

Message

From: Cotter, Tim [Tim.Cotter@industry.gov.au]
Sent: 1/04/2019 12:05:01 PM
To: Alistair Innes-Walker [alistair.innes-walker@nirc.gov.nf]
Subject: RE: Application Questions 1-9 [SEC=UNOFFICIAL]

Thanks Alistair,

Can you please include the two attachments you provided on the earlier email onto your application in the Portal.

Q4. Provide details of the plant and equipment that will be transferred to Norfolk Island at the conclusion of the project?

- two dual cab utes

- two pneumatic tyres rollers

- two steel drum rollers

- two skid steers

Q4 ii. Can you please provide detail on the two items highlighted above.

- Will the dual cab utes described in the tender document (but not included in the equipment resources schedule) be paid for with grant funds?
- What are the 2 x dual skid steers be used for post design and construct?

Thanks for your prompt response to earlier questions.

At our meeting in Brisbane you mentioned that you may apply for an exemption from establishing a new bank account (as per p.12 of the Guidelines). Could you please advise.

Regards

Tim

Tim Cotter

Regional Manager

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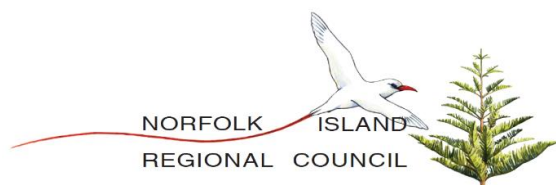
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From: Alistair Innes-Walker [mailto:alistair.innes-walker@nirc.gov.nf]
Sent: Monday, 1 April 2019 10:56 AM
To: Cotter, Tim <Tim.Cotter@industry.gov.au>
Subject: RE: Application Questions 1-9 [SEC=UNOFFICIAL]

Hi Tim

See Responses so far below.

Remaining 2 to follow shortly



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From: Cotter, Tim <Tim.Cotter@industry.gov.au>

Sent: Monday, 1 April 2019 7:27 AM

To: Alistair Innes-Walker <alistair.innes-walker@nirc.gov.nf>

Subject: Application Questions 1-9 [SEC=UNOFFICIAL]

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Hi Alistair,

Thanks for provide the information on Friday. I have a few follow-up questions for you.

Q1. Provide a brief description on the ability of the Norfolk Island International airport Government Business Enterprise to be able to raise loans for any shortfall in project funds?

The Norfolk Island Regional Council (NIRC) is the Legal Entity that, if required, would be raising external loans for any shortfall in project funds. It is more likely, but not guaranteed, that the NIRC will be able to provide these funds from existing cash at bank. In any event, external or internal capital and interest costs would then be on charged to the Regional Council International Airport Government Business Enterprise (GBE). Currently the GBE has the financial capacity to cover P&I repayments based on predicted surplus trends but any future unfunded commitments will be underwritten by the NIRC.

Q2. Will the \$201,000 Aileron Edge P/L tender be paid for with grant funds?

Payments made to Aileron Edge P/L will be funded directly by the NIRC, not from Grant funds.

Q3. Provide details of the Boral Resources (Qld) project manager?

See attached file Boral Project Management

Q4. Provide details of the plant and equipment that will be transferred to Norfolk Island at the conclusion of the project?
- two dual cab utes

- two pneumatic tyres rollers
- two steel drum rollers
- two skid steers

Refer attached file Equipment resources

Q5. Is item #315 in the budget breakdown of \$300,000 to be paid for with grant funds?

TBA

Q6. Can you please provide a quarterly breakdown of project costs aligned to the milestones, include separately both the total project costs and grant funds only?

eg.

Q4 18/19

1/4/19 - 30/6/19

Total project costs: \$x

Total grant funds requested:\$x

Milestones: x

TBA

Q7. What KPIs are you using to manage the project?

Contractually the Project Program Schedule provided by Boral Resources, will be used as the key performance indicators for this Project. Performance will be monitored by the NIRC Project Manager, Aileron Edge, and progress against deliverables will be reported to the Project Steering Committee. The tendered Program schedule may change as a result of scope changes/variations post contract execution.

The key Non-Contractual deliverable will be Boral Resources commitment to ensuring that local on Island labour and equipment will be used wherever possible at all stages of the Project. This may also be addressed by Boral in the Australian Industry Participation Plan that will be completed and lodged if the Funding Agreement is approved.

Q8. Does Norfolk Island Regional Council have a risk management plan for the project? If this is to be developed please provide details of when this will be developed, who will be developing this, who has responsibility for the plan and if it will be made available and tracked at Steering Committee meetings.

The Project Risk Management plan ("Plan") will be developed by the NIRC Project Manager, Aileron Edge, in conjunction with Council representatives, including the Technical Consultant APES (Dr Greg White). Aileron Edge will have responsibility for reviewing and updating the Plan. The Plan will at a minimum be presented at the quarterly Project Steering Committee, with a status update noting any changes during the previous quarter. NIRC representatives, and Dr White will also be reviewing the Plan with the Project Manager on a more adhoc basis as and when required.

Aileron Edge will also regularly review the risk registers prepared and managed by Boral Resources, and where appropriate provide quarterly updates to the Project Steering Committee.

Q9. Does Norfolk Island Regional Council have a community / stakeholder engagement plan for the project? If this is to be developed please provide details of when this will be developed, who will be developing this, who has responsibility for the plan and if it will be made available and tracked at Steering Committee meetings.

The formal Community/Stakeholder engagement plan will be based on the NIRC Community Engagement Strategy and is being developed by NIRC staff and Councillors. Initial discussions have taken place with Boral Resources representatives in Brisbane and on Norfolk. NIRC is eager to leverage off Boral's previous experience with managing community

engagement in large infrastructure projects and will incorporate these lessons into the Project engagement plan (PEP). Regular updates for the Community on progress of the resolution passed by NIRC to award the tender to Boral Resources are ongoing, and there have been a number of community forums facilitated by the NIRC Mayor addressing principally the issue of imported rock. The next key benchmark for the Project will be the execution of the contract with Boral Resources, and it is proposed that the initial PEP will be made available at this time. NIRC staff will have responsibility for the implementation and review of PEP, working closely with community representatives, such as the Council of Elders, and the local Chamber of Commerce. The engagement plan will be presented to the Project Steering Committee at the first meeting and will remain a standard agenda item. The NIRC Councillors also have a monthly meeting and updates will be provided on the PEP on a regular basis.

I am working in our Sydney office with the Program Delegate today and looking to proceed the assessment significantly today. If you can please provide responses as soon as possible I think we can move along quite quickly today.

I am ok to receive the responses separately or all at once.

Let me know if you have any questions.

Regards

Tim

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