

North West Transmission Developments Stage 1 (Construction)

Contingent Project Application for Stage 1 Construction

Labour and Indirect Costs Forecasting Methodology

31 October 2025

Official



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1 Purpose, structure and scope of this document

1.1 Background

Project Marinus was first identified as an actionable project in Australian Energy Market Operator's (AEMO) Final 2020 Integrated System Plan, published in July 2020.¹ AEMO's Final 2024 Integrated System Plan (2024 ISP) has reconfirmed the actionable status of Project Marinus with no decision rules and the timing of Stage 1 by June 2030.²

Project Marinus comprises two components:

- Marinus Link, which consists of two new 750-megawatt (MW) high voltage direct current (HVDC) cables (undersea and underground) connecting Victoria and Tasmania with converter stations at each end (otherwise known as Cable 1 and Cable 2); and
- the North West Transmission Developments (NWTD or the Project), which involves significant upgrades to the existing Tasmanian high voltage alternating current 220 kV transmission network to facilitate the efficient connection and operation of the Marinus Link HVDC cables. The NWTD will be undertaken in two separate stages to support each of Cable 1 and Cable 2.

Each component will be developed and owned by different entities. Marinus Link Pty Ltd (MLPL) is responsible for Marinus Link and Tasmanian Networks Pty Ltd (TasNetworks) is responsible for the NWTD.

On 10 October 2024, we submitted to the Australian Energy Regulator (AER) our NWTD Stage 1 early works contingent project application (CPA-1) for costs associated with early works activities undertaken between 1 July 2021 and 30 June 2024³ and for forecast early works activities expected to be undertaken in 2024-25 and 2025-26. In March 2025, the AER approved our CPA-1 capital expenditure (capex) forecast of \$151.92 million (real 2023-24). These works are expected to be completed in February 2026.

We have been progressing our early works activities (see section 1.2 of the Principal Application for further information on these activities) and have been keeping the AER and our NWTD Stakeholder Liaison Group updated with our progress as well as the key learnings and outcomes from these activities.

To ensure Marinus Link is able to connect to the Tasmanian transmission system by June 2030, we are required to begin construction and delivery activities in early 2026. These activities have been carefully scoped and resourced through our early works activities to ensure that they are efficient and prudent and will deliver the Project at the lowest sustainable cost. We are seeking the AER's approval for the costs of these construction and delivery activities, which comprise both direct and labour and indirect activities.

¹ AEMO, 2020 ISP, July 2020 p.15. AEMO's references to Marinus Link are references to Project Marinus.

² AEMO, 2024 ISP, June 2024, p.62 (in service timing).

³ Early works activities commenced in 2019-20. However, costs prior to 2021-22 formed a component considered in the sale of MLPL, which occurred in March 2024. These costs were therefore not included in our CPA-1 or Regulatory Asset Base.

1.2 Purpose and scope of this document

This document explains how we have determined our Stage 1 construction and delivery labour and indirect costs forecast, including how we verified and validated our forecast labour and indirect costs.

This document presents our construction and delivery labour and indirect costs forecasting methodology for Stage 1 of the NWTD for AER approval. It forms part of our contingent project application for Stage 1 construction and delivery (**CPA-2** or **Application**) for the Project. It should be read in conjunction with our Principal Application document and other supporting documents, in particular our Direct Capex Forecasting Methodology.

This document has been developed in accordance with:

- the actionable Integrated System Plan (**ISP**) framework under the National Electricity Rules (**NER**);
- the AER's Guidance Note for Regulation of actionable ISP projects; and
- TasNetworks' approved Cost Allocation Methodology.

Unless otherwise stated, all forecast capex values in this document are presented in real 2023-24 dollars and include real labour escalation (for labour related costs).

1.3 Structure of this document

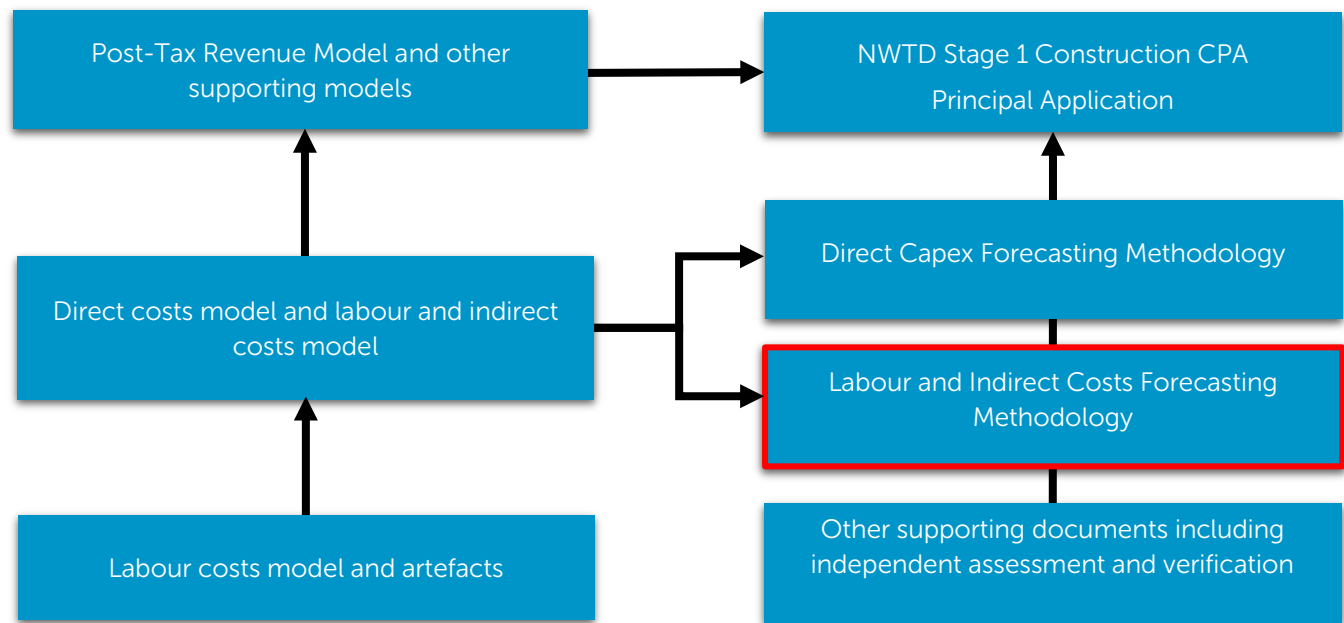
This document is structured as follows:

- Section 2 summarises our forecast Stage 1 construction and delivery capex.
- Section 3 details the NWTD organisational structure.
- Section 4 explains our land and property labour and indirect costs.
- Section 5 explains our commercial and procurement labour and indirect costs.
- Section 6 explains our project execution labour and indirect costs.
- Section 7 explains our project management labour and indirect costs.
- Section 8 explains our planning and statutory assessment labour and indirect costs.
- Section 9 explains our community and stakeholder engagement labour and indirect costs.
- Appendix A details the organisational structure for each workstream discussed in this document.

1.4 Structure of our Stage 1 construction and delivery application for the NWTD

This document is an attachment to our Stage 1 Application for construction and delivery, which comprises the attachments and models illustrated in Figure 1 as well as other supporting documents and models. This Labour and Indirect Costs Forecasting Methodology document references these attachments, models and other supporting documents and should be read in conjunction with them.

Figure 1 Document structure for NWTD Stage 1 Application for construction and delivery



Attachments and supporting models comprising our Stage 1 construction and delivery Application are also detailed in section 1 of our Principal Application document.

2 Summary of forecast capex

Table 1 shows that TasNetworks' forecast NWTDT Stage 1 construction and delivery capex will be \$970.90 million over the period 1 July 2025 to 30 June 2030.

This capex is incremental to the capex approved by the AER in its 2024-29 Revenue Determination and its CPA-1 determination for TasNetworks because it relates to activities that are additional to normal business activities and would not be incurred other than for undertaking construction and delivery works for the Project.

Table 1 Summary of capex for NWTDT Stage 1 construction and delivery (\$ million, real 2023-24)

Stage 1 (construction)	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Direct capex	131.52	310.40	184.38	138.94	77.61	842.86
Labour and indirect costs	20.50	32.59	33.38	32.89	8.69	128.05
Total capex	152.03	342.98	217.76	171.83	86.30	970.90

Our Stage 1 construction and delivery capex, which reflects the bulk of the Project's costs, has been carefully scoped and resourced through our early works activities, which we have been progressing in line with the AER's decisions on our CPA-1 application.

Over 65 per cent of our Stage 1 construction and delivery forecast capex is based on market prices obtained through a competitive tender process to engage our Principal Contractor. We have also relied on pricing from suppliers and independent specialists. Our early works activities have resulted in our Stage 1 construction and delivery capex forecast being in line with an Association for the Advancement of Cost Engineering International (**AACE**) class 2 cost estimate.

Through the delivery of our early works activities, we are confident that our Stage 1 construction and delivery forecast capex in this Application is prudent and efficient and will deliver the Project at the lowest sustainable cost for consumers.

Table 2 summarises our Stage 1 construction and delivery capex by category.

Table 2 Construction and delivery capex by category (\$ million, real 2023-24)

Capex category	Direct capex	Labour and indirect costs	Total	% of total
Direct construction	632.43	-	632.43	65.14
Project risks	131.52	-	131.52	13.55
Land and property	78.91	6.23	85.14	8.77
Commercial and procurement	-	12.00	12.00	1.24
Project execution	-	45.74	45.74	4.71
Project management	-	48.20	48.20	4.96
Planning and statutory assessment	-	0.71	0.71	0.07
Community and stakeholder engagement	-	15.16	15.16	1.56
Total capex	842.86	128.05	970.90	100.00

Our Stage 1 construction and delivery activities and the associated capex relating to:

- labour and indirect costs are explained in sections 4 to 9 of this document; and
- direct capex activities are explained in our Direct Capex Forecasting Methodology.

3 NWTD organisational structure

As the Project moves through the next phase of its lifecycle, project needs and the subsequent structure required to deliver it will change. In particular, as the Project transitions from early works to construction and delivery, the organisational structure will shift in the make-up of functional resources and specialist service providers required to deliver the Project.

Figure 2 below shows the current organisational model for the Project. Given the current early works stage of the Project, workforce planning inclusive of functional level resourcing plans continue to evolve as the Project progresses to the construction and delivery phase to ensure effective delegated decision making, assurance and efficient delivery.

Figure 2 Current NWTD organisational model

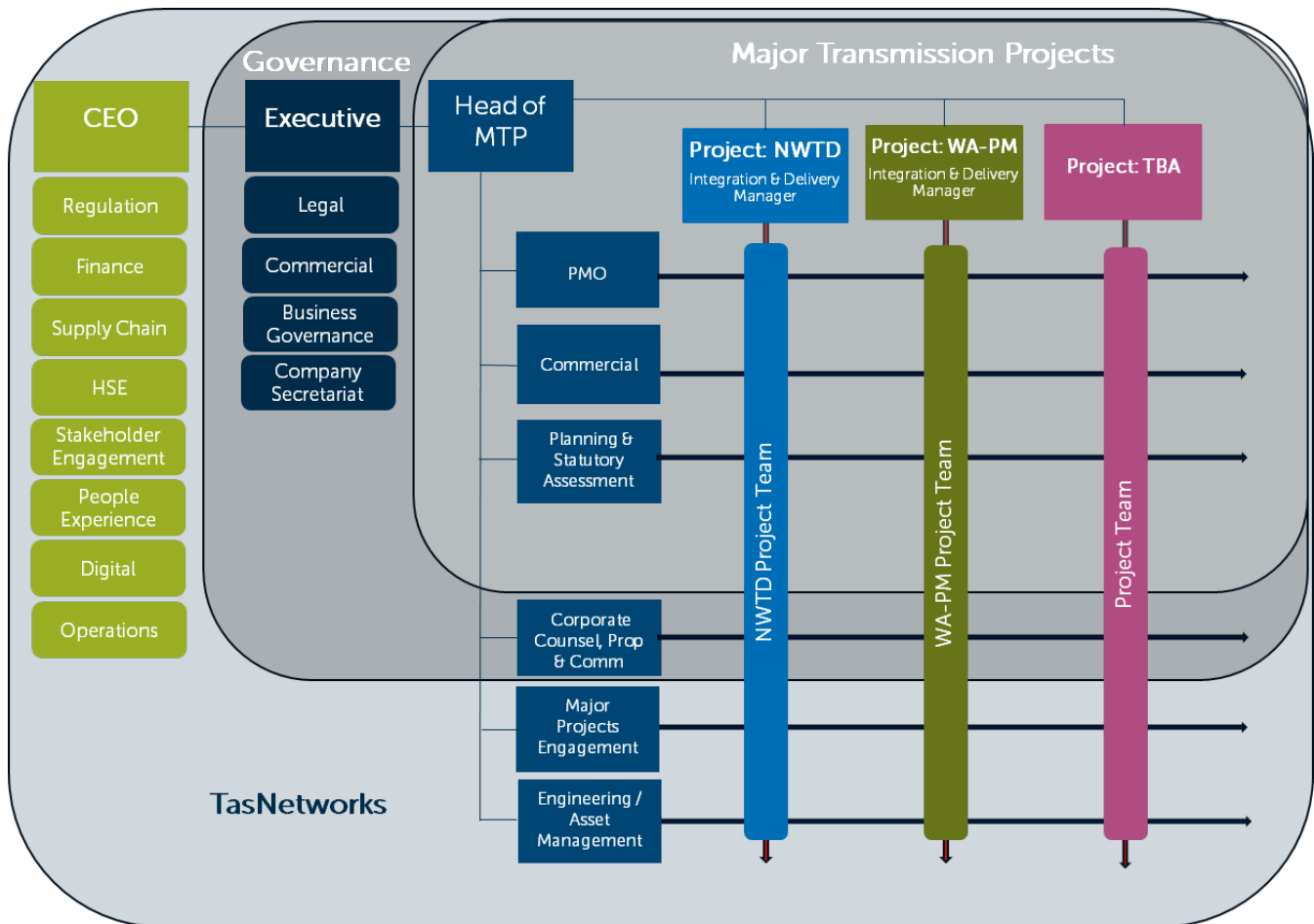
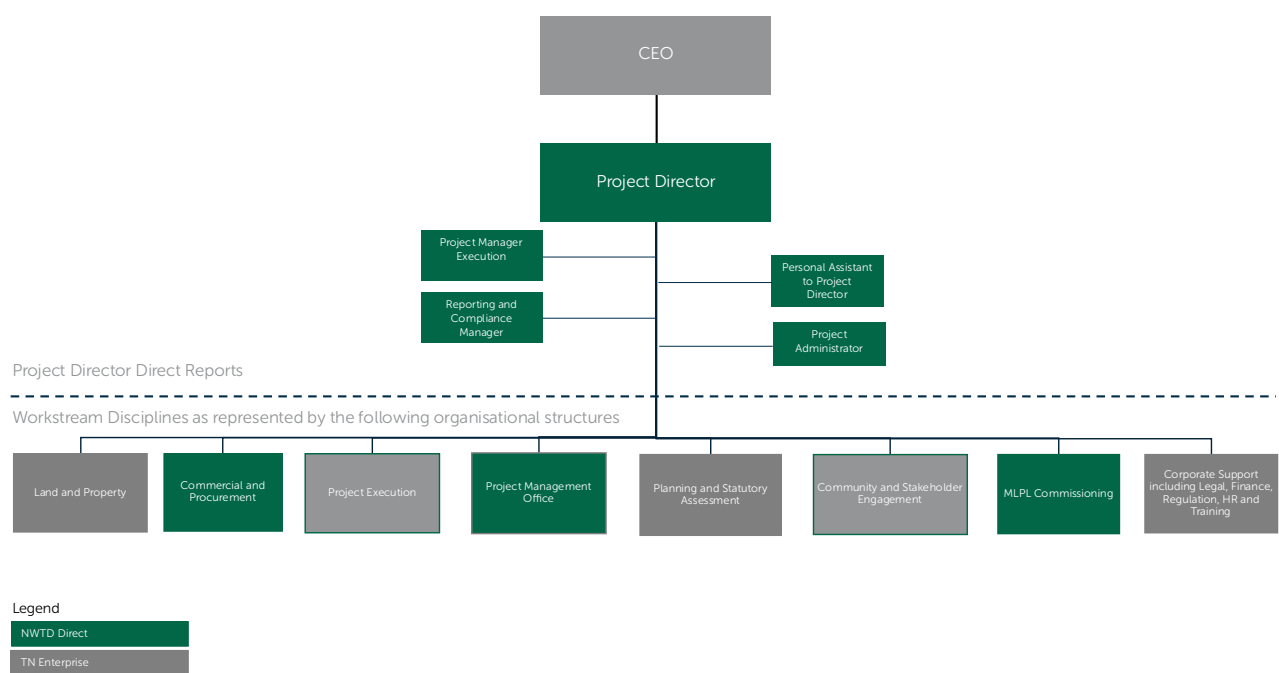


Figure 3 shows the future structure of Project leadership as the Project moves through to construction. There is additional focus on the development of the construction team (shown as the execution team) required to execute the Project, as well as the transition to a Project Director role, which reports directly to the Chief Executive Officer (CEO).

Figure 3 Indicative Project structure during Construction



Notes: MLPL Commissioning is not covered in this Application, as costs are recovered separately from MLPL. Corporate Support roles are covered off in other workstreams in this Application.

Organisational charts for each workstream noted above can be found at – Stream org charts.

4 Land and property

This section details the nature and scope of the land and property labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex.

Table 3 shows that the Stage 1 construction and delivery land and property labour and indirect capex is \$6.23 million.

Table 3 Land and property – labour and indirect costs capex (\$ million, real 2023-24)

Land and property	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	0.67	1.75	1.38	1.44	0.99	6.23

4.1 Nature and scope of land and property activities

Land and property activities relate to land acquisition and providing support to landholders. Key land and property activities include:

- exercising each Option under the Licence and Easement Option Agreements (LEOA) entered with landholders to secure construction access and ongoing easements;



- payment of compensation as assessed in accordance with the *Land Acquisition Act 1993* (Tas);
- securing distribution easements, right of way easements and laydown and brake and winch sites;
- land survey field work and plan preparation to support the registration of easements;
- preparation of formal documentation required to register easements on title; and
- ongoing landholder management and support.

4.2 Land and property approach

This is outlined in section 6 of Direct Capex Forecasting Methodology.

4.3 Forecast capex

Table 4 shows that TasNetworks' forecast land and property labour and indirect costs are \$6.23 million, comprising \$5.02 million of labour and labour related costs, and \$1.21 million of indirect costs.

Table 4 Forecast land and property labour and indirect costs (\$ million, real 2023-24)

Land and property	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	0.41	1.23	1.23	1.23	0.88	4.96
Labour escalation	0.002	0.01	0.01	0.02	0.01	0.06
Indirect costs	0.26	0.52	0.14	0.20	0.11	1.21
Total	0.67	1.75	1.38	1.44	0.99	6.23

Labour

TasNetworks' forecast labour costs of \$5.02 million relate to largely internal full time equivalent (FTE) specialists in land and property. The team will comprise 6.1 FTEs (5.6 internal and 0.5 external) and was largely established during the early works phase to establish the necessary land access agreements and undertake land assessments, valuations and negotiations with landholders in collaboration with expert advisors.

Focus areas by role

The key focus areas for the land and property team during the construction phase are detailed below. The Landholder Engagement Specialist, Landholder Relations Agent (external through [REDACTED]) and Regional Engagement Coordinators will all undertake similar functions. However, the Specialist and Agent will be expected to manage and resolve more complex landholders matters. These roles will have a direct reporting line to the Major Projects Engagement Team (which sit within the Community and Stakeholder Engagement stream).

Leader Corporate Counsel – Property and Commercial (0.8 FTE)

This role will be responsible for:

- overseeing the land and property work stream and providing guidance and direction;
- managing the schedule and providing reporting updates to management;
- supporting on all legal advice and processes to give effect to agreements and secure necessary property rights; and
- as part of the NWTDL Leadership Team, working with the leaders of other project functions to oversee the prudent management of project delivery.

Senior Corporate Counsel – Property and Commercial (0.8 FTE)

This role will be responsible for:

- issuing of Option Exercise Notices;
- providing advice with respect to LEOA terms and obligations;

■ [REDACTED]

■ [REDACTED]

- managing the surveying process;
- overseeing document preparation for easement registration; and
- any other property requirements.

Landholder Engagement Specialist (1 FTE), Landholder Relations Agent (~0.5 FTE), Regional Engagement Coordinator (2 FTEs)

These roles will be responsible for:

- ongoing engagement with all landholders throughout construction;
- day to day management of property requirements as detailed within the Property Management Plan;
- facilitation of valuation assessments as required to determine increased impact assessments following the issuing of the permit;

■ [REDACTED]

- being a point of contact for any issues, complaints or claims throughout construction;
- liaising with the Principal Contractor with respect to landholder matters;
- facilitating access for surveying contractors; and
- any other landholder requirements.

As described above, the Specialist and Agent will be expected to manage and resolve more complex landholders matters.

Paralegal (2x 0.5 FTE)

These roles will be responsible for:

- administration with respect to the issuing of the Option Exercise Notices;

■ [REDACTED]

- preparation of all easement documentation;
- submission of all easement documentation to the Tasmanian State Revenue Office and Land Titles Office; and
- any other property requirements.

Indirect costs

TasNetworks' forecast indirect costs of \$1.21 million relates to:

- [REDACTED] to undertake a [REDACTED] risk assessment. This will be undertaken on each site where [REDACTED] [REDACTED] and preparing safety process documents and disbursements;
- [REDACTED] This will ensure TasNetworks and its contractors have safe access to properties to undertake works [REDACTED]; and
- [REDACTED] to undertake testing and provide advice with respect to soil compaction, soil testing and site remediation for [REDACTED] properties [REDACTED] TasNetworks' proposed transmission line route intercepts a number of high performing farming properties on both the Palmerston to Sheffield and Sheffield to Burnie alignments. To ensure impacts to these properties are appropriately managed, [REDACTED] support is required.

5 Commercial and procurement

This section details the nature and scope of the commercial and procurement labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex.

Table 5 shows that the Stage 1 construction and delivery commercial and procurement labour and indirect capex is \$12.00 million.

Table 5 Commercial and procurement – labour and indirect costs capex (\$ million, real 2023-24)

Commercial and procurement	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	3.58	2.61	2.57	2.58	0.65	12.00

5.1 Nature and scope of commercial and procurement activities

Commercial and procurement activities relate to a broad range of activities to support the Project. Procurement activities include assessing the suitability and the subsequent engagement and retention of specialist service providers required to support the successful construction of the Project. Key commercial activities during the construction and delivery phase will include processing contractor invoices, project budget management, contract management and interpretation, change and variation requests, re-forecasting and monthly reporting, and managing project financing.

5.2 Commercial and procurement process and approach

Section 3 of our Direct Capex Forecasting Methodology explains TasNetworks' approach to the procurement process that resulted in the engagement of GenusPlus Group Ltd as the engineering, procurement and construction contractor (**Principal Contractor** or **Genus**) for the Project.

The process was led by the commercial and procurement team in accordance with the Procurement Strategy developed specifically for the Project. TasNetworks adopted a highly interactive and competitive procurement process to drive value for money for consumers.

The remit of the commercial and procurement team during the construction phase is outlined in further detail below.

Contract management

The team will be responsible for the ongoing management and administration of the engineering, procurement and construction (**EPC**) contract and all other contracts for services procured to deliver the Project.

These activities will include;

- ensuring ongoing enforcement of all contracts, including the EPC contract;
- monitoring EPC contract compliance and performance against contract key performance indicators;

- providing legal advice on the interpretation of all supporting contracts to other members of the Owners Team as required;
- assessment and certification of all progress payments, claims (for time or money, due to delays or unforeseen conditions) and disputes made under and in accordance with contracts;
- reviewing and assessing contract variation requests including negotiation of scope, cost, and assessing schedule impacts of any accepted variation;
- governance and oversight in regard to adherence to appropriate delegation for approvals;
- tracking of all formal correspondence as it relates to the EPC or other contracts;
- commercial meetings with Principal Contractor;
- management of contractual interfaces with other contracts, for example, MLPL agreements;
- identification of and monitoring of contractual risks;
- management of insurance matters, securities and bonds; and
- monitoring and satisfactory closeout of sub agreements to the EPC contract, such as Early Works Agreements for the supply of construction materials.

Financial management and reporting

The team will be responsible for the ongoing management and administration of the Clean Energy Finance Corporation (CEFC) debt facility and the equity funding provided by shareholders (the State of Tasmania). These activities will include:

- managing the drawdown of debt and equity financing to fund construction activities. This will include oversight of verification of expenses, preparation of claim documents and reconciliation of funding;
- providing legal or regulatory advice on the interpretation of the concessional debt facility agreement and its associated documents (including any concessional finance agreements) to other members of the Owners Team as required; and
- coordinating/preparing regular project reporting and other reporting as required by the CEFC and other government (both State and Federal) agencies.

Financial planning, performance, and operations

The team will be responsible for all management, reporting and operational financial matters in respect of the Project. These activities will include:

- preparing the project budget (both at an overall project level and on annual basis for the TasNetworks annual budget), undertaking monthly budget and cash flow analysis, providing regular updates to financial forecasts and undertaking variance analysis and reporting;
- preparing project financial reporting on a monthly basis for TasNetworks performance reporting;
- cashflow forecasting and tracking against project milestones, to ensure the risk of overpayment is mitigated;
- managing all project purchase orders, and receipting and processing contractor and Owners Team invoices; and
- coordinating/preparing regular project reporting for other stakeholders including the TasNetworks' Board, shareholders and TasNetworks' other lender.

5.3 Forecast capex

Table 6 shows that TasNetworks' forecast commercial and procurement labour and indirect costs is \$12.00 million, comprising \$6.75 million for labour and labour related costs and \$5.25 million for indirect costs.

Table 6 Forecast commercial and procurement labour and indirect costs (\$ million, real 2023-24)

Commercial and procurement	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	0.61	1.84	1.84	1.84	0.54	6.67
Labour escalation	0.003	0.02	0.02	0.03	0.01	0.08
Indirect costs	2.96	0.75	0.71	0.71	0.11	5.25
Total	3.58	2.61	2.57	2.58	0.65	12.00

Labour

TasNetworks' forecast labour costs of \$6.75 million relate to internal FTEs undertaking commercial and procurement activities for the Project. The team will comprise eight FTEs during the construction phase and was established during the early works phase to drive the procurement process to engage a suitable Principal Contractor, and provide commercial, legal, financial, regulatory and procurement support to the wider project team.

Focus areas by role

The key focus areas for individual roles within the team are detailed below.

Commercial Director (1 FTE)

This role will be responsible for:

- overseeing the commercial and procurement work stream and providing guidance and direction;
- commercial and legal administration (in consultation with subject matter experts (SME)) of the EPC contract, and other project contracts and agreements;
- being the key stakeholder interface (with parties such as the CEFC and TasNetworks corporate teams) regarding project commercial matters; and
- as part of the NWTDL Leadership Team, working with the leaders of other project functions to oversee the prudent management of project delivery.

Commercial Manager (1 FTE)

This role will be responsible for:

- managing the establishment and subsequent change management of the TasNetworks project budget, including interfacing with the Project Management Office (particularly the Lead Estimator and Risk Manager) as required;
- interfacing with SMEs to monitor and update the project budget (including forecast cost to complete) on a monthly basis;

- overseeing the management and production of end of month project progress reporting for both TasNetworks and the Principal Contractor, including combining reporting into a consolidated position;
- overseeing the TasNetworks contingency and management reserve drawdown;
- managing co-ordination and timeliness of Cost Administrators (TasNetworks Owners Cost and Treasury, and NWTDC Construction Contract Delivery);
- in consultation with SMEs and the TasNetworks Delegation Framework, administer EPC contract variations and claims; and
- overseeing and managing the quarterly Principal Contractor cost audit process.

Cost and Funding Administrator – Owners Team and Treasury Interface (1 FTE)

This role will be responsible for:

- ensuring compliance with TasNetworks treasury reporting requirements;
- acting as the primary interface with TasNetworks Treasury teams, including ensuring quality of Systems, Applications and Products in Data Processing (SAP) cost management and reporting;
- managing administration of Owners Team Budget (i.e. specifically relating to Owners Team costs);
- ensuring the quality, timeliness and accuracy of the SAP cost management and reporting (which will be used in the earned value and forecasting process);
- providing data and analysis for end of month and ad-hoc project reporting;
- working in collaboration with Cost Administrator - NWTDC Construction Contract Delivery (who is responsible for the oversight of Principal Contractor costs);
- ensuring costs are tracked accurately against correct cost codes, including overseeing the cost journaling process where required; and
- managing compliance with accounting standards.

Commercial Support Officer (1 FTE)

This role will be responsible for:

- providing general administration support to commercial and procurement team; and
- undertaking administration functions including document management, invoicing, time sheeting, SAP reporting, and preparing commercial documents.

Contract Administrator (1 FTE)

This role will be responsible for the day-to-day administration of the EPC contract, supporting the Principal's Representative and ensuring contractual obligations are performed. This will include:

- preparation of formal correspondence (at the direction of the Principal's Representative) under the EPC contract (directions, letters, notices, extensions of time etc);
- working with the Project Management Office to consider Principal Contractor equipment and subcontractor/supplier approvals;
- coordinating and/or resolving contract ambiguities and disputes in conjunction with the Principal's Representative;

- work with and assisting the Principal's Representative in the assessment and validation of payment claims including monitoring quality control (QC) through the receipt of inspection test reports (ITR);
- ensuring timely receipt and administration of Principal Contractor contract deliverables;
- assist in ensuring Principal Contractor compliance with management plans required under the EPC contract.

Contracts Manager/Specialist (1 FTE)

This role will be responsible for:

- supporting the Contract Administrator with administration of the EPC Contract;
- providing contract and legal advice in respect of the EPC contract and other contracts relating to the project including third party agreements, contractor and consultant engagements, and supply agreements;
- interface with TasNetworks' corporate services regarding contract and legal governance and compliance; and
- preparing formal contract correspondence.

In House Legal Support (0.75 FTE)

This role will be responsible for:

- providing internal legal support for the Project on contract related matters;
- acting as the conduit to external legal support; and
- representing TasNetworks in any dispute resolution.

Regulation Specialist (0.25 FTE)

This role will be responsible for providing ongoing regulatory support throughout the construction phase.

Finance Specialist (1 FTE)

This role will be responsible for:

- project and financial model oversight and control;
- managing project treasury and capital management;
- CEFC liaison regarding loan drawdown and ongoing loan management; and
- liaising with contracted services supporting the treasury and modelling functions.

Indirect costs

TasNetworks' forecast indirect costs of \$5.25 million relates to:

- [REDACTED] to provide legal advice on CEFC financing and EPC contract/construction matters. This will include assisting TasNetworks with the negotiation and execution of the long-term debt facility agreement with CEFC [REDACTED]
[REDACTED] assisting TasNetworks with preparation and negotiation of an amended and restated EPC contract ahead of construction (as the EPC contract requires this for the construction phase to commence), [REDACTED], and providing ad-hoc legal advice and assistance during the construction phase;
 - [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
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- [REDACTED] to undertake audits of Principal Contractor claims and systems. [REDACTED] will validate the legitimacy of the Principal Contractor's payment claims and ensure the Principal Contractor's systems for tracking time, costs and project progress are reliable and compliant with contractual requirements;
 - [REDACTED] for adhoc contracted services. This allowance may be used for things like safety and environment workshops and investigations, environmental audits, external audit of Owners Teams' costs, unplanned IT system integration and/or insurance and risk advisory advice;
 - [REDACTED] to provide commercial strategy advice in respect of the CEFC financing. This is required to support long term debt facility negotiations (including managing external relationships as part of the negotiations), documentation, due diligence [REDACTED]
[REDACTED] will support TasNetworks in achieving an appropriate commercial outcome with the CEFC and will ensure TasNetworks is able to reach financial close in early 2026, allowing construction to commence shortly thereafter;
 - [REDACTED] to provide commercial and financial modelling support. This will include providing insights and amendments to key financing documents as the financial model SME, augmenting and maintaining the NWTDC project financial model, assisting with the TasNetworks corporate financial model (which relies on outputs from the NWTDC project financial model) and

communicating outputs from these models to management, [REDACTED]
[REDACTED]. These services will play a critical role in securing finance from the CEFC and ensuring the
[REDACTED] are appropriately briefed on the expected financial outcomes of the Project; and

- [REDACTED] to provide hedging strategy advice. The EPC contract exposes TasNetworks to foreign exchange and commodity price risks. Therefore, specialist advice is required from [REDACTED] to ensure TasNetworks implements a prudent and efficient strategy to mitigate these risks.

6 Project execution

This section details the nature and scope of the project execution labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex.

Table 7 shows that the Stage 1 construction and delivery project execution capex is \$45.74 million.

Table 7 Project execution – labour and indirect costs capex (\$ million, real 2023-24)

Project execution	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	5.47	12.49	12.16	11.78	3.83	45.74

6.1 Nature and scope of project execution activities

The Owners Team project execution activities are broadly grouped into two key areas:

- direct management of the Principal Contractor; and
- supplementation of business as usual (BAU) teams to enable the contracted works to be implemented.

The execution activities performed by the Owners Team are critical to meet TasNetworks' objectives during the construction phase. These are summarised below.

Deliver the project scope safely, on time, and within budget

Ensure that the Principal Contractor delivers the scope of works to the required safety, quality, time, and cost parameters as defined in the contract and in alignment with the Project's approved objectives.

Provide active oversight and direction to the Principal Contractor

Directly manage and monitor the Principal Contractor's performance to ensure compliance with contractual obligations, including adherence to program milestones, technical specifications, commercial terms, and risk management requirements.

Provision of Enabling Works

Carry out enabling works and operations to ensure the Principal Contractor can progress unimpeded whilst maintaining the integrity and security of the network. Coordinating closely with AEMO and relevant network operators to plan, manage, and implement required outages without compromising system reliability or customer supply obligations.

Maintain governance and assurance

Establish clear governance frameworks and assurance processes to uphold project accountability, manage change effectively, and provide transparent reporting to executives, regulators, and stakeholders.

Support integration across project interfaces

Work collaboratively across TasNetworks groups, providing essential support services such as the Project Management Office, safety, environment, land access, engineering assurance, stakeholder engagement, and logistics to facilitate smooth delivery and manage complex interface risks that sit outside the Principal Contractor's scope.

Ensure continuity and capability beyond BAU resources

Supplement the existing BAU teams with dedicated project expertise, capacity, and leadership to ensure delivery of a major infrastructure program that meets BAU operational standards.

Protect the Owners interests throughout delivery

Maintain a strong commercial and technical presence to safeguard the Owners strategic, legal, and operational interests, and ensure the Principal Contractor's delivery aligns with the long-term operational, regulatory, and financial outcomes required by the owner.

Enable a successful transition to operation

Deliver the project in a way that supports the staged commissioning of the NWTD, integration with Marinus Link, and readiness for interregional energy transfer – ensuring a seamless handover to operations through effective management of as-built data, training, and operational readiness.

Support interregional commissioning

Coordinate with AEMO, TasNetworks and external stakeholders to meet all technical, operational, and regulatory requirements for energisation and interregional commissioning across Tasmania and Victoria.

6.2 Project execution approach

As noted in section 3 of our Direct Capex Forecasting Methodology, we will deliver the Project under a staged delivery model with the works executed by a single Principal Contractor. The execution strategy is underpinned by a strong and capable Owners Team, responsible for the end-to-end oversight, assurance, and governance of the Principal Contractor's performance.

The Owners Team has been structured to provide comprehensive surveillance across all critical aspects of project delivery and will ensure that we will meet our obligations as both the asset owner and the Network Operator. This approach will include:

- **Management of the Marinus Link Interface:** managing the Marinus Link interface to ensure seamless coordination between project packages, contractors, and external stakeholders, mitigating interface risks and dependencies.
- **Technical surveillance and design assurance:** ensuring that all works meet the required standards, specifications and functional requirements of the Project.
- **Commissioning and integration assurance:** supporting a seamless transition of assets into service, with minimal disruption to the live network.
- **Construction interfaces:** monitoring progress, safety, environmental performance and quality, to ensure that the Principal Contractor delivers the works in line with contract requirements, regulatory obligations, best practices and internal standards, consistent with the overall project objectives.
- **Operations:** safeguarding operational requirements by ensuring that all works integrate effectively with existing systems and future operations, without compromising network reliability, maintainability or performance.

A defining feature of the Project is that it will be delivered predominantly in brownfield environments, involving the augmentation of existing transmission assets and substations that are currently in operation. As the jurisdictional Network Operator, TasNetworks is responsible to ensure the ongoing integrity, safety and reliability of the transmission network throughout the construction period. This places added emphasis on careful staging of works, robust outage planning and detailed risk management around live asset interfaces.

The Owners Team will play a critical role in coordinating planned outages, validating commissioning strategies and overseeing energisation activities, ensuring that all works are executed without compromising the stability or security of the power system. This will include the need to carefully manage interfaces between existing and new infrastructure, while enabling progressive commissioning of new assets in line with project and system requirements.

The execution model will ensure that whilst the Principal Contractor holds delivery accountability, TasNetworks will retain strategic control and visibility to uphold its regulatory, operational and stakeholder obligations. The Owners Team will be scaled and phased appropriately across the project lifecycle, aligning resources with emerging risks and delivery intensity.

6.3 Forecast capex

Table 8 shows that TasNetworks' forecast project execution labour and indirect costs is \$45.74 million, comprising \$42.74 million for labour and labour related costs and \$3.00 million for indirect costs.

Table 8 Forecast project execution labour and indirect costs (\$ million, real 2023-24)

Project execution	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	5.18	11.26	11.13	11.13	3.57	42.26
Labour escalation	0.03	0.10	0.13	0.17	0.05	0.48
Indirect costs	0.26	1.13	0.91	0.49	0.21	3.00
Total	5.47	12.49	12.16	11.78	3.83	45.74

Labour

TasNetworks' forecast labour costs of \$42.74 million relate to internal FTEs undertaking a broad range of execution focused activities for the Project. The total project execution team comprises 49 FTEs over 56 roles. Of the project execution team, 23 of these roles were stood up during the early works phase as part of the 'project development' stream.

Focus areas by role – Execution – Direct management of Principal Contractor

The direct management of the Principal Contractor will be undertaken by the following roles:

Project Director (1 FTE)

The Project Director will be responsible for the end-to-end leadership, strategic direction, and successful delivery of the Project. They will hold overall accountability for ensuring that the Project is delivered safely on time, within budget, and in alignment with TasNetworks' corporate strategy and shareholder expectations. As the most senior project representative, the Project Director will lead the interface with the TasNetworks Executive, Board, government stakeholders, MLPL and regulatory authorities.

The Project Director will be the ultimate point of accountability for project governance, including the operation and, where necessary, the establishment of project control frameworks, reporting protocols, risk management systems, and performance monitoring mechanisms. They will be the accountable member of key governance forums such as the Major Projects and Regulation Committee of the TasNetworks Board, the NWTB Executive Steering Committee and chair of the NWTB Leadership Team.

While managing the performance of the Principal Contractor will be a central function, the Project Director's remit will extend beyond contract oversight to include leadership of the internal Owners Team, coordination with BAU functions and ensuring alignment across internal delivery teams. They will also provide high-level stewardship of the Project's public profile, reputational risk and strategic communications, particularly during high-visibility phases such as financial close, construction commencement and commissioning.

Project Manager Execution (1 FTE)

The Project Manager Execution will provide integrated oversight of the technical, construction, commissioning, commercial, planning, and project controls functions, ensuring that delivery teams are operating cohesively and that all interfaces (both internal and external) are managed proactively.

The role will ensure that the Principal Contractor's delivery is progressing in accordance with contractual obligations, scope, schedule, budget, and quality expectations, acting as a key point of escalation for delivery-related issues and being accountable for ensuring that early warning mechanisms, contractual controls and project procedures are adhered to.

Working closely with the Owners Team Construction Managers, the Project Manager Execution will ensure that contract deliverables, design reviews, construction milestones and interface requirements are planned, tracked and delivered. This will include facilitating the review and approval of quality management documentation, risk and change management processes, and schedule coordination, particularly where works impact operational assets, stakeholders, or landowners.

Internally, the Project Manager Execution will be responsible for the coordination of Owners Team support functions sourced from across the business, ensuring their inputs are effectively integrated into project delivery and project assurance processes. They will also support governance activities by preparing inputs into project control groups, reporting packages, and Executive briefings, ensuring decisions are well-informed and delivery performance is clearly communicated.

Whilst the Project Director will largely focus on strategic leadership, stakeholder management and governance, the Project Manager Execution will ensure that execution is controlled, coordinated, and aligned with broader project objectives.

Reporting and Compliance Manager (1 FTE)

The Reporting and Compliance Manager will be responsible for reporting frameworks and ensuring accurate, timely, and consistent reporting to key stakeholders including the CEFC, Renewables Climate and Future Industries Tasmania and governance bodies.

While the project management stream (acting as the Project Management Office) will capture project data and prepare draft reports, this role will provide critical oversight to verify that information is complete, correct and aligned with governance protocols.

The Reporting and Compliance Manager will also ensure consistency across all reporting, manage the transmission of reports through the appropriate channels and serve as the primary point of contact for clarifications and stakeholder queries. In doing so, the role will provide assurance that the Project's contractual, regulatory and funding compliance obligations are being met.

Personal Assistant to the Project Director (1 FTE)

The Personal Assistant to the Project Director will provide high-level administrative and organisational support to the Project Director, including diary and travel management, coordination of meetings and stakeholder engagements, preparation of correspondence and briefing materials, and management of confidential information.

The role will act as a key point of contact between the Project Director and internal/external stakeholders, ensuring effective communication, prioritisation, and follow-through on critical project matters.

Project Administrator (1 FTE)

The Project Administrator will provide administrative and coordination support to the project team, including document management, meeting scheduling and minutes, tracking project correspondence, maintaining registers (actions, decisions, risks), and assisting with reporting and project controls activities.

The role will help ensure that project processes run smoothly, information is well organised, and the team can focus on effective delivery of project objectives.

Marinus Interface Manager (1 FTE)

The Marinus Interface Manager will be responsible for the administration and oversight of key agreements between MLPL and TasNetworks, including the Project Cooperation Agreement, Master Services Agreement, Network Interconnection Agreement, and Interface Works and Commissioning Agreement.

The role will ensure obligations under each agreement are clearly understood, coordinated, and fulfilled by both parties. This will include monitoring performance and compliance, managing communications and reporting, facilitating resolution of interface issues and coordinating stakeholders across both organisations.

The Marinus Interface Manager will act as the central point of contact for agreement-related matters and will provide assurance to the Project Director that governance, commercial, technical, and operational requirements are being effectively managed throughout the project lifecycle.

Engineering and Design Lead (1 FTE)

The Engineering and Design Lead will provide technical leadership and oversight of all engineering and design activities throughout the duration of the EPC contract (i.e. during the early contractor involvement (ECI) and construction phases). With the ECI phase nearing completion, the role's primary focus shifts to managing residual design deliverables and addressing design changes that arise during construction.

Responsibilities during the construction phase will primarily include design assurance, technical surveillance, and verification that the Principal Contractor's outputs continue to meet specifications, standards, and functional requirements.

The Engineering and Design Lead will also coordinate specialist reviewers, manage design-related interfaces, and provide authoritative technical advice to the Owners Team, ensuring that engineering risks and changes are identified, assessed, and effectively managed throughout delivery.

Commissioning Lead (1 FTE)

The Commissioning Lead will be responsible for the Owners Team oversight of all extra high voltage (EHV) commissioning activities within the Project and will act as the technical and procedural gatekeeper for energisation and operational readiness. The role will ensure that the Principal Contractor's commissioning approach is technically sound, safely executed and fully aligned with TasNetworks' system, operational and compliance requirements.

Key responsibilities will include:

- oversight of commissioning readiness planning, including the development of readiness criteria, verification of pre-commissioning activities and management of completion punch lists in collaboration with construction leads;

- assurance of safety and compliance, ensuring commissioning activities are conducted in accordance with health safety and environment (HSE) protocols, isolation procedures and relevant legislation and industry standards;
- technical verification of test results, review of factory and site acceptance tests (FAT/SAT) and sign-off on key commissioning records, certificates and energisation authorisations;
- coordination of operational interfaces, including integration with live networks, interface with existing assets and communication with system operations for switching, cut-ins and load testing;
- outage planning and system risk management, ensuring commissioning activities are scheduled and delivered in a way that protects the integrity, reliability and safety of the broader transmission network;
- cross-discipline integration, collaborating with engineering, protection, supervisory control and data acquisition (SCADA), telecommunications and asset teams to ensure functional performance and system compliance across all interfaces; and
- supporting handover and close-out, ensuring commissioning outcomes are appropriately documented, lessons are captured, and all deliverables meet TasNetworks' asset acceptance criteria.

Construction Managers - Substations and Distribution and EHV Lines (2 FTEs)

The Construction Manager - Substations and Construction Manager - Distribution and EHV Lines will be accountable for the end-to-end delivery oversight of the works within the Project. Operating as the Owners Team lead for either substations, lines (i.e. distribution and EHV) or telecommunications (each role will have a distinct remit), these roles be the primary interface with the Principal Contractor for all matters relating to their remit. They will ensure that the Principal Contractor delivers against technical, safety, quality, schedule and commercial requirements through design, procurement, construction, testing and commissioning.

Beyond commercial and technical oversight, these roles will also be responsible for managing:

- schedule performance and progress tracking, including review of contractor programs, critical path analysis, and validation of reported progress;
- interface management between adjacent workstreams (e.g. substations, transmission lines, telecommunications and commissioning), BAU operations, and third-party stakeholders;
- risk and opportunity management within the workstream, maintaining a live risk register and leading mitigation planning;
- commissioning transition, ensuring clear entry/exit criteria, punch list closure, and operational handover alignment;
- document and deliverable control, ensuring traceability and acceptance of key outputs including design deliverables, test reports, and as-builts;
- environmental and planning compliance, working with internal specialists to ensure site works meet applicable permits and obligations; and
- stakeholder and community engagement support, providing technical input to the resolution of issues relating to landowners, local communities, or government interfaces at the sites.

Specialist Project Engineer Civil and Sustainability (1 FTE)

The Specialist Project Engineer Civil and Sustainability will provide expert oversight and assurance of civil engineering design and sustainability outcomes during the construction phase. The role will focus on

reviewing and validating contractor design submissions, ensuring compliance with technical standards, environmental requirements and infrastructure sustainability objectives.

The role will support interface coordination, advising on sustainable design solutions and providing technical guidance to the Owners Team to ensure civil works meet project specifications, long-term operational needs and sustainability targets.

Project Engineer - Civil (1 FTE)

The Project Engineer - Civil will provide technical oversight of all civil works during the construction phase. They will act as the on-site technical representative of the Owners Team, providing immediate guidance and resolving civil engineering issues as they arise.

The key responsibility of the role will be monitoring the Principal Contractor's construction of foundations, access tracks, tower/pole structures, and other civil works to ensure compliance with specifications, standards, safety, environmental and quality requirements.

The role will undertake frequent site inspections, verification of contractor activities, management of civil-related interfaces and will closely coordinate with site teams to ensure works progress in accordance with contractual obligations and project objectives.

Focus areas by role - Execution - Supplementation of BAU teams

Supplementation of the BAU teams will involve incremental resources utilised by the Project that will sit within the appropriate Operations, People, or Health and Safety teams. There are a variety of Operations roles as the Project impacts transmission lines and the surrounding 22 kV distribution network, substations, telecommunications and control systems. These incremental BAU supplementation roles will include the roles set out below.

Network Operations

Outage Planner (0.5 FTE)

The Outage Planner will be responsible for understanding and preparing real time operations for the transmission system outages necessary to integrate new network assets into the existing system. They will work closely with the Principal Contractor and Commissioning Lead to establish all transmission outages and register these in the TasNetworks and AEMO systems.

Outage Assessor (0.5 FTE)

The Outage Assessor will be responsible for determining if any outage can occur utilising existing transmission network constraint sets and helping to write new constraint equations with AEMO if necessary. They will also help consider network contingency plans during the specific outages and support the development of return-to-service planning.

Outage Coordinator (0.5 FTE)

The Outage Coordinator will be responsible for ensuring that any outage can proceed with a view of all other outages and constraints in the Tasmanian transmission system. The outage coordinator will work with all affected stakeholders (such as Hydro Tasmania, major industrial customers and AEMO) and the Outage Planner to ensure that outages can be undertaken without unnecessarily risking network security.

Asset Management

Specialist Project Engineers – Substations (Primary and Secondary) and Transmission Lines (3 FTEs)

The Specialist Project Engineers will provide subject matter expertise in substation (both primary and secondary) and transmission line engineering to support design assurance and integration.

The roles will be responsible for reviewing Principal Contractor designs, ensuring compliance with Owners requirements, industry standards and regulatory obligations. The roles will also support the Engineering and Design Lead in managing interfaces across disciplines, resolving technical issues, and providing input into construction and commissioning readiness.

Transmission Line Asset Engineer (0.5 FTE)

The Transmission Line Asset Engineer will provide asset-specific expertise on transmission line design, construction and long-term maintainability. They will ensure the Principal Contractor's designs meet TasNetworks' asset management standards, safety requirements and operational considerations, and contribute to design reviews, material specifications and lifecycle risk assessments.

Primary Asset Engineer (0.5 FTE)

The Primary Asset Engineer will offer specialist input on substation primary systems including switchgear, transformers, and busbar configurations.

They will review contractor design outputs to confirm alignment with Owners technical standards and operational needs, and will provide assurance that asset performance, maintainability and lifecycle considerations are embedded in project solutions.

Secondary Asset Engineer SCADA (0.5 FTE)

The Secondary Asset Engineer SCADA will be responsible for reviewing SCADA related asset approvals including asset acceptance related activities, design changes and assisting in ad-hoc construction and commissioning challenges.

They will be responsible for integration of the new equipment deployed under NWTG into the TasNetworks Energy Management System (EMS) by coordinating contractors and internal EMS related teams.

Secondary Asset Engineer Protection (0.5 FTE)

The Secondary Asset Engineer Protection will be responsible for reviewing Protection and Control related asset approvals including asset acceptance related activities, design changes and assisting in ad-hoc construction and commissioning challenges.

They will assist protection coordination compliance between existing and NWTG installed protection systems. At times they will also be required on site to witness test the protection operation and coordination of critical equipment deployed under NWTG.

Graduate Engineer (3 FTEs)

The Graduate Engineers will support the Engineering and Design team across all technical disciplines, gaining exposure to substation and transmission line design, assurance processes, and project integration activities.

They will contribute to design reviews, data management and engineering coordination tasks while building professional capability under supervision.

Operations Delivery

Protection and Control Field Technician (2 FTEs)

The Protection and Control Field Technicians will be responsible for overseeing commissioning tests undertaken by the Principal Contractor. They will also support the integration of existing protection and control assets with the new assets being installed and commissioned by the Principal Contractor.

EHV Operator (3 FTEs)

The EHV Operators will be responsible for issuing the Principal Contractor with access authorities, ensuring that the network can be safely worked upon during asset integration activities. EHV Operators will also write network switching instructions to support the Network Operations team, as well as observing the quality of asset installation in substations by the Principal Contractor.

Technical Coordinator - Substations and Lines (4 FTEs)

The Technical Coordinators - Substations (2 FTEs) and Lines (2 FTEs) will be key technical assurance and coordination roles within the Owners Team, supporting the delivery of the works and acting as a critical bridge between engineering intent and field execution for the Project. Working closely with the relevant Construction Manager, these roles will be responsible for ensuring that design, procurement, and construction activities delivered by the Principal Contractor are technically sound, contractually compliant, and aligned with TasNetworks' engineering and operational standards.

Key responsibilities will include:

- field engineering support, providing technical input during construction and commissioning phases including resolution of on-site issues, inspection of installed works and participation in technical walkdowns;
- design coordination and assurance, ensuring designs meet scope, compliance, operability and integration requirements across TasNetworks' systems;
- technical interface management, collaborating with engineering, commissioning, network operations and protection teams to ensure the works are integrated seamlessly into the broader network;
- supporting schedule alignment, by tracking engineering deliverables and identifying technical issues that may impact construction sequencing or energisation milestones;
- variation and change support, by reviewing the technical validity of proposed changes, identifying impacts and advising the Construction Managers on scope implications; and
- documentation control, ensuring technical deliverables (designs, reports, certificates, test data) are recorded, traceable and suitable for use in close-out and long-term asset management.

Distribution Operator (2x 0.5 FTE)

The Distribution Operators will be responsible for all distribution network switching for the Principal Contractor to be able to safely integrate all distribution network augmentations. These operators will also support the verification of life support customers if network supply interruptions are required.

Distribution Outage Planner (0.5 FTE)

The Distribution Outage Planner will be responsible for writing distribution network switching procedures for the Principal Contractor to integrate all the distribution undercrossings and 22 kV works in Burnie. They will also identify and alert all customers impacted by power supply interruptions in the necessary time frames.

EHV Linesman (3 FTEs)

The EHV Linesman will be responsible for undertaking quality assurance (QA) checks on all transmission line towers. They will also witness stringing tensions and other quality inspections of the assets installed by the Principal Contractor.

Secondary Field Engineer (1 FTE)

The Secondary Field Engineer will be responsible for performing inspections and witnessing testing of secondary systems as they are deployed.

They will be responsible for collaborating with construction and maintenance teams to optimise systems delivered under the Project. They will also analyse system performance, identify areas for improvement, and ensure compliance with regulations and standards.

Operational Systems

SCADA Engineer (1 FTE)

The SCADA Engineers will be responsible for the integration of control systems associated with NWTD transmission assets into the TasNetworks transmission control room. They will also commission control systems suitable for managing transitionary and final-state transmission network operations post the integration of the NWTD.

Telecommunications Engineer (1 FTE)

The Telecommunications Engineer will be responsible for witnessing the on-site QC and commissioning of telecommunication asset installations by the Principal Contractor. They will also provide general technical support and risk mitigation strategies for interfacing the existing telecommunications systems with the newly expanded telecommunications networks.

Telecommunications Field Technician (0.5 FTE)

The Telecommunications Field Technician will be responsible for the physical interfacing between the existing telecommunication system and the new systems being commissioned by the Principal Contractor. They will also support commissioning testing of the telecommunications network integration.

Telecommunications Network Operations Engineer (0.5 FTE)

The Telecommunications Network Operations Engineer will be responsible for the planning and implementation of telecommunication network outages and ensuring the system security of the

telecommunications systems through these outage periods. They will also ensure that all telecommunications systems are visible to the TasNetworks telecommunications network control room.

People Experience

People Partner (0.5 FTE)

The People Partner will ensure the lifecycle process of people management (beyond recruitment and onboarding) is managed effectively.

They will work with leaders and project members to ensure achievement and development, performance management, engagement, psychosocial safety, engagement/culture enablement, sick leave management, operational people reporting, complaints management and separation activities are managed in accordance with TasNetworks' policies and procedures.

Talent Specialist (1 FTE)

The Talent Specialist will be responsible for supporting hiring leaders and enabling the recruitment processes to support attraction, recruitment, remuneration offers/contacts to fill vacant project roles on a full-time fixed term basis for 15 months.

HR Coordinator (0.5 FTE)

The Human Resources Coordinator will provide administrative support for the recruitment and talent management process. They will engage with applicants to book interviews, build out interview packs and draft employment contracts to support the day-to-day activities of recruitment.

Health, Safety and Environment

Safety Specialist (3 FTEs)

The Safety Specialists will facilitate assurance of all health and safety compliance requirements, including legal obligations, the Principal Contractor's Safety Management Plan and any other documented project requirements. Assurance activities will include development of an inspection and audit program, with on-ground implementation to verify safe systems of work, hazard controls, and compliance with project safety standards.

The Safety Specialists will work closely with the Principal Contractor to ensure timely and effective responses to any findings, support incident investigations, and escalate issues within the Owners Team as required. They will also liaise closely with the broader TasNetworks Health, Safety, and Environment team to maintain alignment, and provide assurance that the Principal Contractor is delivering on its duty of care and contractual safety obligations throughout the Project.

Environmental Specialist (3 FTEs)

The Environmental Specialists will facilitate assurance of all environmental compliance requirements including all legal and construction environmental management plan requirements, and any other documented project requirements. Assurance activities will include development of a suitable inspection program and on-ground implementation. They will work closely with the Principal Contractor to ensure suitable, adequate and timely responses to any findings arising from the program and will support the Principal Contractor to ensure adequate incident response and escalate issues within the Owners Team as required.

The Environmental Specialists will also report regularly on assurance activities, providing comfort to TasNetworks and other stakeholders including regulators. They will liaise closely with the broader

TasNetworks HSE team to ensure alignment wherever possible. As required, the roles will also support the Principal Contractor in practical efforts and requirements to meet the Infrastructure Sustainability Council (ISC) bronze rating.

RTO Trainer (1 FTE)

The RTO Trainer will be responsible for delivering training with regards to Tasmanian Power System Safety Rules (PSSR) and accreditations, to ensure all project operational field staff are competent and aware of the systems and practices required to gain access and perform works on Tasmanian transmission and distribution networks.

This role is specifically identified to support the projects high influx and high turnover of staff during the construction phase. They will also assist with qualification validation when the RTO Administrator is registering workers for training.

RTO Administrator (1 FTE)

The RTO Administrator will be responsible for creating the individual profiles of all field staff (for both the Principal Contractor and TasNetworks) when they register and apply for PSSR training on the systems and practices required to gain access and perform works on the Tasmanian transmission and distribution networks.

The role will be responsible for the input and upkeep of all relevant data to ensure accurate tracking of training and accreditation expiry dates and re-authorisations specifically related to TasNetworks' network access requirements.

Indirect costs

TasNetworks' forecast indirect costs of \$3.00 million relate to:

- [REDACTED] to provide specialist engineering support. This specialist support will complement TasNetworks' internal engineering capabilities and will assist in ensuring the Project is delivered to a high technical standard. [REDACTED] support will include review of reports and studies undertaken during construction, on-site assessment of foundations, design review of unforeseen changes (across transmission lines and substations), resolution of secondary systems issues, FATs and witnessing SATs, commissioning support, as-built reviews, specialist contributions to construction meetings, and environmental specialist support during pre-construction, construction, and post-construction phases including biosecurity and erosion and sediment controls;
- [REDACTED] for cadastral surveys. These will be undertaken by independent, licensed cadastral surveyors to support the Project through key stages of delivery. These surveys will provide objective verification and documentation, infrastructure location, and ensure compliance with statutory and regulatory requirements. Forecast capex is calculated as:
[REDACTED]
- [REDACTED] to undertake methodical inspections (air surveys) of transmission lines. These air surveys will be undertaken twice on non-NWTD lines ahead of extended outage periods on NWTD lines in 2026-27 and 2027-28. The surveys will identify any physical issues that require rectification before the extended outages to ensure system security can be maintained during outage windows. Forecast capex comprises:
 - [REDACTED] for inspections of TL445 Burnie - Waratah ([REDACTED]); plus
 - [REDACTED] for inspections of TL452 Farrell - Waratah ([REDACTED]); plus
 - [REDACTED] for inspections of TL441 Sheffield - Burnie ([REDACTED]).
- [REDACTED] for telecommunications activities, including multiplexer upgrades at the Sheffield, Burnie and Palmerston substations and the installation of a third multiplexer at the Sheffield substation. One multiplexer at each substation is required to be upgraded from the existing four-port variant to the new eight-port variant. This will enable direct connectivity of Palmerston and Sheffield, as well as Sheffield, Heybridge, and Burnie, via the proposed new optical ground wires. A third multiplexer is required to be installed at Sheffield substation as all remaining card capacity will be consumed (as well as a significant portion of the backplane capacity) due to many new C.37.94 teleprotection circuits terminating at Sheffield substation due to the new NWTD transmission lines.

7 Project management

This section details the nature and scope of the project management labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex.

Table 9 shows that the Stage 1 construction and delivery project management capex is \$48.20 million.

Table 9 Project management – labour and indirect costs capex (\$ million, real 2023-24)

Project management	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	10.01	11.87	11.71	11.50	3.11	48.20

7.1 Nature and scope of project management activities

Project management activities are undertaken by various resources reporting into the Project Director. A Project Management Office (**PMO**) has been established to maintain project management standards, offer direction and provide key metrics for the Project. The PMO will have overall responsibility for establishing governance and managing and coordinating the Project's activities to efficiently deliver the agreed scope and program to budget. This includes implementing project control and management systems, scheduling, risk, quality and information management.

7.2 Project management approach

The Project is the first large scale transmission project that TasNetworks has undertaken in over a decade. As such, TasNetworks has needed to stand-up a dedicated PMO within the Major Transmission Projects (**MTP**) group and implement new organisational structures and resourcing strategies, governance and accountability frameworks, systems, and software to support the efficient management and delivery of the Project.

TasNetworks stood up the MTP PMO during the early works phase of the Project and has successfully managed the early works phase with largely internal FTEs. For the construction phase, TasNetworks intends to source external FTEs from a specialist project controls firm to ensure successful delivery of the Project.

Access to specialist, highly skilled resources is important for a PMO function on a project of this scale. To date, there has been an inability to recruit high skilled project controls specialists due to competing demand both locally and nationally driven by the number and magnitude of major infrastructure projects being delivered across the country. For example, previous attempts to employ a Project Controls Specialist in Hobart yielded no suitable candidates, leaving a critical support role vacant for a significant period of time.

Outsourcing these roles will provide TasNetworks with greater flexibility and will allow for a timelier response to changing circumstances through access to a range of project management skills that can be deployed quickly and with minimal training. This will ensure the PMO is able to address temporary skill and capacity gaps, whilst also providing the opportunity to also upskill internal PMO team members.

The remit of the PMO during the construction phase is outlined in further detail below.

Cost estimating

The PMO will establish and maintain the base data and assumptions for project cost estimating, ensuring alignment with industry benchmarks and Owners requirements. It will review and validate Principal Contractor estimates for accuracy and completeness, while also preparing independent Owners estimates at key milestones to inform decision-making and provide assurance.

Cost control

The PMO will oversee cost performance by monitoring expenditure against the approved budget, reviewing contractor forecasts and variations, validating earned value calculations, and ensuring the budget framework remains current and accurate.

Schedule management

The PMO will maintain oversight of the integrated master schedule, incorporating EPC and third-party inputs. It will validate Principal Contractor schedule updates, track milestones and critical path activities, and identify potential risks and opportunities. Scenario analysis will also be undertaken to inform decisions on staging, sequencing and recovery planning.

Risk management

The PMO will manage the integrated risk framework by reviewing contractor risk assessments, challenging assumptions and quantifying potential cost and schedule impacts. It will ensure that emerging and realised risks are effectively tracked, mitigated and reported to governance forums.

In addition to Principal Contractor risk oversight, the PMO will maintain responsibility for the Owners risk profile, including corporate, regulatory, financial and strategic risks, ensuring these are identified, monitored and actively managed in alignment with project governance requirements.

Change management

The PMO will govern the change control process to ensure that scope, cost, and schedule changes are properly assessed, validated and approved in line with delegations of authority. It will maintain an integrated change log and ensure alignment between approved changes, budget baselines and the project schedule.

Information and data management

The PMO will oversee the management of project information and data (including spatial data), ensuring accuracy, integrity and security. It will govern the flow of data between TasNetworks, contractors, service providers and external stakeholders, and will provide reliable analysis and reporting to support assurance and regulatory requirements.

The PMO will also be responsible for project management systems and software (see 'Systems and software' section below), ensuring that platforms are configured, maintained and utilised effectively to support project controls, reporting and integration across all functions.

Document control

The PMO will manage the systems and processes for document control, ensuring compliance with standards, policies and procedures. It will oversee the timely submission, review, approval, and distribution of documents to maintain a complete and accurate project record.

Quality assurance

The PMO will provide oversight of QA by monitoring the Principal Contractor QA/QC processes and ensuring compliance with the EPC contract, Owners requirements and industry standards. It will conduct audits, surveillance and reviews to provide assurance on quality performance and escalate issues where necessary.

Systems and software

New systems and software were introduced at the outset of the Project to manage the Project, including through the use of project controls/scheduling, cost estimating, interface management, quality and document control. These new systems and software have interface capabilities with TasNetworks' existing systems and processes.

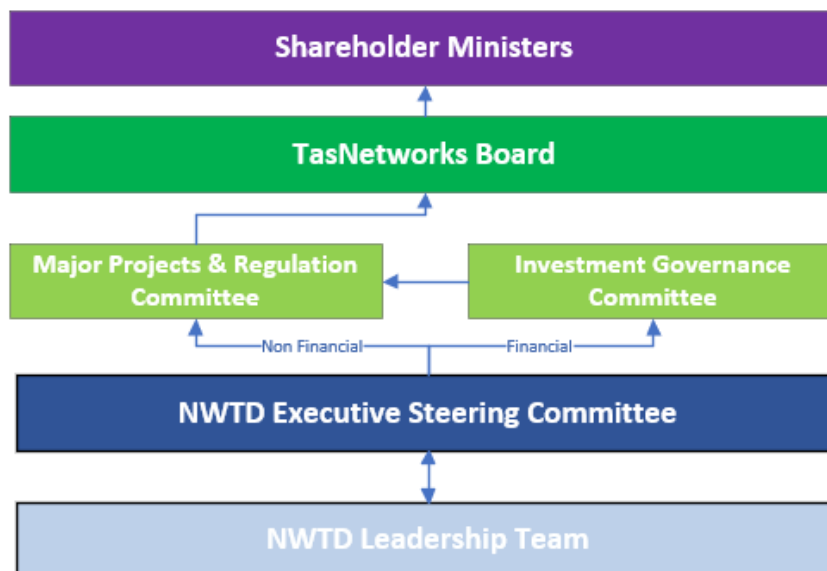
Key systems and software include:

- **InEight** – this is a project management platform which provides software-based tools to plan and execute capital construction projects – Integrated Project Control System (IPCS). It does this through modules, including document and project controls, which interface with existing systems such as SAP, cost forecasting, estimating, project health and contract management. InEight modules are currently being designed, built and tested to manage functional project areas;
- **Borealis** – this provides a stakeholder engagement management platform which is used to improve integration of information from stakeholders and engagement to inform TasNetworks communications activities;
- **Primavera P6** – this software facilitates program development and management as well as cost monitoring, analysis and reporting functions. It collects activity timeframe and resourcing inputs which can be transferred to the IPCS for analysis against actual monthly cost activity; and
- **BlueBeam** – this software provides a clear and accessible centralised tool, enabling engineering and construction teams to better collaborate on and review drawings, data and documents whilst managing version control. This software can be interfaced with InEight.

7.3 Governance and accountability

Figure 4 shows the governance structure under which the Project operates. The structure ensures that the Project remains aligned with TasNetworks' organisational goals and objectives, and provides a framework for decision-making, accountability and oversight.

Figure 4 NWTG governance structure



Governance

Further information on each step of the governance structure is provided below.

TasNetworks Board

TasNetworks' Board is responsible for:

- **overarching/principal governance** including leadership and oversight of TasNetworks including its control, accountability, strategic direction and risk appetite. The Board approves relevant deliverables in accordance with the NWTG Stage 1 Final Investment Decision (FID) and Financial Close (FC) Plan;
- **workforce oversight** including implementation of strategy;
- **delegations and approvals** including procurement, approving and monitoring project scope, and the progress of capital expenditure and capital management in accordance with the TasNetworks' policy framework;
- **stakeholder relations** including communication to Shareholder Ministers;

Major Projects and Regulation Committee (MPRC)

The MPRC is a Board Committee established to provide deeper examination and expertise on specific areas relating to major projects and regulation, streamlining the Board's work and improving decision making. This oversight and direction ensures that major projects maintain alignment with enterprise strategy and regulatory requirements and are integrated with TasNetworks' broader investment program of works.

The MPRC is responsible for overseeing and endorsing all NWTG papers ahead of presentation to Board for approval or noting.

Investment Governance Committee (IGC)

The IGC ensures TasNetworks oversees and prioritises business investments to maximise value, minimise business risk and deliver strategic outcomes. The IGC assesses investment proposals for conformity against governance principles and any defined assessment criteria, and endorses recommendations for the relevant gated approval process by the CEO or the Board. The IGC has no approval authority.

The IGC's key responsibilities include:

- review quarterly the program performance for business unit portfolios;
- investment governance;
- endorsement of investments; and
- monitoring of investments.

NWTD Executive Steering Committee (ESC)

The ESC meets monthly and is chaired by the Executive Governance. It is accountable to the MPRC of the Board. The ESC provides oversight and strategic direction on the Project including scope, change, cost, budget, schedule, risk, stakeholder management and technical interface issues.

The ESC's key responsibilities include:

- overseeing and endorsing reporting and recommendations to the MPRC of the Board;
- monitoring project progress, scope, change, cost, budget, schedule, risk and Marinus Link integration and alignment;
- approving change requests relating to scope, schedule and cost variations in accordance with the TasNetworks Delegations Framework; and
- ensuring the project maintains alignment with enterprise strategy including against required quality standards and HSE targets, etc.

NWTD Leadership Team

The NWTD Leadership Team comprises a core team of project specific technical, commercial, administrative and project management staff led by the Project Director. The team manages the tactical and day to day operational activities required to deliver the Project in accordance with the project objectives. The team meets on a weekly basis to facilitate collaboration and integration between workstreams and to ensure efficiency in project design and delivery.

The NWTD Leadership Team's key responsibilities include:

- project planning and delivery;
- scope, change, cost, budget, schedule, risk and stakeholder and interface management;
- accountability for project stream integration; and
- preparing project reports and recommendations.

Accountability

Project Delivery Framework

TasNetworks applies a Gated Investment Framework (GIF) to manage and control investments. The framework outlines the principles to ensure the most efficient use of available funds. The GIF forms part of TasNetworks' broader governance framework for managing business risk. There are five decision gates required, and each gate requires completion of a specific document before proceeding to the next. Gates two, three and five require approval in line with TasNetworks' Delegations Framework. Table 10 summarises the deliverables at each stage of the framework.

Table 10 Gated Investment Framework

	Gate 1: Needs Analysis	Gate 2: Preferred Option	Gate 3: Financial Approval & Business Case	Gate 4: Contract Execution	Gate 5: Review & Close-out
Primary Documents	Needs Analysis	Options Paper	Business Case (IGC submission) Business Case (non-IGC submission)	Project Status Report	Project Close-out Report Post Implementation Review
Supporting Documents	Seed Funding Request Preliminary Cyber Security Risk Assessment	Needs Analysis Procurement Plan Preliminary Cyber Security Risk Assessment	Needs Analysis Options Paper Request to Award Project Management Plan/Project Plan Asset Management Plan Preliminary Cyber Security Risk Assessment	Variation to business Case Cyber Security Risk Assessment	Contract Handover Project Finalisation Checklist (Network, IT) Cyber Security Risk Report

The NWTD is operating within the Project Delivery Framework (PDF), an extension of the TasNetworks GIF.

In order to accommodate the FID for the NWTD, the normal GIF gates have been adjusted to accommodate the additional steps outlined below:

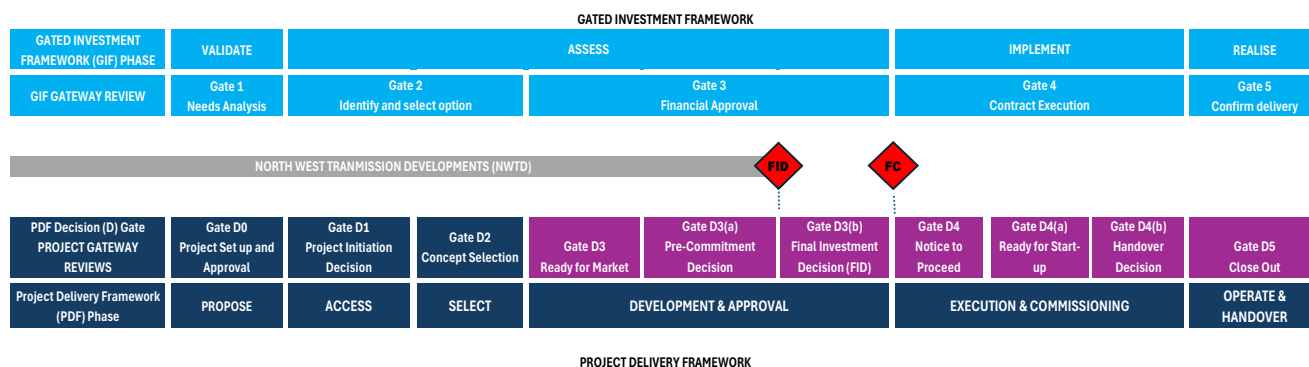
- Gate D3(a) – Pre-commitment Decision;
- Gate D3(b) – Final Investment Decision; and
- Gate D4 – Notice to Proceed.

Following FC and the commencement of construction, the remaining gates have been adjusted to include the following:

- Gate D4(a) – Ready For start Up;
- Gate D4(b) – Handover Decision; and
- Gate D5 – Close Out.

Figure 5 demonstrates the GIF and PDF alignment.

Figure 5 Framework alignment



Project Assurance

In parallel with the assurance mechanisms provided by the PDF above, a comprehensive suite of external due diligence activities has been undertaken across key project components. These include:

- validation of the total project cost estimate;
- independent audit of the financial model;
- cost validation of early works;
- EPC contract cost validation report;
- independent probity review;
- insurance due diligence assessment;
- legal certification of the EPC contract; and
- legal opinion on development application lodgement.

These independent reviews support the robustness of the Project's cost, risk, legal, and delivery assumptions.

7.4 Interface management

NWTD and BAU

Transmission Coordination Committee (TCC)

The TCC is responsible for ensuring collaboration and coordination across TasNetworks for interface and integration matters relating to TasNetworks' transmission program of work.

The TCC's key responsibilities include:

- development and management of a five year Transmission Masterplan; and
- ongoing management of the Transmission Masterplan to ensure the prioritisation and efficient coordination of transmission design and construction activities.

NWTD and Marinus Link

TasNetworks is obliged to deliver the Project to support Marinus Link in accordance with TasNetworks' Members Statement of Expectations (a legislative statement of expectations set by shareholders pursuant to the *Electricity Companies Act 1997* (Tas)). The statement outlines TasNetworks' obligations to support the Tasmanian Government's objectives to progress Stage 1 of the NWTD working collaboratively with stakeholders in a coordinated manner up to the point of making an unconditional commitment to commence construction. An unconditional decision to proceed to construction requires shareholder and AER approvals.

Members Statement of Expectations' requirements are captured and monitored through the NWTD FID and FC Plan which outlines the relevant expectations and required deliverables to meet the criteria defined for both the FID and FC stages of the Project.

Cooperation principles, obligations and collaboration requirements for both parties are defined in a series of commercial agreements between TasNetworks and MLPL to facilitate cooperation and management of project interfaces. The primary purpose of the agreements is to formalise the technical, commercial, and operational arrangements needed to connect Marinus Link to the Tasmanian transmission network to effectively deliver Project Marinus. The Marinus Interface Manager will be responsible for the implementation of these agreements.

Table 11 provides further information on the TasNetworks and Marinus Link interface agreements.

Table 11 TasNetworks and Marinus Link interface agreements

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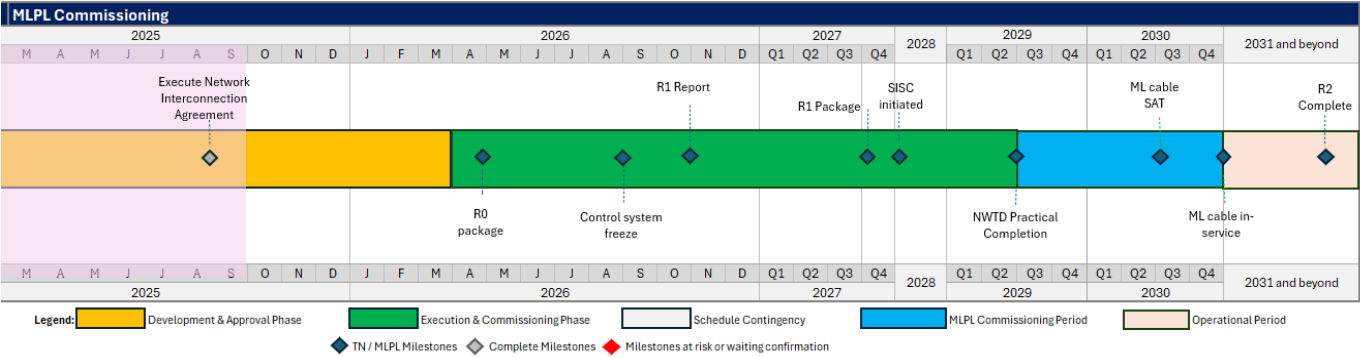
Interface coordination and management between NWTG and Marinus Link is undertaken through regular communication with Marinus Link via workstream coordination, monthly committee meetings and status and milestone reporting. Should an issue arise that cannot be resolved by the parties at lower levels, it may be escalated to the NWTG ESC and the equivalent MLPL group for resolution at CEO level in accordance with the agreements.

Project Marinus governance is undertaken via a separate structure of committees attended by Commonwealth, Victorian and Tasmanian Government representatives, and TasNetworks.

AEMO governance relating to the testing and commissioning of the Marinus Link connection to the Tasmanian Network is undertaken in accordance with the NER and associated Guidelines.

Project Marinus commissioning in Tasmania is scheduled to occur following practical completion of the Project. The current timeline for System Studies through to commissioning is shown in Figure 6 below.

Figure 6 Marinus Link - System Studies and Commissioning



7.5 Forecast capex

Table 12 shows that TasNetworks' forecast project management labour and indirect costs is \$48.20 million, comprising \$26.57 million for indirect costs and \$21.64 million for labour and labour related costs.

Table 12 Forecast project management labour and indirect costs (\$ million, real 2023-24)

Project management	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	2.03	5.89	5.78	5.70	1.99	21.39
Labour escalation	0.01	0.05	0.07	0.09	0.03	0.25
Indirect costs	7.97	5.93	5.86	5.72	1.09	26.57
Total	10.01	11.87	11.71	11.50	3.11	48.20

Labour

TasNetworks' forecast labour costs of \$21.64 million relates to 12.75 FTEs (4.25 internal and 8.50 external) undertaking project management activities for the Project.

Focus areas by role

The key focus areas for individual roles within the team are detailed below.

Leader PMO (1 FTE)

This role will be responsible for:

- leading master schedule, budget, scope, cost controls, risk management, change management, information management and resourcing of the PMO;
- overseeing systems, documentation and record keeping requirements for the Project;
- providing input into team and project reporting;
- managing the outsourced project controls contract;
- ensuring integration is maintained across cost, schedule, scope, risk, trend and change areas with both internal and external parties; and
- as part of the NWTDL Leadership Team, working with the leaders of other project functions to oversee the prudent management of project delivery.

Project Control Lead (1 FTE)

This role will be responsible for:

- working with the Leader PMO in respect of the master schedule, budget, scope, cost controls and risk management;
- overseeing systems, documentation and record keeping requirements for project controls;
- providing reporting, trend analysis and advice to support visibility of project position;

- escalating issues such as cost variances and early indicator issues (as appropriate) via the appropriate governance channel;
- overseeing monthly cost updates (actuals, accruals and forecasts);
- ensuring integration is maintained across cost, schedule, scope and change areas; and
- maintaining a basis for progress measurement and understanding how progress claim processes interface with progress measurement.

Lead Estimator (0.75 FTE)

This role will be responsible for:

- working with the PMO and commercial and procurement team to develop and update the total project cost estimate, which will be used to develop the project budget;
- contributing to the change management of the project budget and other budgets as required;
- developing and updating the basis of estimate documentation (including scope and design) as required; and
- conveying the budget cost structure to the PMO and commercial and procurement team for subsequent administration and reporting.

Data Analyst (1 FTE)

This role will be responsible for:

- working with the Systems and Information Specialist to develop and support take-up of InEight;
- integrating TasNetworks Owners cost data and the Principal Contractor cost data into InEight;
- contributing to project reporting through the sourcing or extraction of data (from, for example, the Principal Contractor or InEight) and subsequent data analysis; and
- analysing the Principal Contractor's native estimate file (with proprietary systems often relying on Excel for exporting/importing raw data) to extract relevant project data for use in improving development of the overall TasNetworks program.

Cost Administrator – NWTDC Construction Contract Delivery (1 FTE)

This role will be responsible for detailed analysis (cost code by cost code) of the Principal Contractor's end of month cost report. This will include:

- managing quality and integrity of InEight data and use for both TasNetworks and Principal Contractor financial progress updates;
- verifying cost to date data and the accuracy of cost code allocation and journaling within the report;
- verifying construction progress (end of month and to date) including assurance of quantity of works completed per cost code;
- evaluating cost to date and quantity to date against earned value (i.e. what quantity should have been completed for the cost incurred to date relative to the guaranteed maximum price (**GMP**));
- undertaking review and assurance of the Principal Contractor's methodology and calculation for forecast cost to complete (per cost code); and

- analysing the rate to date against the forecast rate to complete and preparing a report for the Commercial Manager (to discuss with the Principal Contractor) when variances are noted.

Cost Controller (1 FTE)

This role will be responsible for supporting the Cost Administrator - NWTDC Construction Contract Delivery across the tasks listed above. At peak of construction, monthly progress claims will exceed \$30 million per month and over 200 cost codes will be required to be analysed each month.

Risk Manager (0.75 FTE)

This role will be responsible for:

- developing and updating the TasNetworks Owners risk model and ensuring it is developed in a standardised way, including the modelling of inherent and contingent risk, and scheduling risk analysis;
- working with all Owners Team teams to develop and update the Project risk register;
- using the TasNetworks Owners risk model and the Project risk register to determine P level risk contingencies for the Project;
- working with the PMO and commercial and procurement teams to implement and monitor contingency drawdown and forecasting; and
- working with the Principal Contractor to understand the risk methodology and analysis that has been used to determine the Contractor's risk.

Document Controller (1 FTE)

This role will be responsible for:

- managing document control (including InEight systems) and ensuring compliance from the Owners Team and Principal Contractor including managing the receipt, delivery, registration and timely distribution of all documents and drawings as appropriate;
- managing the capturing and recording of project changes relating to documents and drawings;
- document and drawing registers, and ensuring compliance with TasNetworks requirements; and
- training of project team members on document control systems and procedures.

Change Manager (1 FTE)

This role will be responsible for:

- supporting change owners to implement and manage the change request/variations process focussing on the quality, completeness and information verification of change control processes;
- administration of the change register within the Project-specific document management system, e.g. within InEight;
- administration of the issues register for the Project; and
- managing and reporting on the status of change requests and variations.

Senior Planner (1 FTE)

This role will be responsible for:

- providing schedule updates to support baseline data and forecasting;

- providing holistic scheduling services, including determining the likely staging of project activities and milestones and identifying time opportunities or threats;
- managing and supporting the coordination and administration of the schedule to ensure timely completion of activities by TasNetworks;
- producing schedule reporting as per the TasNetworks' policies and procedures; and
- reviewing schedules from third parties and managing integration to maintain an overall live schedule for TasNetworks.

Planner – BAU/NWTD (1 FTE)

This role will be responsible for:

- supporting the Senior Planner to provide schedule updates;
- providing holistic scheduling services, including determining the likely staging of project activities and milestones, and identifying time opportunities or threats;
- supporting the coordination and administration of the schedule to ensure timely completion of activities by TasNetworks;
- producing schedule reporting as per the TasNetworks' policies and procedures; and
- reviewing schedules from third parties and supporting integration to maintain an overall live schedule for TasNetworks

GIS Analyst (0.5 FTE)

This role will be responsible for:

- gatekeeping of spatial data including managing transmittals of internal and external spatial data;
- storage and process management of spatial data;
- management of the NWTD WebMap online spatial data viewing portal including uploading datasets and providing support to users; and
- analysis and reporting of spatial data.

Systems and Information Specialist (0.75 FTE)

This role will be responsible for:

- providing InEight and systems technical support and training to the Owners Team and Principal Contractor;
- working with the Owners Team to tailor InEight modules;
- troubleshooting InEight and systems issues as they arise;
- initiating and supporting InEight workflow;
- scheduling maintenance of project information as per the Data and Systems Management Plan;
- preparing and maintaining project systems and software including scheduling tools, work authorisation systems, project management systems and, information collection and distribution systems; and
- performing routine and scheduled audits of all systems under remit, including routine system backups.

Quality Assurance and Governance Specialist (1 FTE)

This role will be responsible for:

- coordinating and documenting project governance requirements and integrating these, as appropriate, with the requirements of internal and external parties;
- identifying key issues in quality management and compliance to report to the Leader PMO;
- implementing and management of QA procedures, policies and systems for the Project;
- coordinating external assurance reviews of the Project as appropriate;
- coordinating audits/reviews on quality documentation or systems on behalf of TasNetworks;
- auditing the Principal Contractors' quality documentation, operational procedures and records;
- monitoring and registering all quality related activities and non-conformances on the Project; and
- undertaking reporting requirements as per TasNetworks plans, policies and procedures.

Indirect costs

TasNetworks' project management forecast indirect costs of \$26.57 million relates to:

- [REDACTED] for a Principal's Representative function. This function will exercise a number of functions under the EPC contract as delegated, to assist with the delivery of the Project. This will include:
 - acting as a certifier, honestly and in good faith, in assessing payments claimed by the Principal Contractor;
 - determining extensions of time or price adjustments claimed by either party;
 - acting as TasNetworks' (the 'Principal' under the EPC contract) agent;
 - giving due consideration to any submissions requested from the Principal or the Contractor in relation to the resolution of issues raised;
 - settling contractual disputes and providing clarifications;
 - considering all documents in support of each Principal Contractor payment claim and requesting further information if and when required;
 - monitoring QC through the receipt of ITR to enable verification and approval of claims; and
 - administration of Principal Contractor contract deliverables;
- [REDACTED] for overhead costs. Forecast capex is calculated as:
 - corporate overhead costs of [REDACTED]; plus
 - project overhead costs of [REDACTED]; less
 - incremental cost reduction of [REDACTED];

Where:

- corporate overheads are calculated based on:
 - a fixed monthly rate of [REDACTED]; plus
 - a monthly variable fee of [REDACTED];
- project overhead costs of [REDACTED] are based on a fixed monthly rate of [REDACTED] per month for NWTDD overheads and monthly allowances for IT support, photocopy, paper and stationary etc., and external resource IT costs;
- The incremental cost reduction is based on a fixed amount of [REDACTED] per month x 41 months = [REDACTED]. This removes non-incremental overhead costs that are already included in the base year (for example, Board and Executive costs);
- [REDACTED] to provide project insurance. This cost includes all statutory charges (except Goods and Services Tax). We have determined that additional insurance is required cover specific risks associated with the Project that are not covered under our BAU insurance program. Specifically, the project insurance will cover EPC contract works, marine transit and construction third party liability.
- [REDACTED] for vehicles and vehicle related costs. TasNetworks will hire vehicles for Owners Team members who will require regular travel and will also incur fuel and vehicle washing costs (given regular site visits of many roles utilising these vehicles). Forecast capex is calculated as:

4 [REDACTED]

- vehicle hire: $1,277.75$ (vehicle months) x [REDACTED] (hire cost per month) = [REDACTED]; plus
- fuel costs: $1,277.75 \times 520$ (litres of fuel use per month) x [REDACTED] (fuel cost per litre) = [REDACTED]; plus
- vehicle washing: $1,277.75 \times 4.33$ (weeks per month) x [REDACTED] (cost per wash) = [REDACTED];
- [REDACTED] for accommodation and travel for interstate employees for the duration of the Project. Given the labour market dynamics and the fact a project of this type and scale has never been delivered in Tasmania, TasNetworks expects to employ several interstate employees in construction director/management roles. TasNetworks will cover the accommodation costs of these employees and has made an allowance for regular interstate travel. Forecast capex is calculated as:
 - accommodation: 242 (accommodation months) x [REDACTED] (cost per month) = [REDACTED]; plus
 - travel: 349 (trips) x [REDACTED] (cost per trip) = [REDACTED];
- [REDACTED] for systems and software. This includes InEight, Borealis & Primavera P6 and BlueBeam.
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Forecast capex comprises:
 - [REDACTED]; plus
 - [REDACTED]; plus
 - [REDACTED];
- [REDACTED] for intrastate accommodation and a pier diem allowance for employees travelling to site. TasNetworks has forecast $3,100$ intrastate accommodation nights and expects to pay a pier diem allowance on 60 per cent of accommodation nights (to account for every accommodation night not resulting in a full day spent on site). Forecast capex is calculated as:
 - accommodation: $3,100 \times$ [REDACTED] (cost per night) = [REDACTED]; plus
 - per diem allowance: $3,100 \times 60\% \times$ [REDACTED] (pier diem rate) = [REDACTED];
- [REDACTED] for training for internal FTEs. This includes a standard per annum allowance of [REDACTED] per FTE and an allowance for four places in the Advanced Diploma [REDACTED]
[REDACTED] The Advanced Diploma will ensure there are sufficient appropriately skilled FTEs to oversee testing and support the integration of existing protection and control assets with new assets. Forecast capex is calculated as:
 - standard per annum allowance: [REDACTED] x $3,202.50$ (FTE months)⁶ = [REDACTED]; plus
 - [REDACTED];
- [REDACTED] for infrastructure sustainability related costs. This comprises:
 - [REDACTED] to provide infrastructure sustainability rating support and advice to TasNetworks on all aspects of infrastructure sustainability rating delivery. This will help to ensure the Project meets a bronze ISC rating; plus
 - [REDACTED]
[REDACTED]

5 [REDACTED]
6 [REDACTED]

- [REDACTED] to provide estimate review services. [REDACTED] will undertake an independent review of the Principal Contractor's final GMP submission to provide assurance to TasNetworks;
- [REDACTED] for rent. This relates to the Deloraine Office which we have rented specifically for the Project and the Portside building which provides a project hub. This comprises:
 - [REDACTED] for the Deloraine building. Rent for this building is [REDACTED] per month and is required for 41 months (calculated as 41 x [REDACTED]); plus
 - [REDACTED] for the Portside building where we rent space off the Cradle Coast Authority (CCA). Rent for this space is [REDACTED] per quarter and is required for 14 quarters (calculated as 14 x [REDACTED]); and
- [REDACTED] for international travel and accommodation. TasNetworks has forecast two trips totalling 31 nights, which are expected to be required for the inspection of manufactured equipment and witnessing of testing.

8 Planning and statutory assessment

This section details the nature and scope of the planning and statutory assessment labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex. The planning and statutory assessment stream was referred to as 'planning and environment' in CPA-1.

Table 13 shows that the Stage 1 construction and delivery planning and statutory assessment labour and indirect capex is \$0.71 million.

Table 13 Planning and statutory assessment – labour and indirect costs capex (\$ million, real 2023-24)

Planning and statutory assessment	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	0.24	0.15	0.15	0.15	0.01	0.71

8.1 Permits and Approvals

Prior to the construction and delivery phase commencing, several permits will need to be in place. As the proponent, TasNetworks is responsible for obtaining these permits. The primary permits are:

- permit (and conditions) granted by the Tasmanian Planning Commission (TPC) in accordance with the *Major Infrastructure Development Approvals Act 1999* (Tas) (**MIDAA**) and the *Land Use Planning and Approvals Act 1993* (Tas) (**LUPAA**);
- permit (and conditions) granted by the Commonwealth Minister for the Environment under the *Environmental Protection and Biodiversity Conservation Act 1999* (Cth) (**EPBC Act**) based on recommendations provided by the TPC; and
- Minor Works permit issued by the Tasmanian Heritage Council under the *Historic Cultural Heritage Act 1995* (Tas).

TasNetworks submitted the permit application for Remaining NWTD⁷ to the TPC on 17 April 2025. The application was formally declared valid on 21 May 2025. A request for additional information was received from the TPC and Commonwealth on 25 June 2025 and responses were submitted during August, with the final information provided to the TPC on 26 August 2025. The TPC and Commonwealth advised that they were satisfied with the responses, and the permit application commenced public exhibition on 20 September 2025 for 28 days.

28 submissions were received during the exhibition phase. TasNetworks is currently finalising its response to the submissions with priority being given to any matters raised in relation to Matters of National Environmental Significance (**MNES**). A short report in relation to the MNES matters will shortly be provided

⁷ Remaining NWTD permit application encompasses all stage 1 construction works as well as the new Burnie to Hampshire Hills overhead transmission line, the new Hampshire Hills substation and the second Heybridge spur transmission line.

to the TPC and Commonwealth. Commonwealth 'satisfaction' with the MNES report will trigger commencement of the TPC's 30-day determination timeframe.

Importantly for the construction and delivery phase, the permit application that was submitted to the TPC for assessment included Management Measures, which outlined TasNetworks' commitments in relation to matters such as design, construction, biosecurity, rehabilitation and environmental management.

The Management Measures will be incorporated into the permit and conditions granted by the TPC under LUPAA/MIDAA and, where relevant, the Commonwealth permit under the EPBC Act. To comply with these permits, TasNetworks and the contractor will be required to act in accordance with the Management Measures during the construction and delivery phase.

Once the primary permits have been granted there are limited secondary approvals required prior to construction commencing. No building permits are required for the construction of the overhead transmission lines as, under a determination by the Director of Building Control, they are classified as low risk works.⁸ The contractor will be responsible for any permissions from relevant rail and road authorities prior to accessing the rail corridor or undertaking works within road reservations.

TasNetworks has also sought endorsement from Aboriginal Heritage Tasmania that an Aboriginal Heritage permit under the *Aboriginal Heritage Act 1975* (Tas) is not required as the Project will have no 'impacts' on Aboriginal Heritage.

8.2 Nature and scope of planning and statutory assessment activities

Environmental management plans

The TPC has advised that unless otherwise required as a specific condition of the permit, TasNetworks as the project proponent will be responsible for ensuring the construction environmental management plan (CEMP) developed by the Principal Contactor is consistent with the management measures and other commitments outlined within the primary permits and their conditions.

The CEMP will include a range of management plans and protocols outlining 'how' the contractor intends to deliver the project in accordance with permits and conditions.

It will be the responsibility of the planning and statutory assessment team (in conjunction with other work streams) to validate the CEMP. The TasNetworks environment and sustainability team will also be consulted and provided with an opportunity to comment during the validation process.

The planning and statutory assessment team will also contribute to the preparation of an operational environmental management plan (OEMP) during commissioning. This will include similar information to the CEMP but recognise the reduced impacts of operation and maintenance activities.

Change management assessment

Subject to amendments made during the assessment process, the 'development' that will be approved and to which the permits and conditions relate was developed by TasNetworks' engineers and consultants following the identification of a preferred alignment and the making of the notified corridor.

⁸ Consumer, Building and Occupational Services, [Directors Determination - Categories of Building and demolition Work](#), p.39.

It was informed by extensive on-ground surveys and site investigations, constraints analysis as well as ongoing engagement with affected landholders and the community.

The proposed tower and pole locations and heights, access track alignments and the location of construction workspaces (temporary laydown areas and brake and winch sites) were 'fixed' as-at February 2024. This is the 'development' that will be approved and to which the primary permits and conditions will relate.

The Principal Contractor has been engaged on a design and construct basis and is expected to propose changes throughout the construction and delivery phase. These proposed changes may occur in response to matters such as:

- landholder requests and negotiations;
- further investigations recommended to address high residual environmental impacts or risks;
- geotechnical investigations;
- refinement of construction method;
- pre-construction survey findings; and
- unanticipated Aboriginal Heritage discoveries during construction.

From a planning and statutory planning perspective, we have developed a change management procedure to guide the classification of any proposed changes into allowed, minor and major, where:

- an allowed change is one that is allowed for under the permits and conditions;
- a minor change is one that can be considered as a minor permit amendment by the TPC in accordance with the requirements of section 56 of LUPAA; and
- a major change is one that can only be considered by the Tasmanian Minister for Planning under section 14B of MIDAA.

The classification of a proposed change from a planning and statutory planning perspective will assist to inform whether TasNetworks is agreeable to any proposed change, noting that minor and major changes have time and cost implications.

Compliance and monitoring

It will be the responsibility of TasNetworks to ensure the contractor is delivering the Project in accordance with the permits and conditions and the management plans and protocols outlined within the CEMP.

From planning and statutory assessment perspective, this will include regular on-site audits to ensure:

- pre-construction surveys have been undertaken as required by permits and conditions based on seasonality or relative to construction commencing at that location;
- biosecurity protocols and other specified standards are being maintained;
- permit conditions in relation to vegetation clearance are being observed;
- any required restrictions in relation to construction activities in proximity to identified eagles' nests are being complied with; and
- construction activities are consistent with the development for which permits have been granted, and that any variations have been formally approved by TasNetworks through the change management assessment process.

In undertaking monitoring and compliance activities, the planning and statutory assessment team will be supported by the TasNetworks Environment and Sustainability team.

Other ongoing monitoring will be undertaken in relation to matters such as:

- ensuring required annual eagles surveys are undertaken;
- incident responses; and
- unanticipated discoveries in relation to Aboriginal Heritage or threatened fauna and flora.

Reporting

It is anticipated that the TPC will require TasNetworks to submit regular reports (likely quarterly) on construction progress, change management and the outcomes of monitoring and compliance audits. The planning and statutory assessment team will be responsible for preparing or reviewing/validating these reports (if prepared by another party such as the contractor).

Eagle mortality

As noted above, TasNetworks and the contractor will be required to act in accordance with all Management Measures during the construction and delivery phase.

Management Measure CM056 outlines commitments in relation to eagle and other raptor species during construction, operation and decommissioning. Commitments include:

- undertaking annual nest and activity surveys prior and during construction (to be undertaken by the contractor);
- scheduling of construction activities within 500 m or 1 km line of sight of known eagle nests outside the eagle breeding season where practicable;
- implementing a raptor mortality plan that is informed by bird strike risk modelling and assessment of scavenging rates and carcass detectability. The plan will detail recommendations for the installation of mitigation (e.g. bird flight diverters or effective alternatives) and on-ground post construction mortality surveys; and
- at a minimum, undertaking routine inspections of transmission line easements for the first two years of operation to detect any injured or dead birds, confirm adequacy of any installed mitigation, and identify areas where further mitigation (e.g. bird flight diverters or effective alternatives) should be installed.

In recent years, TasNetworks commissioned [REDACTED] to develop a Tasmanian Wedge-tailed Eagle transmission strike risk model (TSRM). The purpose of the TSRM is to provide the first step in a mitigation strategy for threatened raptors on TasNetworks' transmission infrastructure and a prioritisation tool for proactive bird-strike mitigation for threatened raptors on transmission infrastructure by identifying areas with potentially higher collision risk.

The TSRM provides state-wide modelling for potentially higher-risk areas for transmission line strike according to landscape characteristics and known habitat preferences. These potentially higher-risk areas are incorporated into a second part of the model that provides a tool that supports decision-making around placement considerations for new infrastructure.

TSRM modelling recommends that a mortality study be conducted to increase understanding around the risk and likely impact of the Project to the Wedge-tailed Eagle population. TasNetworks intend to engage [REDACTED] to undertake on-ground eagle mortality surveys.

8.3 Forecast capex

Table 14 shows that TasNetworks' forecast planning and statutory assessment labour and indirect costs is \$0.71 million, comprising [REDACTED] for labour and labour related costs and [REDACTED] for indirect costs.

Table 14 Forecast planning and statutory assessment labour and indirect costs (\$ million, real 2023-24)

Planning and statutory assessment	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	[REDACTED]					
Labour escalation	[REDACTED]					
Indirect costs	[REDACTED]					
Total	0.24	0.15	0.15	0.15	0.01	0.71

Labour

TasNetworks' forecast labour costs of [REDACTED] relate to internal FTEs undertaking planning and statutory assessment activities. The team will comprise 0.75 FTEs and was part of the larger Planning and Environment Team during the early works phase that drove the planning and environmental consents and provided planning and environment support.

The key focus areas for the planning and statutory assessment team during the construction phase will be:

- validating the CEMP and assisting with the preparation of the OEMP;
- undertaking change management assessments;
- undertaking compliance and monitoring activities;
- preparing and/or reviewing reports for the TPC; and
- undertaking eagle mortality activities to ensure compliance with permit conditions.

Focus areas by role

The key focus areas for individual roles within the team are detailed below.

Lead Planning and Statutory Assessment (0.25 FTE)

This role will be responsible for:

- providing guidance and direction to the Planning and Statutory Assessment Specialist as required;
- undertaking regular reporting to the TPC on progress, compliance and change management;
- overseeing onsite audits and compliance; and
- as part of the NWTLD Leadership Team, working with the leaders of other project functions to oversee the prudent management of project delivery.

Planning and Statutory Assessment Specialist (0.5 FTE)

This role will be responsible for:

- undertaking regular onsite audits and compliance review/monitoring; and
- assisting with change management and reporting as required.

Indirect costs

TasNetworks' planning and statutory assessment forecast indirect costs of [REDACTED] relates to [REDACTED] undertaking on-ground eagle mortality studies. These studies will satisfy certain permit conditions (specifically under Management Measure CM056), validate the TSRM and inform recommendations in relation to the potential installation of mitigation measures.

9 Community and stakeholder engagement

This section details the nature and scope of the community and stakeholder engagement labour and indirect costs activities for the construction and delivery phase of the Project and explains the associated forecast capex.

Table 15 shows that the Stage 1 construction and delivery community and stakeholder engagement labour and indirect capex is \$15.16 million.

Table 15 Community and stakeholder engagement – labour and indirect costs capex (\$ million, real 2023-24)

Community and stakeholder	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Total	0.53	3.71	5.41	5.42	0.08	15.16

9.1 Nature and scope of community and stakeholder engagement activities

As one of the Tasmania's largest infrastructure projects, the NWTd requires a carefully planned engagement approach to maintain community support, keep stakeholders informed, minimise disruptions, and maximise social value and project benefits during the construction phase. The construction of Stage 1 of the NWTd involves 130 km of new overhead transmission lines in North West Tasmania, covering a diverse range of communities and land uses including farming, rural, urban and commercial.

The nature of our engagement activities is built on the strong foundation established during the project's design and approvals and early works phases. It is centred on early, open, and transparent engagement and communications with stakeholders and communities to understand their concerns and collaboratively identify ways to reduce impacts and maximise benefits.

Our approach to community benefits sharing has been recognised nationally and provides a strong foundation to create a lasting, positive legacy in North West Tasmania. The NWTd Community Benefits Sharing Program (CBSP) has been co-designed in partnership with a Youth Panel, North West communities, and key stakeholders to ensure it delivers benefits that are most valued by the local community. This collaborative approach has been instrumental in building trusted relationships with impacted communities and securing a social licence to operate as the project moves into construction.

Importantly, the CBSP will continue to provide meaningful opportunities for communities to not only contribute to but design and deliver social licence initiatives in the region as part of a well governed program. This will assist with maintaining social licence throughout the construction phase and will invest \$10 million directly into the region, unlocking broader economic and social benefits.

9.2 Community and stakeholder engagement approach

This is outlined in section 3 of the Principal Application.

9.3 Forecast capex

Table 16 shows that TasNetworks' forecast community and stakeholder engagement labour and indirect costs is \$15.16 million, comprising \$11.57 million for indirect costs and \$3.59 million for labour and labour related costs.

Table 16 Forecast community and stakeholder engagement labour and indirect costs (\$ million, real 2023-24)

Community and stakeholder	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Labour	0.38	1.11	0.99	0.99	0.08	3.55
Labour escalation	0.002	0.01	0.01	0.01	0.001	0.04
Indirect costs	0.15	2.58	4.41	4.42	0.00	11.57
Total	0.53	3.71	5.41	5.42	0.08	15.16

Labour

TasNetworks' forecast labour costs of \$3.59 million relates to internal FTEs across the stakeholder engagement and communications functions. This will ensure best practice community engagement principles are applied to maintain social licence, and assurances are in place to meet community and customer obligations and expectations.

The team will comprise 6.8 FTEs and was largely established during the early works phase to provide consistency of team members working across project phases. As the project moves into construction and delivery, labour will increase by 2.1 FTEs (one FTE for 12 months only) relative to the early works phase, reflecting implementation and maintenance of the significant CBSP and the capacity for increased community enquiries across construction commencement, required to be addressed in a timely manner.

Focus areas by role

The key focus areas for the team during the construction phase are detailed below.

Leader Major Projects Engagement (0.9 FTE)

This role will be responsible for:

- leading the NWTD Stakeholder Engagement team and deliver against engagement objectives, schedule and budget;
- leading the development and implementation of the NWTD Construction Communications and Engagement Strategy and associated plans including CBSP, Aboriginal Engagement Plan, Economic Development Plan and Community Engagement Action Plans;
- providing strategic advice to ensure ongoing project activity is aligned and consistent with broader TasNetworks' engagement strategies to deliver and maximise social value;
- overseeing all project communications and engagement activities;
- overseeing contracted service providers to ensure the project receives robust, proactive advice and that the efficacy and accountability of their professional services are received;
- resolving or escalating complex complaints and complainants;

- representing the Project across a range of key briefings and forums; and
- as part of the NWTDT Leadership Team, working with the leaders of other project functions to oversee the prudent management of project delivery.

Community Benefits Sharing Partner (0.9 FTE)

This role will be responsible for:

- managing all aspects of the \$10 million CBSP, including two assessment rounds per annum;
- supporting and managing the CBSP Independent Community Assessment Panel (ICAP) members and Chair;
- being the direct liaison for program applicants and coordinating regular community upskilling initiatives;
- driving internal and external communications and campaigns to raise awareness of the CBSP, including the recruitment and promotion of partnerships and sponsorship outcomes;
- overseeing the reporting undertaken by successful CBSP initiatives to ensure appropriate use of funds;
- actively managing the TasNetworks partnership and sponsorship portfolio for the NWTDT, and assessing applications in line with TasNetworks partnerships criteria;
- evaluating and providing regular CBSP reporting on its effectiveness; and
- undertaking internal administration relating to administering funds, monitoring and evaluation of funded projects and working with internal support functions to deliver within scope, budget and timelines.

Engagement Partner – Media and Enquiries (1 FTE)

This role will be responsible for:

- responding to enquiries and complaints, in line with the NWTDT Enquiries and Complaints Procedure;
- managing media relations including proactive media opportunities, media enquiries and liaison;
- critical analysis and preparation of Ministerial enquiries, briefing materials and support of government forums;
- monitoring issues and risks to implement mitigation measures; and
- undertaking regular reporting and evaluations.

Engagement Partner – Economic Development (0.9 FTE)

This role will be responsible for:

- implementing TasNetworks' actions in the Economic Development Plan in relation to workforce development, skills and training, procurement opportunities and community benefits, and playing a support role for the critical actions for regional success;
- coordinating and managing the NWTDT schedule of engagement activities and events, including community pop-up events, dedicated information events, event installations and sponsorships; and
- acting as a supporting resource for CBSP during peak application periods.

Engagement Partner – Stakeholders (0.8 FTE)

This role will be responsible for:

- managing relationships and initiatives with key stakeholders and partners including Local Government Authorities, Rural Alive and Well (**RAW**) and the CCA/Future Energy Hub;
- collaborating with the Aboriginal Engagement Advisor to ensure the engagement approach is aligned with and supports the TasNetworks Innovate Reconciliation Action Plan (**RAP**);
- collaborating with the Principal Contractor to support the Indigenous Industry Participation Plan; and
- establishing and managing the Community Construction Group, which will provide key stakeholders and community representatives with regular and direct access to TasNetworks and the Principal Contractor.

Aboriginal Engagement Advisor (0.4 FTE)

This role will be responsible for:

- advising on approach to strengthen relationships with the Tasmanian Aboriginal community by exploring partnership opportunities;
- supporting the identified NWTDA actions as part of the TasNetworks Innovate RAP; and
- advising on and supporting the initiatives as part of the Indigenous Participation Plan and Aboriginal Engagement Plan.

Communications Specialist (0.9 FTE)

This role will be responsible for:

- implementing the Construction Communications Strategy and associated plans;
- developing and coordinating content for clear, consistent, and accurate information about construction progress and key milestones. This will be communicated via communications materials including fact sheets, works notices, letters, signage, videos and advertising;
- producing content for internal and external audiences, including digital platforms by managing website content, e-newsletter content and social media; and
- managing construction commencement and commissioning communications and activities.

Customer and Community Coordinator (1 FTE for 12 months)

This role will be responsible for:

- providing administrative support to the team to support Project objectives during the first year of construction;
- assisting with community enquiries and maintaining records; and
- assisting with the coordination of event logistics including venues, materials and internal personnel, safety and travel.

Indirect costs

TasNetworks' community and stakeholder engagement forecast indirect costs of \$11.57 million relates to:

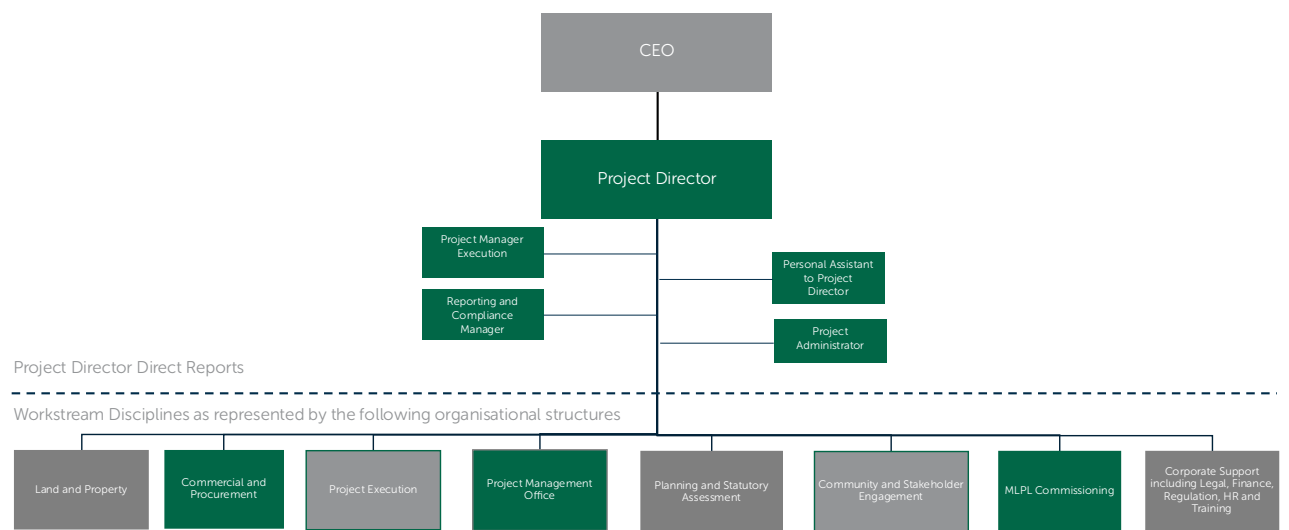
- \$10 million for the Community Benefits Sharing Program. This is part of TasNetworks' commitment to ensuring an ongoing and sustainable positive legacy for communities in North West Tasmania. The CBSP will be launched at the start of the construction phase and will provide a total fund of \$10 million for initiatives that deliver benefits to communities affected by the NWTED. The CBSP will provide four tiers of funding under which applicants can apply. There will be two funding application rounds per year commencing 2026. The program is expected to run from 2026-2030, or until the allocated funding has been fully distributed. Costs associated with implementation and administration of CBSP are separate to the fund (and are outlined as a separate indirect cost);
- [REDACTED] for the implementation and administration of the CBSP. This comprises:
 - [REDACTED] for costs associated with the ICAP, who will select funded initiatives over two rounds of funding applications per year. The Chair and panel members will receive stipends for their time, based on TasNetworks' terms of reference for engagement advisory groups. The ICAP was a key recommendation from the Youth Panel and broader North West community to ensure initiatives were chosen by the community, for the community; plus
 - [REDACTED] for annual fees associated with [REDACTED] the grant administration software that will be used to administer the program; plus
 - [REDACTED] for communications, education and promotional campaigns that will support participation in the CBSP; plus
 - [REDACTED] for undertaking grant writing and community education sessions. This will assist with identifying and upskilling potential applicants through events and services such as grant writing workshops, which will ensure eligible and high-quality applications;
- [REDACTED] for advisory services from [REDACTED] who will provide ongoing strategic engagement advice, and support issues and risk management as required throughout the construction phase of the Project. [REDACTED] will support the establishment of the new Construction Community Group and support annual planning and evaluation activities aligned with the NWTED Construction Communications and Engagement Strategy. [REDACTED] will also provide support for the CBSP, particularly in the first year of the program, including supporting the Communications Plan, providing strategic advice during the roll-out of the first funding round and leading the mid-program evaluation. It is expected that RPS support will reduce over the construction period;
- [REDACTED], to provide regional representation and a community connection point to learning about Tasmania's renewable energy future. The purpose of the [REDACTED] role is to explore regional opportunities to better coordinate the engagement and information of renewable energy projects, and to support the actions in the NWTED Economic Development Plan;
- [REDACTED] for communications activities during the construction phase. A higher level of activities is expected in the first year of the construction phase, with activities occurring as outlined in the NWTED Construction Communications and Engagement Strategy. This comprises:
 - [REDACTED] for digital communications, including five short videos [REDACTED] in the first full financial year of construction. This will reduce to three short videos per year thereafter; plus

- [REDACTED] for advertising, including five campaigns [REDACTED] in the first full financial year of construction to align with construction milestones. This will reduce to three campaigns per year thereafter; plus
- [REDACTED] for print and design of collateral and event materials including posters and signage. [REDACTED] is expected to be spent on design and printing in the first full financial year of construction, reducing to [REDACTED] per year thereafter;
- [REDACTED] for community engagement activities during the construction phase. A higher level of activities is expected in the first year [REDACTED] of the construction phase, with activities occurring as outlined in the NWTDC Construction Communications and Engagement Strategy. Engagement activities will include:
 - creation of transportable project information installations, creation of event activations, establishing an interactive shopfront display, and the ongoing maintenance and implementation costs of these initiatives to support education and awareness raising; and
 - community engagement events, including pop-up information stands at high foot traffic local events, dedicated drop-in sessions and facilitated events;
- [REDACTED] for funding partnerships with community organisations. This comprises:
 - [REDACTED] for a funding partnership with Rural Alive and Well, a Tasmanian not-for-profit organisation and the NWTDC's major community partner. RAW will provide free counselling and support services to individuals and communities in North West Tasmania; plus
 - [REDACTED] for one other funding partnership per annum with a community organisation;
- [REDACTED] for engaging with Tasmanian Aboriginal communities and associated initiatives. This will include one on-country cultural event per annum and exploring initiatives such as seed collecting and cultural burns in partnership with Aboriginal communities and in line with the Aboriginal Engagement Plan. Support will be provided for the actions in the Indigenous Participation Plan to unlock opportunities for Aboriginal communities during construction of the Project through employment of Aboriginal people, procurement from Aboriginal businesses and training and development programs in partnership with the Principal Contractor;
- [REDACTED] for event sponsorships. This will include one major conference sponsorship package and four smaller event sponsorships per annum, which will enable a NWTDC presence at established regional events with high foot traffic;
- [REDACTED] for the establishment of a Community Construction Group. This will provide stakeholders and landholder and community representatives with regular and direct access to TasNetworks and the Principal Contractor during the construction phase to provide information and a forum for them to raise any feedback or concerns. This funding will provide some recognition to stakeholders and community representatives for their time and stipends, based on TasNetworks' terms of reference for engagement advisory groups. This cost also reflects catering and venue hire costs for up to four face-to-face meetings and additional online meetings;
- [REDACTED] for the NWTDC Regional Economic Development Plan. This will cover the costs of implementing and managing TasNetworks' actions and supporting the regional actions, which aims to deliver economic benefits for the region as identified by stakeholders. A key action of this initiative includes funding a [REDACTED] scholarship to TasTAFE or the University of Tasmania per annum;
- [REDACTED] to deliver reporting obligations and affectively evaluate the project. This will include the annual fee for stakeholder records management system, [REDACTED] and sentiment survey costs; and

- [REDACTED] for NWTD related memberships. This will include regional Chamber of Commerce memberships and the Energy Charter signatory requirements.

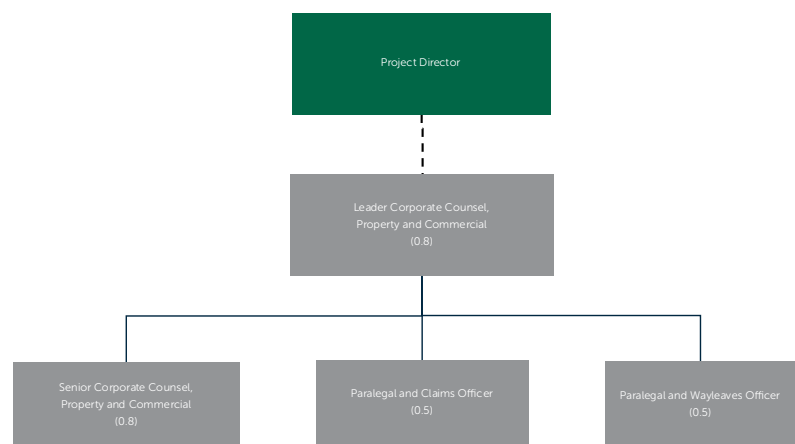
Appendix A – Stream org charts

A.1 Overarching construction structure



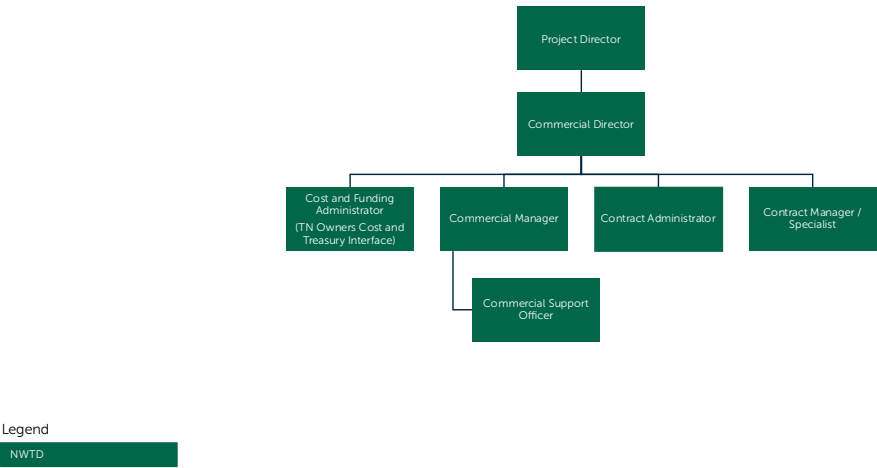
Notes: MLPL Commissioning is not covered in this Application, as costs are recovered separately from MLPL. Corporate Support roles are covered off in other workstreams in this Application.

A.2 Land and property

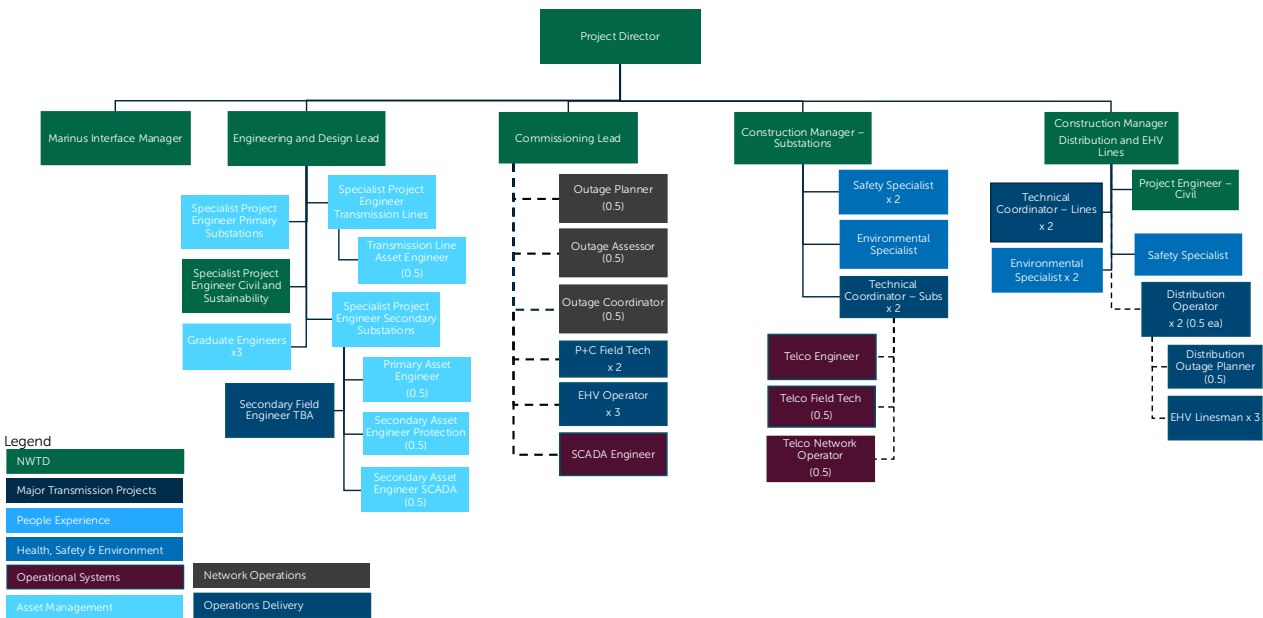


Note: Landholder engagement roles are incorporated in the Stakeholder Engagement org structure.

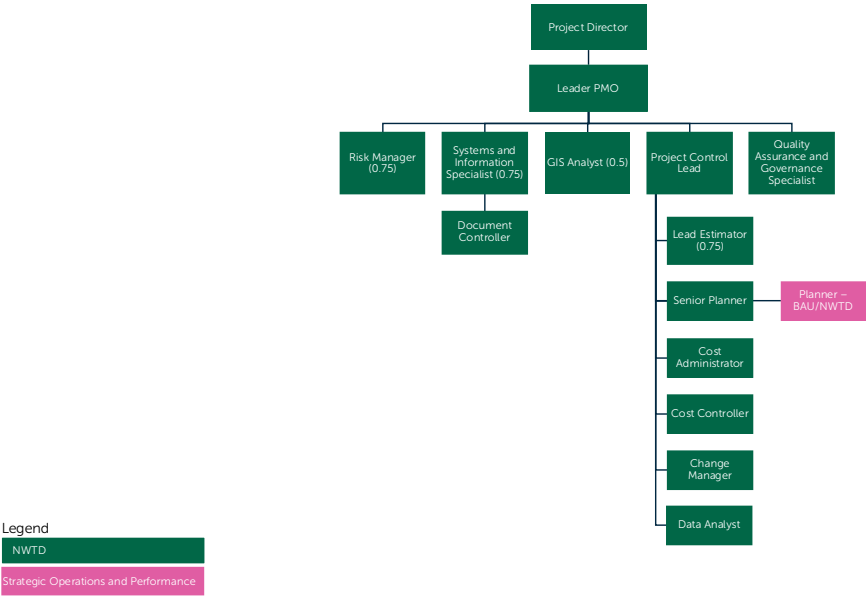
A.3 Commercial and procurement



A.4 Project execution



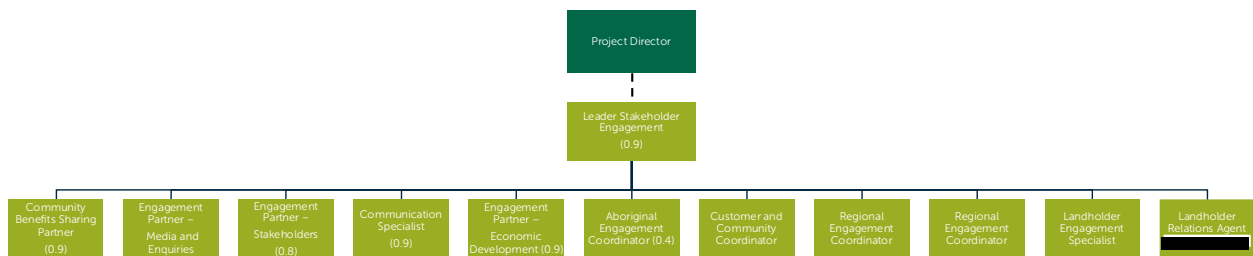
A.5 Project management



A.6 Planning and statutory assessment



A.7 Community and stakeholder engagement



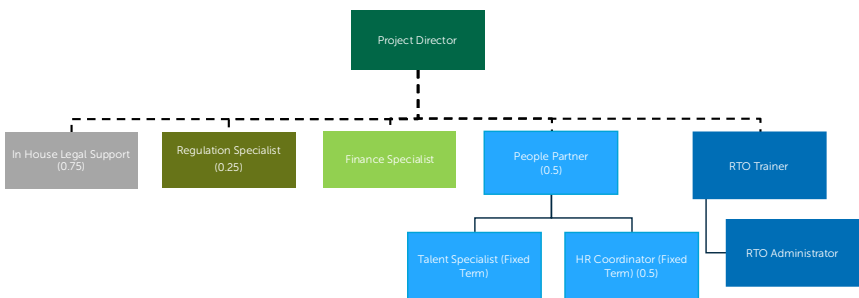
Legend

NWTD

Stakeholder Engagement

Note: incorporating Land and Property staff reporting to Stakeholder Engagement.

A.8 Corporate support roles



Legend

NWTD

Regulation

Finance

People Experience

Health, Safety & Environment

Legal Services

Sits within Commercial and Procurement stream in this Application.

Sits within Commercial and Procurement stream in this Application.

Sits within Project Execution stream in this Application.

Sits within Project Execution stream in this Application.

Sits within Commercial and Procurement stream in this Application.

Appendix B – Glossary

Abbreviation/Acronym	Definition
2024 ISP	The Australian Energy Market Operator's Final 2024 Integrated System Plan
AACE	Association for the Advancement of Cost Engineering International
AEMO	Australian Energy Market Operator
AER	Australian Energy Regulator
Application	This contingent project application for construction and delivery costs associated with Stage 1 of the North West Transmission Developments
BAU	Business as usual
Capex	Capital expenditure
CBSP	Community Benefits Sharing Program
CCA	Cradle Coast Authority
CEFC	Clean Energy Finance Corporation
CEMP	Construction environmental management plan
CEO	Chief Executive Officer
CPA	Contingent project application
CPA-1	TasNetworks' contingent project application for early works costs associated with Stage 1 of the North West Transmission Developments
CPA-2	TasNetworks' contingent project application for construction and delivery costs associated with Stage 1 of the North West Transmission Developments
ECI	Early contractor involvement
EHV	Extra high voltage

Abbreviation/Acronym	Definition
EMS	Energy management system
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth)
EPC	Engineering, procurement and construction
ESC	Executive Steering Committee
FAT	Factory acceptance test
FC	Financial close
FID	Final investment decision
FTE	Full time equivalent
Genus	GenusPlus Group Ltd
GIF	Gated Investment Framework
GMP	Guaranteed maximum price
HSE	Health, safety and environment
HVDC	High voltage direct current
ICAP	Independent Community Assessment Panel
IGC	Investment Governance Committee
IPCS	Integrated Project Control System
ISC	Infrastructure Sustainability Council
ISP	Integrated System Plan
ITR	Inspection test reports
km	Kilometre
kV	Kilovolt
LEOA	Licence and Easement Option Agreements
LUPAA	<i>Land Use Planning and Approvals Act 1993</i> (Tas)
m	Metre

Abbreviation/Acronym	Definition
MIDAA	<i>Major Infrastructure Development Approvals Act 1999 (Tas)</i>
MLPL	Marinus Link Pty Ltd
MNES	Matters of National Environmental Significance
MPRC	Major Projects and Regulation Committee
MTP	Major Transmission Projects
MW	Megawatt
NER	National Electricity Rules
NWTD	North West Transmission Developments
OEMP	Operational environmental management plan
PDF	Project Delivery Framework
PMO	Project Management Office
Principal Contractor	GenusPlus Group Ltd
Project	North West Transmission Developments
PSSR	Power System Safety Rules
QA	Quality assurance
QC	Quality control
RAP	Reconciliation Action Plan
RAW	Rural Alive and Well
SAP	Systems, Applications and Products in Data Processing
SAT	Site acceptance test
SCADA	Supervisory control and data acquisition
SME	Subject matter expert
TasNetworks	Tasmanian Networks Pty Ltd
TCC	Transmission Coordination Committee

Abbreviation/Acronym	Definition
TPC	Tasmanian Planning Commission
TSRM	Transmission strike risk model



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North West Transmission Developments Stage 1 (Construction)

Official