

The Government is committed to delivering the Marinus Link undersea interconnector to connect Tasmania's Battery of the Nation project to the mainland. We are also investing in 660MW of flexible gas with the Hunter Power Project to provide reliable electricity when we need it most. These investments are a key part of our commitment to keep wholesale electricity prices below \$70/MWh.

In this Budget, the Government will support communities to lower their bills and keep their lights on by providing \$84 million to deploy microgrids. This builds on the \$170 million of Commonwealth funding provided since 2019 that is expected to support more than 60 projects in regional communities. We will also look to secure our future gas supply by supporting key projects identified in the National Gas Infrastructure Plan. Increasing supply of affordable gas will help alleviate cost of living pressures for households and businesses and protect Australia from potential energy shortages.

The Government continues to invest in energy technologies that create new jobs and economic opportunities while driving down our emissions. Australia's emissions are now 20 per cent below 2005 levels and we are on track to achieve up to a 35 per cent reduction by 2030, on our way to net zero emissions by 2050. This decade, the Government will invest more than \$22 billion in low emissions technologies, driving over \$84 billion of total investment to reduce emissions while growing the economy across Australia.

Lower taxes for hard-working Australians

The Government has delivered permanent tax relief

The Personal Income Tax Plan

The Government is delivering tax relief to help Australians with rising cost of living pressures.

Permanent tax cuts of up to \$2,565 for individuals in 2022-23.

Through the legislated Personal Income Tax Plan, an estimated \$40 billion in tax relief has flowed to households since the start of the pandemic.

The new cost of living offset, together with the low and middle income tax offset (LMITO) for 2021-22, will provide around \$12 billion in support when taxpayers lodge their tax returns from 1 July 2022.

This is on top of around \$16 billion in permanent tax relief that will flow to households in 2022-23.

In 2022-23, more than 12 million taxpayers are expected to benefit from lower taxes under the plan, worth up to \$2,565 for individuals or \$5,130 for dual income couples.

As a result of the Personal Income Tax Plan, an individual earning \$90,000 each year, around the average full-time income, will benefit by a total reduction in tax of \$8,655 from 2018-19 to 2022-23. By putting more money in their pockets, families will keep more of what they earn, allowing them to spend more on what they need.

Cumulative tax relief and tax paid for a single individual over five years from 2018-19 to 2022-23

Annual taxable income	Cumulative tax liability based on 2017-18 settings (\$)	Cumulative tax liability after PIT Plan measures (\$)	Change in cumulative tax (\$)
40,000	24,735	20,655	-4,080
60,000	60,735	52,755	-7,980
80,000	95,735	87,755	-7,980
90,000	113,660	105,005	-8,655
100,000	133,160	124,355	-8,805
120,000	172,160	163,055	-9,105
140,000	211,160	203,195	-7,965
160,000	250,160	242,195	-7,965
180,000	289,160	281,195	-7,965
200,000	336,160	328,195	-7,965

A simpler tax system that rewards workers

The Government is committed to keeping taxes low so that hard-working Australians keep more of what they earn. The Government's legislated plan has already permanently lowered taxes for millions of taxpayers. When Stage 3 of the plan delivers further tax cuts in 2024-25, around 95 per cent of taxpayers will face a marginal tax rate of 30 per cent or less. This will simplify the tax system, improve incentives for working Australians and increase reward for effort.

The Government has provided around \$40 billion in tax relief since the start of the pandemic

✓ **From 2018-29**

Lower taxes delivered through LMITO for low and middle income earners first

From 2020-21

Permanent tax cuts to reward effort and aspiration, and temporary tax relief for COVID-19

From 2024-25

Simpler system over the medium term

Sangeetha works as a web programmer and her husband Mitchell works as a city planner for the local council. Sangeetha and Mitchell earn \$80,000 and \$92,000 respectively. In 2022-23, Sangeetha and Mitchell together will pay \$2,385 less than they would have paid without the Government's Personal Income Tax Plan. In 2024-25, with Stage 3 of the plan, if they earn the same income, Sangeetha and Mitchell will see a further \$2,200 reduction in their tax bill, leaving them \$4,585 better off.

5

Naomi Ghabrial

From: Brad Stansfield <brads@fontpr.com.au>
Sent: Tuesday, 13 July 2021 3:33 PM
To: Alister Jordan; Fleur (89 Degrees East); Ryan Liddell; Daniela Ritorto; Benjamin White; Katherine Halliday
Cc: Becher Townshend
Subject: New Tas Labor Shadow Cabinet

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Hello Team, just announced below.

I am unsure of Dean Winter's position on Marinus.

LABOR SHADOW CABINET:

Rebecca WHITE

Labor Leader & Member for Lyons

Shadow Minister for Climate Change

Shadow Minister for Tourism, Hospitality & Events

Shadow Minister for Infrastructure

Anita DOW

Deputy Labor Leader & Member for Braddon

Shadow Minister for Housing & Construction

Shadow Minister for Local Government & Planning

Shadow Minister for Advanced Manufacturing & Defence Industries

Shane BROAD

Labor Member for Braddon

Shadow Treasurer

Shadow Minister for Resources

Shadow Minister for Trade

Jen BUTLER

Labor Member for Lyons

Shadow Minister for ICT and Science

Shadow Minister for Building and Consumer Affairs

Shadow Minister for Veterans Affairs

Janie FINLAY

Labor Member for Bass

Shadow Minister for Primary Industries & Water

Shadow Minister for Small Business

Shadow Minister for Start Ups

Ella HADDAD

Labor Member for Clark

Shadow Attorney-General

Shadow Minister for Justice

Shadow Minister for Corrections

Shadow Minister for Equality & Multicultural Affairs

Sarah LOVELL

Labor Member for Rumney

Leader of Opposition Business in the Legislative Council

Shadow Minister for Child Safety

Shadow Minister for Workplace Relations

Michelle O'BYRNE

Labor Member for Bass & Party Whip

Shadow Minister for Police, Fire & Emergency Management

Shadow Minister for Women

Shadow Minister for the Prevention of Family Violence

Shadow Minister for Aboriginal Affairs

Shadow Minister for Heritage, the Arts & Creative Industries

Bastian SEIDEL

Labor Member for Huon

Shadow Minister for Health, Mental Health & Wellbeing

Shadow Minister for Parks & Environment

Jo SIEJKA

Labor Member for Pembroke

Deputy Leader of Opposition Business in the Legislative Council

Shadow Minister for Disability

Shadow Minister for Ageing

Shadow Minister for Youth

Shadow Minister for Community Services and Development

Josh WILLIE

Labor Member for Elwick

Shadow Minister for Education & Early Years

Shadow Minister for TAFE, University & Skills & Training

Shadow Minister for Transport

Shadow Minister for Sport

Dean WINTER

Labor Member for Franklin

Leader of Opposition Business in the House of Assembly

Shadow Minister for Energy & Emissions Reduction

Shadow Minister for Finance

Shadow Minister for Economic Development

Shadow Minister for Racing

Brad Stansfield

Partner

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From: Macdonald, Christine (Sen C. Chandler) <Christine.Macdonald@aph.gov.au>
Sent: Thursday, 30 September 2021 2:22 PM
To: Brad Stansfield <brads@fontpr.com.au>
Subject: RE: Meeting with TasNetworks re Marinus

Hi Brad,

Thank you for the below email and meeting request with TasNetworks. I can offer up the following dates & times, let me know if any of those work. If not we will look towards another date & time.

Tuesday 12 October next, any time from 10 – 11:30 am.

Wednesday 13 October any time from 9:30 – 11:30 am.

Thursday 14 October any time up till 11:00 am.

We then go into sitting weeks in Canberra and it is likely that Claire will need to go into quarantine on her return but could do a zoom meeting during that period if need be.

Kind Regards

Christine MacDonald | Electorate Officer (Diary Manager)

Office of Senator Claire Chandler

Liberal Senator for Tasmania

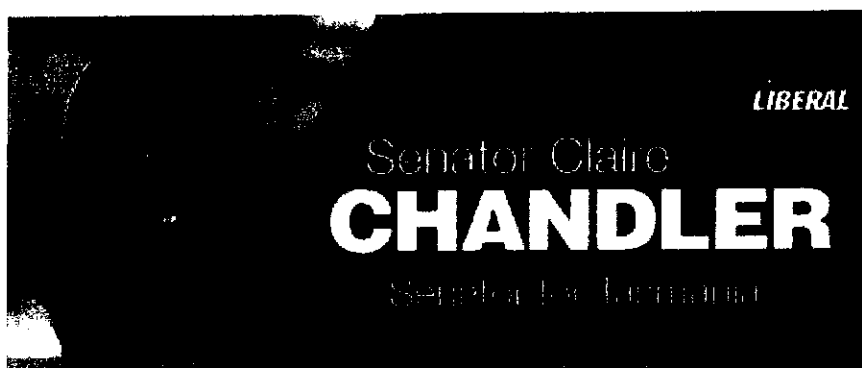
E: christine.macdonald@aph.gov.au |

42 Bridge Street, Richmond TAS 7025 | PO Box 250, Richmond TAS 7025 | Ph: 03 6260 2018

Suite S1.36, Parliament House, Canberra ACT 2600 | Ph: 02 6277 3542

Senator.chandler@aph.gov.au | SenatorChandler.com.au | [Facebook.com/SenatorChandler](https://www.facebook.com/SenatorChandler) [\[facebook.com\]](https://www.facebook.com)

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From: Brad Stansfield <brads@fontpr.com.au>
Sent: Thursday, 30 September 2021 11:26 AM
To: Macdonald, Christine (Sen C. Chandler) <Christine.Macdonald@aph.gov.au>
Subject: FW: Meeting with TasNetworks re Marinus

Hi Christine, please see below as discussed.

Brad.

Brad Stansfield
Partner

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M 0439 017 669
Level 11, 188 Collins Street
Hobart Tas 7000

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From: Brad Stansfield
Sent: Monday, 20 September 2021 12:21 PM
To: christine.madconald@aph.gov.au
Subject: Meeting with TasNetworks re Marinus

Hello Christine

I'm trying to set up a meeting between your Senator and the bods at TasNetworks for an update on Project Marinus.

Could you please let me know of some times that might work?

Brad.

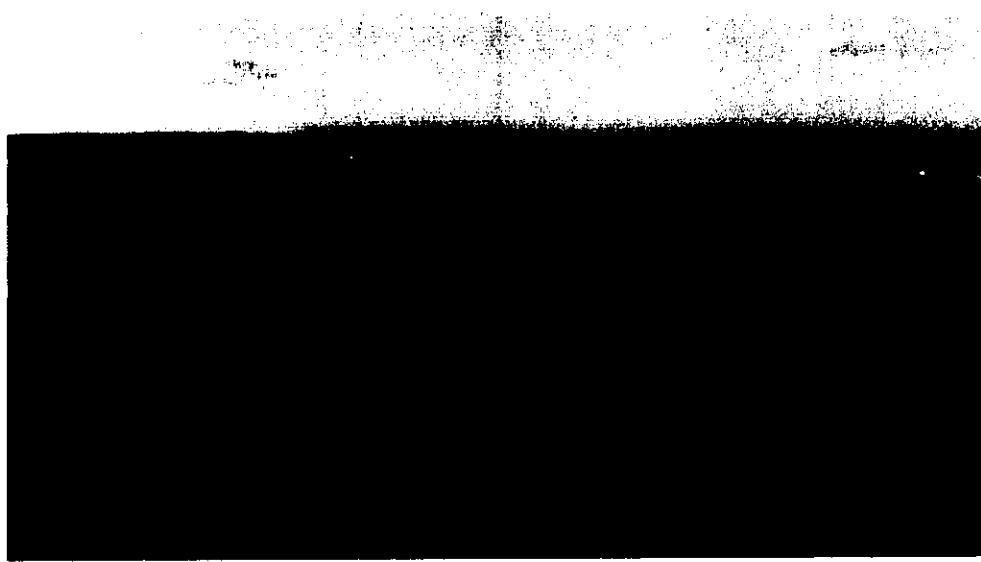
PS Hope you are well!

Sent from my iPhone

Opposition backs Federal Labor's concerns over Western Victoria Transmission Network Project route

ABC Ballarat / Staff reporters

Posted Mon 23 Aug 2021 at 1:57pm



The current route, which would construct transmission lines through farmland west of Melbourne, has been met with fierce community opposition. *(Supplied: Moorabool and Central Highlands Power Alliance)*

Victoria's Opposition is aligning itself with a Federal Labor MP in proposing an alternative route for a contentious energy transmission infrastructure project in western Victoria.

The proposed Western Victoria Transmission Network Project will transport large amounts of renewable energy generated across the state's west to Melbourne.

Electricity distributor AusNet, which has the contract to deliver the project for the Australian Energy Market Operator (AEMO), released plans for the 190-kilometre transmission line corridor in June.

But the current route — still subject to an environmental and planning approvals process — has generated fierce community opposition from farmers, landholders and food giant McCain, which has warned the project could affect 29 of its potato growers.

Victoria's Shadow Treasurer Louise Staley said the state needed to "unlock" renewable energy but it had to be done "in the right way".

Key points:

- AusNet is building the Western Victoria Transmission Network Project to transport renewable energy to Melbourne
- The current route has been met with fierce opposition from farmers, landholders and businesses including McCain Foods
- Both the Victorian Opposition and Federal Labor are backing an alternative route using existing easements through Mortlake and Lara



"In doing so, it should be using existing easements as the corridors.

"We should be looking to use the latest in technology, undergrounding where we can, battery storage along the way, ensuring that there is local community benefit — not just through community funds but through cheaper access to renewables in the corridors and proper ongoing remuneration for all affected landholders.

"The social license for renewables depends on it, and we need to get this right,"
Ms King said.

In a statement, an AEMO spokesman said all new transmission infrastructure projects governed by the National Electricity Rules which meant "only least cost and technically viable" projects went ahead.

"This protects Victorian consumers from paying more than necessary for their electricity," he said.

AusNet and the Victorian government have been contacted for comment.

Naomi Ghabrial

From: Benjamin White
Sent: Monday, 6 September 2021 11:40 AM
To: Brad Stansfield
Cc: Fleur (89 Degrees East); Daniela Ritorto; Katherine Halliday; Becher Townshend
Subject: Re: Statement on Hydro CEO

!

Benjamin White
Head of Stakeholder Relations,
Environment & Planning
Project Marinus
(TasNetworks)
m. +61(0)477335134

Sent from my iPhone

On 6 Sep 2021, at 11:39 am, Brad Stansfield <brads@fontpr.com.au> wrote:

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fyi

Brad Stansfield
Partner

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From: Tasmanian Government Media Office <media@dpac.tas.gov.au>
Sent: Monday, 6 September 2021 11:38 AM
To: Brad Stansfield <brads@fontpr.com.au>
Subject: Statement on Hydro CEO

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Peter Gutwein, Premier

Guy Barnett, Minister for Energy and Emissions Reduction

6 September 2021

Statement on Hydro CEO

The Tasmanian Government acknowledges the significant contribution of Hydro Tasmania's Chief Executive Officer, Evangelista (Ange) Albertini, who has today announced his resignation for personal reasons.

Mr Albertini has also held the executive roles at Hydro of Chief Asset Manager and Investment Officer, and Chief Operations Officer, where he has been instrumental in helping to position Hydro for its future in a rapidly transforming national energy environment.

Hydro Tasmania has a critical role to play in enabling the Tasmanian opportunity to harness a world-leading renewable future, which will underpin significant investment and jobs in our State.

This includes through the Battery of the Nation projects and the Tasmanian Renewable Hydrogen Action Plan.

On behalf of the Tasmanian Government we thank Ange for his contribution and efforts, and look forward to working with Ian Brooksbank, Executive General Manager Finance and Strategy who will act as CEO on an interim basis.



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Naomi Ghabrial

From: Benjamin White
Sent: Tuesday, 7 September 2021 10:44 AM
To: Brad Stansfield
Cc: Fleur (89 Degrees East); Becher Townshend
Subject: Re: Labor release today

Thanks for sharing Brad

Benjamin White
Head of Stakeholder Relations,
Environment & Planning
Project Marinus
(TasNetworks)
m. +61(0)477335134

Sent from my iPhone

On 7 Sep 2021, at 9:58 am, Brad Stansfield <brads@fontpr.com.au> wrote:

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<https://taslabor.com/hydrogen-plan-in-tatters-as-hydro-ceo-sensationally-quits> [taslabor.com]

Barnett appears today in leg co from 1230

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Naomi Ghabrial

From: Benjamin White
Sent: Wednesday, 22 September 2021 5:41 PM
To: Brad Stansfield
Cc: Fleur (89 Degrees East); daniela@89degreeseast.com; Alister Jordan; Becher Townshend
Subject: Re: Intel

Thanks Brad

Benjamin White
Head of Stakeholder Relations,
Environment & Planning
Project Marinus
(TasNetworks)
m. +61(0)477335134

Sent from my iPhone

On 22 Sep 2021, at 2:46 pm, Brad Stansfield <brads@fontpr.com.au> wrote:

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Further to this, [redacted] commences with [redacted] on 4 October.

Brad Stansfield
Partner

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Hobart Tas 7000

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Naomi Ghabrial

From: Benjamin White
Sent: Wednesday, 13 October 2021 11:24 AM
To: Brad Stansfield; Fleur (89 Degrees East); daniela@89degreeseast.com; Keely O'Brien; Glenn Byres; sasha.grebe@dpgadvisory.com.au; Alister Jordan; Katherine Halliday; Becher Townshend
Cc: Damian Vermey; Chris Warr; Joe Fennessy
Subject: RE: And the AMWU

Thanks for sharing Brad – suggest we need a timely strategy on how to best respond/curb this campaign.

My first thought is to initiate a clear 3rd party piece (perhaps what we have in train with Saul Eslake, and/or Andrew Catchpole or Michael Bailey at TCCI, that simply/clearly describes that hydro will be used differently/sparingly for Marinus Link as 'top up' firming capacity, not base load, and that Marinus actually enables more generation of wind (offshore included) and harvesting excess daytime solar from the mainland to feed low cost and reliable energy to hydrogen plants and other future industries like data centres etc. in Tasmania. They are not mutually exclusive, in fact we can have and do both well.

I'll get something set up in diaries for a few of us in first instance.

Cheers

Ben

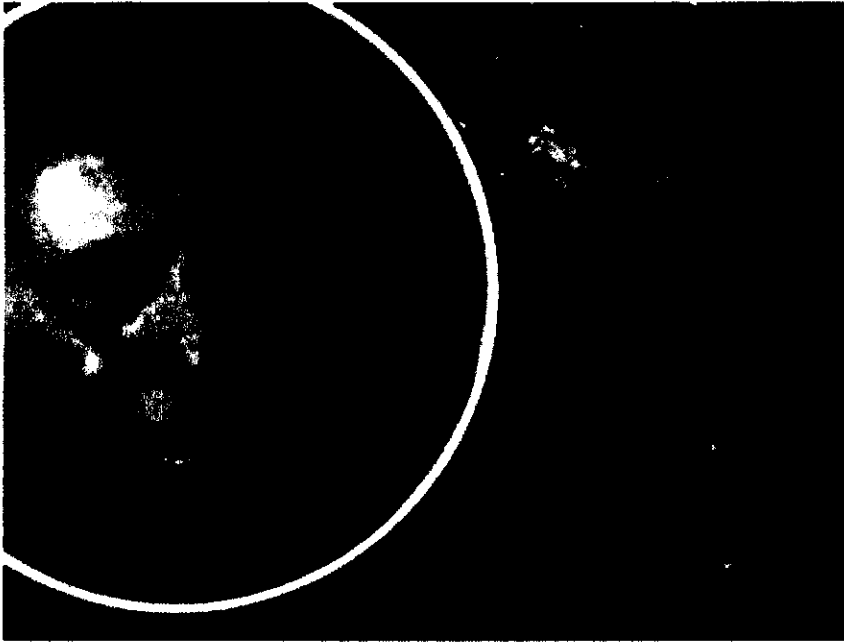
From: Brad Stansfield <brads@fontpr.com.au>
Sent: Wednesday, 13 October 2021 10:48 AM
To: Fleur (89 Degrees East) <fleur@89degreeseast.com>; daniela@89degreeseast.com; Keely O'Brien <keely@89degreeseast.com>; Glenn Byres <glenn@89degreeseast.com>; sasha.grebe@dpgadvisory.com.au; Alister Jordan <alister.jordan@89degreeseast.com>; Benjamin White <Benjamin.White@tasnetworks.com.au>; Katherine Halliday <Katherine.Halliday@tasnetworks.com.au>; Becher Townshend <bechert@fontpr.com.au>
Subject: And the AMWU

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'Ditch Marinus link, support hydrogen plant'

<https://www.themercury.com.au/news/tasmania/environmental-approvals-sought-for-marinus-link-interconnector/news-story/403d13f2f0d39ee6445645066f6cda8b> [themercury.com.au]

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‘Ditch Marinus link, support hydrogen plant’

Plans for a new Bass Strait power cable to deliver Tasmanian renewable energy to 1.5 million interstate homes is one step closer. [LATEST >>](#)



Naomi Ghabrial

From: Benjamin White
Sent: Monday, 19 April 2021 6:59 AM
To: Alister Jordan; ryan.liddell@89degreeseast.com; Fleur (89 Degrees East); Becher
Townshend
Cc: Adam Foster
Subject: S-HH - SIA social research outcomes summary
Attachments: S-HH - SIA social research outcomes summary v1.00.pdf

Hi team

Useful insights from a 1,000 participant telephone survey across NW Tas.

Cheers

Ben

Benjamin White
Head of Stakeholder Relations,
Environment & Planning
Project Marinus
(TasNetworks)
m. +61(0)477335134

Sent from my iPhone

