

UNSOLICITED PROPOSALS PROCEDURE

December 2024

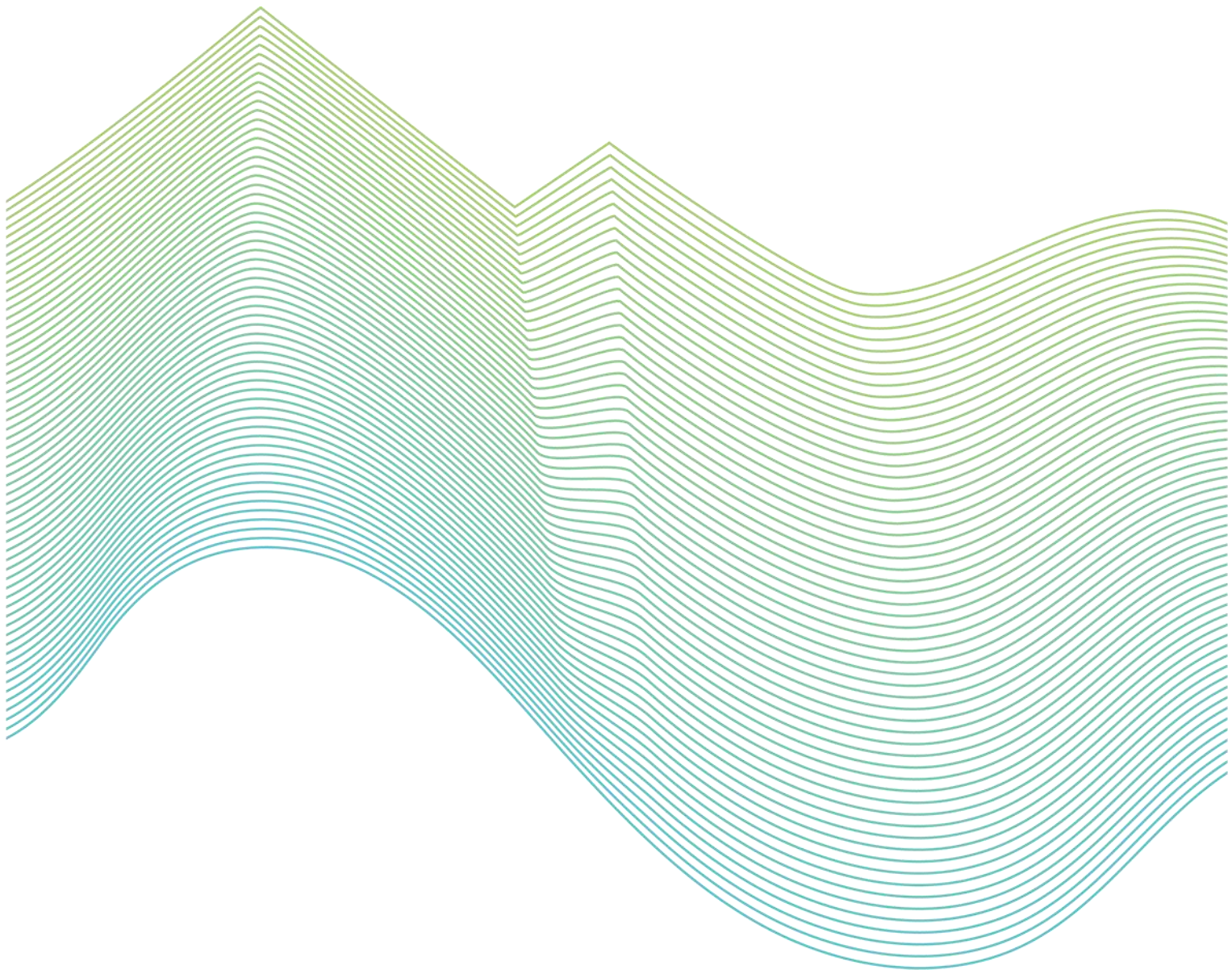



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GLOSSARY

TERM	MEANING
Assessment Criteria	The criteria on which proposals will be assessed as listed within Attachment 1 and detailed in Section 2.2.
Assessment Documents	Documentation submitted by the Proponent and assessments compiled by the Working Group and the Unsolicited Proposals Manager used for assessing either an Unsolicited Proposal Application or Detailed Proposal.
Detailed Proposal	Submission to Hydro Tasmania by the Proponent at the conclusion of Stage 2.
EGM	Hydro Tasmania Executive General Manager.
Executive Decision Maker	The Hydro Tasmania decision maker as defined in Table 1.
Fee Structure	Fees that Hydro Tasmania may require to cover its costs in assessing the Unsolicited Proposal.
Final Offer	A formal proposal submitted by the Proponent at the conclusion of Stage 3.
Detailed Proposal (Stage 2) Process	A non-binding process during Stage 2 outlined by Hydro Tasmania intended to make the Unsolicited Proposals process efficient.
Negotiation and Final Offer (Stage 3) Process	A non-binding process during Stage 3 outlined by Hydro Tasmania intended to make the Unsolicited Proposals process efficient.
Hydro Tasmania Leadership Team	Hydro Tasmania leadership team that are the direct reports to the Hydro Tasmania Chief Executive Officer
Hydro Tasmania's Ministerial Charter	The Charter that sets out the Tasmanian Government's broad policy expectations and requirements for Hydro Tasmania, available on the Hydro Tasmania website.
Initial Assessment	The process undertaken in the Stage 1 assessment as described in Section 4.3.

Initial Schedule of Information Requirements	Submitted to Hydro Tasmania by the Proponent prior to the initial Pre-Lodgement meeting.
Pre-Lodgement Review	An informal review prior to a Proponent formally submitting an Unsolicited Proposal Application, where Hydro Tasmania may provide feedback to the Proponent.
Proponent	The person or organisation that submits the Unsolicited Proposal.
Assessment Process	As per Section 4 of this procedure.
Stakeholder Engagement Charter	Stakeholder Engagement Charter that guides Hydro Tasmania's engagement principles, available on the Hydro Tasmania website.
Statement of Corporate Intent	Hydro Tasmania Statement of Corporate Intent for the most recent financial year available on the Hydro Tasmania website.
Strategic Assessment	Assessment to determine if the Unsolicited Proposal aligns with Hydro Tasmania's Ministerial Charter and Statement of Corporate Intent.
Uniqueness Criteria	As per Section 2.2.1 of this Procedure.
Unsolicited Proposal Application	The Proponents initial submission to Hydro Tasmania using the Unsolicited Proposal Application form included as Attachment 1.
Unsolicited Proposals Manager	The person responsible for co-ordinating the Unsolicited Proposals process.
Unsolicited Proposal	A unique or innovative proposal initiated by a third party to Hydro Tasmania seeking approval and support for the proposal that has not been requested by Hydro Tasmania.
Working Group	A team of Hydro Tasmania employees established to assess an Unsolicited Proposal to support the Decision governance process.

1. INTRODUCTION

1.1 PURPOSE

The purpose of this Unsolicited Proposals Procedure (**Procedure**) is to ensure that:

- a consistent approach is applied to dealing with unsolicited proposals from third parties;
- sound governance is applied; and
- unsolicited proposals are dealt with efficiently for both the Proponent and Hydro Tasmania.

Hydro Tasmania is open to supporting unique and innovative ideas from industry that will provide real and tangible benefits to Hydro Tasmania and the Tasmanian Community. To achieve this level of value, Hydro Tasmania supports projects, goods and services through three broad means as outlined as follows:

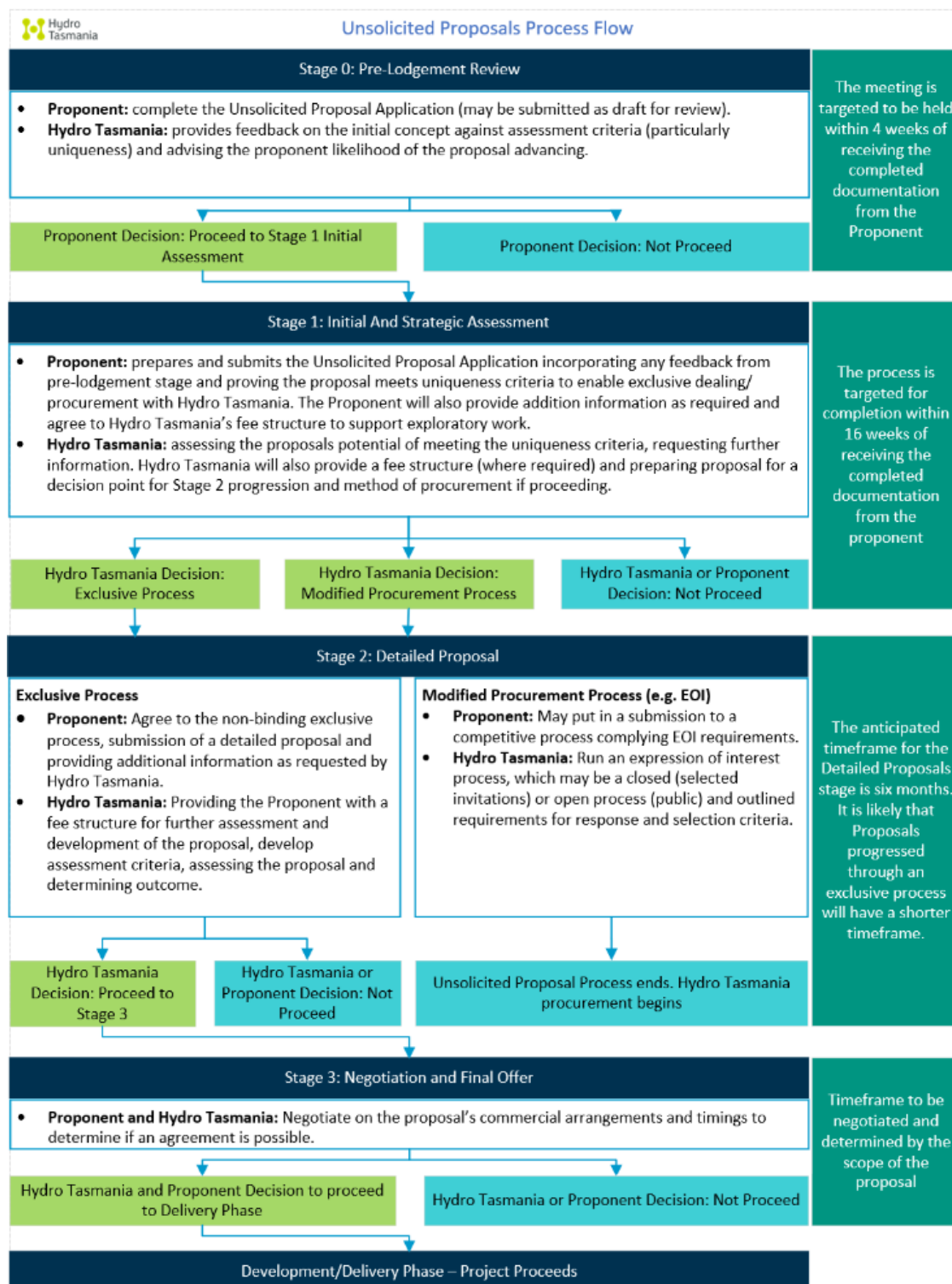
- **Hydro Tasmania initiated Procurement**
 - Hydro Tasmania initiated procurement is its primary form of procurement and is driven by Hydro Tasmania's strategic and operational objectives. The main purpose of this process is to ensure value for money through competitive tendering. This Procedure does not cover Hydro Tasmania initiated procurement.
 - Refer to <https://www.tenderlink.com/hydro/> for current procurement opportunities.
- **Externally Initiated Minor Proposals (Licensing and Third-Party Infrastructure)**
 - Minor proposals are those that are considered by Hydro Tasmania to have low complexity and low risk considerations which do not exclude other parties from undertaking similar activities. Examples of minor proposals may include bushwalking access, research, and land care activities. These, by definition, tend to fall outside Hydro Tasmania's business-as-usual activities, but may present opportunities and value to the community, private business enterprises and individuals. Externally Initiated Minor Proposals will be assessed for alignment to the Hydro Tasmania Ministerial Charter and Statement of Corporate Intent including in accordance with sound commercial practice.
 - For more information on this process see [Property licence application \(hydro.com.au\)](https://hydro.com.au/property-licence-application)
- **Externally Initiated Major Proposals (Unsolicited Proposals) – this Procedure**
 - Such proposals can be initiated by Proponents such as private individuals, companies, non-for-profit entities and interstate governments, and will generally be for commercial proposals. A key distinction between Major Unsolicited Proposals and Minor Proposals is that Major Unsolicited Proposals are likely to involve an element of exclusivity that would restrict use by other parties.

- This procedure for Externally Initiated Major Proposals provides Proponents with a detailed overview of the process Hydro Tasmania will follow when considering unsolicited proposals.

Standard business-as-usual electricity generation, trading, water and retailing functions are excluded from this process.

1.2 SUMMARY OF UNSOLICITED PROPOSALS PROCESS

A flowchart of the process is included below with a detailed description in Section 4.



Hydro Tasmania will only consider progressing an unsolicited proposal where both the proposal and its Proponent have unique qualities that others in the market cannot deliver for similar value.

If the proposal and the Proponent do not have unique qualities and the proposal could be delivered by others in the market, then Hydro Tasmania may, at its absolute discretion, choose to seek expressions of interest from the market in which the proponent may participate. Alternatively, Hydro Tasmania may choose not to pursue either the proposal or seek expressions of interest from the market at its absolute discretion.

If Hydro Tasmania goes to market, the Proponent will have the opportunity to participate in the process but will not be granted any preference over other parties who choose to make a submission.

Hydro Tasmania may require the Proponents to sign a non-disclosure agreement at any point throughout the process.

The process involves the following stages outlined below.

1.2.1 STAGE 0 - PRE-LODGE MENT REVIEW

An optional pre-lodgement meeting between the Proponent and Hydro Tasmania is encouraged to enable discussion on the key concepts, requirements, and assumptions of the potential proposal. While this stage is not compulsory, to reduce Proponent effort, Hydro Tasmania strongly advises the Proponent to organise an initial meeting prior to committing funds and resources to the development of the proposal.

The meeting's primary focus will be on understanding the uniqueness of both the proposal and its Proponent to justify progression to the next stage. At this point, Hydro Tasmania may provide feedback as to whether the proposal, in its current form, is likely to be considered unique, is an opportunity Hydro Tasmania is interested in progressing further or otherwise is more suited to an Expression of Interest Process. Regardless of Hydro Tasmania's advice, the Proponent will have the right to lodge an official Stage 1 submission.

1.2.2 STAGE 1 – INITIAL ASSESSMENT

The Proponent is required to submit a formal Stage 1 Unsolicited Proposal Application for consideration by Hydro Tasmania.

Hydro Tasmania will conduct an initial assessment to determine whether the proposal constitutes an Unsolicited Proposal and justifies direct dealing with the Proponent. Subject to Hydro Tasmania's discretion, it may also proceed to conduct an initial Strategic Assessment.

Proponents should note that Hydro Tasmania may, in its discretion, require a fee for assessment and progression of a detailed proposal. A fee proposal would be based on Hydro Tasmania's estimated costs to undertake a Stage 2 assessment. Details of the proposed fee will be provided to the proponent following confirmation of their intent to submit a detailed proposal. No fee will be charged for assessment of an application at Stage 1.

Hydro Tasmania reserves the right to proceed to Stage 2 at its absolute discretion.

1.2.3 STAGE 2 – DETAILED PROPOSAL

The Proponent will collaborate closely with Hydro Tasmania to develop a Detailed Proposal. Hydro Tasmania will provide proactive feedback throughout this stage. Upon final submission of the Detailed Proposal, Hydro Tasmania will decide at its absolute discretion whether to proceed to Stage 3.

1.2.4 STAGE 3 – FINAL OFFER

Hydro Tasmania and the Proponent will negotiate all outstanding issues with the aim of entering into a binding agreement. Hydro Tasmania reserves the right at its absolute discretion, to accept the Final Offer or to withdraw from the process.

Neither party will be bound to proceed with the opportunity unless and until a binding agreement has been executed by both parties.

If for any reason, the parties do not execute a binding agreement, Hydro Tasmania is not precluded from considering or progressing a similar opportunity with an alternate party should the opportunity arise.

1.2.5 Decision Governance

The table below outlines the decision making for each stage of the process. It should be noted that all approvals shall be in accordance with the Hydro Tasmania Delegations Manual.

	Stage 1 Initial Assessment	Stage 2 Detailed Proposal	Stage 3 Final Offer
Executive Decision Maker	EGM Strategy (may refer to Hydro Tasmania Leadership Team)	EGM Strategy (may refer to Hydro Tasmania Leadership Team)	Hydro Tasmania Leadership Team or Board, in accordance with Delegations Manual
Recommendation	Unsolicited Proposal Manager	Unsolicited Proposal Manager	EGM Strategy
Assessment	Working Group	Working Group	Working Group

Table 1 Decision approvals per stage

2. GUIDING PRINCIPLES

2.1 GENERAL PRINCIPLES

Unsolicited Proposals must be unique and have a value proposition such that Hydro Tasmania is justified dealing directly with the Proponent.

Hydro Tasmania will consider the following general principals throughout Stages 1, 2 and 3:

- no material detriment to the strategic use of land for the purposes of power generation and operations;
- consistency with public/community access to site, and no material reduction in community expectations;
- commercial return to Hydro Tasmania; and
consistent with Hydro Tasmania's Ministerial Charter and Statement of Corporate Intent.

2.2 ASSESSMENT CRITERIA

Unsolicited Proposals will be assessed on the Assessment Criteria. Hydro Tasmania may request additional information where necessary. The Assessment Criteria is outlined below:

2.2.1 Uniqueness Criteria

Can others readily deliver a similar proposal? – If it is likely that another party could deliver a similar proposal for similar value then the proposal may not be considered unique, **Does the Proponent own something unique?** – 'Something unique' constitutes unique asset, private property or assets relevant to the proposal.

Are there other qualities that when pooled together create a unique proposal? – This can include unique methods of delivery and unique outcomes that competitors cannot easily imitate.

Both the Proponent and the proposal must demonstrate unique attributes.

2.2.2 Value Proposition Criteria

Does the proposal deliver net benefits to Hydro Tasmania? – Proposals should contain information on the following:

- Pre-construction costs of the proposal to Hydro Tasmania and/or the Proponent;
- Construction or implementation costs for Hydro Tasmania and/or the Proponent;
- Annual operation and maintenance costs for Hydro Tasmania and/or the Proponent (including post-lease costs for Hydro Tasmania);
- Strategies and costs for rehabilitation at end-of-life;
- Estimated revenue for Hydro Tasmania and/or the Proponent;
- Quality of the final outcome and how quality will be measured on an ongoing basis;
- Compliance obligations and associated costs;
- Risks to Hydro Tasmania and the Proponent;
- Risks to the other third parties or the community? and
- Benefits (tangible and intangible).to Hydro Tasmania, the Proponent, Tasmania and any other stakeholders or community,

Proponents may also provide any other additional information they deem useful for progressing their proposal to the next stage.

2.2.3 Commercial Criteria

Hydro Tasmania will assess the proposal considering:

- the commercial returns to Hydro Tasmania, commensurate with risk; and
- the Proponent's financial capacity and credit risk assessment.

Should the proposal involve asset purchase or funding contribution by Hydro Tasmania, the proposal will be assessed in consideration of:

- return on investment;
- level of risk; and
- Hydro Tasmania's appetite for investment.

2.2.4 Capability and Capacity Criteria

Hydro Tasmania expects the Proponent to have the necessary experience, capability, and capacity to carry out the proposal successfully. The Proponent should explicitly state what level of reliance will be placed on Hydro Tasmania and third parties, and any foreseeable risks.

2.2.5 Risk Criteria

Proposals will be assessed on their compatibility to Hydro Tasmania's corporate risk strategy, and may involve consideration of risks in the following areas:

- Health and safety;
- Impacts on the natural and built environment;
- Social and cultural heritage;
- Community, media and brand reputation;
- Hydro Tasmania's existing regulatory compliances;
- Financial impact; and
- Strategic impact.

2.2.6 Safety, Environment and Community Criteria

All proposals must be aligned with Hydro Tasmania's safety expectations, as per Hydro Tasmania's health, safety and environmental requirements (see <https://www.hydro.com.au/hse>).

Hydro Tasmania will assess the community impacts of proposals against alignment with the principles of its Stakeholder Engagement Charter

2.3 Strategic Impact Assessment

Proposals will also be assessed on their alignment to Hydro Tasmania's strategic goals and objectives. Although not publicly available, the following are examples of Hydro Tasmania's internal decision-making criteria:

- Alignment to Hydro Tasmania's strategic plans and priorities as set out in the Statement of Corporate Intent;
 - Note: Strategic plans and priorities will change from time to time.
- Consistency with Hydro Tasmania's Ministerial Charter;
- Whether the proposal requires Hydro Tasmania to reprioritise and/or reallocate funding; and
- Opportunity cost of undertaking the proposal.

2.4 INTEGRITY

Hydro Tasmania will, to the best of its ability, ensure the assessment of Unsolicited Proposals is fair, transparent and follows the highest standards of integrity.

Throughout the process outlined in this Procedure, both parties are expected to adhere to the following integrity principles:

- Confidential information of each party will be appropriately protected;
- All conflicts of interest will be disclosed and properly managed and;
- Any concerns in connection the process will be referred to senior management within each organisation.

If a Proponent has any concerns regarding potential misconduct in relation to this process, concerns may be raised in accordance with Hydro Tasmania's Disclosure Procedure.

3. ROLES AND RESPONSIBILITIES

3.1 PROPONENT

The Proponent is responsible for all its own costs in connection with the development and development of a proposal, and where agreed, Hydro Tasmania's costs in assessing a proposal. (as outlined in Section 4 of this Procedure).

3.2 GOVERNMENT

Hydro Tasmania may need to seek approvals from the Tasmanian Government in some circumstances. If this is required, the Proponent will be advised.

3.3 HYDRO TASMANIA

3.3.1 Working Group

The Working Group will include cross business representation within Hydro Tasmania as appropriate to ensure key impacts and opportunities are considered. Membership will vary on a project-by-project basis and depend on the size, scope and overall impact of the proposal.

The Working Group is responsible for providing expert business unit input when reviewing the:

- Unsolicited Proposal Application;
- The Detailed Proposal; and
- Input and review of internal reports and recommendations to the Executive Decision Maker, as required.

3.3.2 Unsolicited Proposal Manager

The Unsolicited Proposal Manager is responsible for:

- Receiving Unsolicited Proposals;
- Being the single point of contact with the Proponent, including:
 - Facilitating interactions with Hydro Tasmania;
 - Providing necessary updates and information;
- Co-ordinating the Working Group;
- Co-ordinating assessment, including input from the Working Group and the Executive Decision Maker;
- Co-ordinating the preparation of Assessment Documents;

- Monitoring the progress of assessments; and
- Providing a recommendation to the Executive Decision Maker.

3.3.3 Executive Decision Maker

The Executive Decision Maker will review the recommendations from the Unsolicited Proposals Manager and will decide whether to proceed to subsequent stages.

4. ASSESSMENT PROCESS

4.1 INTRODUCTION

This section of the Procedure outlines Hydro Tasmania's process for assessing Unsolicited Proposals. Stages may vary by proposal and may be refined to manage the assessment of new proposals more efficiently. Hydro Tasmania may incorporate milestones and targets for the Proponent to meet prior to progressing further throughout each stage.

4.2 STAGE 0 - PRE-LODGE MENT REVIEW

4.2.1 Objective

The objective of this stage is for the Proponent and Hydro Tasmania to explore whether the proposal is likely to meet the Assessment Criteria, particularly the Uniqueness Criteria. This stage is not compulsory however Hydro Tasmania strongly recommends arranging a Pre-Lodgement Review meeting prior to the Proponent committing significant funds and resources to the proposal.

4.2.2 Proponent Responsibilities

The Proponent is responsible for completing the Application for Unsolicited Proposals (Section 0).

4.2.3 Hydro Tasmania Responsibilities

Hydro Tasmania is responsible for:

- Providing feedback on how the Proposal meets the Assessment Criteria, particularly the Uniqueness Criteria; and
- Advising the Proponent as to whether the Proposal is likely to advance to the next stage or not.

4.2.4 Outcomes

The Proponent determines whether to submit a formal proposal.

4.2.5 Target timeframes

The meeting is targeted to be held within 4 weeks of receiving Unsolicited Proposal Application from the Proponent.

4.3 STAGE 1 – INITIAL ASSESSMENT

4.3.1 Objective

The objective of Hydro Tasmania's Initial Assessment of the proposal is to determine whether it justifies direct dealing with the Proponent. Hydro Tasmania may also proceed to conduct an initial Strategic Assessment. The Executive Decision Maker will decide whether the proposal constitutes an Unsolicited Proposal and reserves the right whether to consider further.

4.3.2 Proponent Responsibilities

The Proponent is responsible for:

- Preparing an Unsolicited Proposal Application, considering any feedback from the Pre-Lodgement Review;
- Proving the proposal is unique to justify direct dealing with Hydro Tasmania;
- Providing additional information as required. The information required will vary depending on the size and complexity of the Proposal; and
- Agreeing to Hydro Tasmania's proposed Fee Structure for further assessment and development of the proposal (if required).

4.3.3 Hydro Tasmania Responsibilities

Hydro Tasmania is responsible for:

- Acknowledging receipt of the Unsolicited Proposal Application;
- Requesting additional information as required;
- Assessing the proposal's potential of meeting the Assessment Criteria, and undertaking a Strategic Assessment;
- Providing the Proponent with a Fee Structure for further assessment and development of the proposal which would be based on Hydro Tasmania's estimated costs to undertake a Stage 2 assessment;
- Formally assessing the proposal through the Executive Decision Maker and deciding to proceed or not proceed with the proposal to the next stage;
- Notifying the Proponent of the outcome; and
- Preparing the non-binding Detailed Proposal (Stage 2) Process for proposals progressing to Stage 2.

4.3.4 Outcomes

Hydro Tasmania will determine whether the proposal:

- will progress to Stage 2;
- does not justify direct dealing with the Proponent, but will be evaluated as to whether it will be offered to the market by an expression of interest or similar process; or
- will not be considered for further progression.

4.3.5 Feedback

Hydro Tasmania will inform the Proponent of the outcome of the Stage 1 assessment and provide the Proponent with a summary of Hydro Tasmania's findings;

If the proposal is progressing to Stage 2, Hydro Tasmania will provide guidance on:

- Next steps and governance arrangements, including the non-binding process of Stage 2;
- A non-binding Detailed Proposal Agreement, including Fee Structure; and
- Expectations for what the Proponent is to include in its Detailed Proposal.

If the proposal is not progressing to Stage 2, Proponents will be provided with written feedback.

4.3.6 Target timeframes

The process is targeted for completion within 16 weeks of receiving the Unsolicited Proposal Application from the Proponent.

4.4 STAGE 2 – DETAILED PROPOSAL

4.4.1 Objective

The objective of this stage is for the Proponent and Hydro Tasmania to work collaboratively in the development of a Detailed Proposal. This stage will also involve negotiation on key concepts and issues.

4.4.2 Proponent Responsibilities

The Proponent is responsible for:

- Agreeing to the non-binding Detailed Proposal Process, that may include agreeing to Hydro Tasmania's proposed Fee Structure for further assessment and development of the proposal;
- Organising and attending meetings;
- Participating in workshops;
- Providing additional information as required; and
- Preparing and submitting a Detailed Proposal in a format agreed by Hydro Tasmania.

4.4.3 Hydro Tasmania Responsibilities

Hydro Tasmania is responsible for:

- Entering a non-binding Detailed Proposal Agreement;
- Organising and attending meetings including establishment and initial workshop;
- Receiving and assessing the Detailed Proposal;
- Providing actionable feedback based on the Detailed Proposal;
- Providing guidance where necessary;
- Providing advice on how to meet any outstanding Assessment Criteria;
- Participating in workshops as outlined in Detailed Proposal Agreement;
- Deciding whether to proceed with the proposal to the next stage.

4.4.4 Outcomes

- The Executive Decision Maker either
- considers the Detailed Proposal acceptable to progress to Stage 3; or
- does not consider the Detailed Proposal suitable for further consideration.

4.4.5 Feedback

- Hydro Tasmania will provide successful Proponents with a draft non-binding Negotiation and Final Offer (Stage 3) Agreement (including terms for exclusivity if granted) and negotiate any outstanding issues;
- Hydro Tasmania will provide unsuccessful proponents with written feedback detailing why the Proposal will not be progressed; or
- Hydro Tasmania may inform the Proponent that it intends to progress under a modified procurement option (offer to market).

4.4.6 Target timeframes

The process is targeted for completion within 6 months of receiving the Detailed Proposal from the Proponent.

4.5 STAGE 3 – NEGOTIATION AND FINAL OFFER

4.5.1 Objective

The objective of Stage 3 is to resolve all outstanding issues and enter into a binding final agreement.

4.5.2 Proponent Responsibilities

The Proponent is responsible for:

- Negotiation of the non-binding Negotiation and Final Offer (Stage 3) Agreement between the parties;
- Being proactive to requests and information sharing;
- Deciding whether to progress with the Final Offer; and
- Agreeing to Hydro Tasmania's proposed Fee Structure for further assessment and development of the proposal.

4.5.3 Hydro Tasmania Responsibilities

Hydro Tasmania is responsible for:

- Negotiation of the non-binding Negotiation and Final Offer (Stage 3) Agreement to proceed to Stage 3;
- Advising the Proponent of any additional required information;
- Outlining timeframes and milestones;
- Providing the Proponent with a Fee Structure for further assessment and development of the proposal;
- Deciding whether to make the Proponent a Final Offer.

4.5.4 Outcomes

- Hydro Tasmania provides the Proponent with a Final Offer; or
- Hydro Tasmania does not provide the Proponent with a Final Offer.

4.5.5 Feedback

The Proponent will be notified of the Executive Decision Maker's decision and of the next steps.

Unsuccessful Proponents will be notified in writing and provided with reasons why the proposal was unsuccessful.

4.5.6 Target timeframes

The timeframes for this process will be agreed as part of the negotiations.

Attachment 1 – Unsolicited Proposal Application Form

To ensure that we can process your application in a timely manner, please read ***Unsolicited Proposals Procedure*** to ensure that you have provided all of the necessary information.

If you are unclear on any aspect of your application, please contact us on 1300 360 441 to discuss or arrange an appointment concerning your proposal.

Completed application forms should be submitted to contactus@hydro.com.au attention: ***Unsolicited Proposal Manager***.

Applicant details

Applicant Name			
Date of submission			
Postal Address			
Country/state of Residence			
Suburb		Postcode	
Email		Mobile Number	

Company Details

Company Name and	[Company registration details, ABN/CAN]
Registered Company Address	
Company Structure and Registration details	[Company, sole trader, individual, etc.]
Directors	

Proposal Details

Proposal Title	
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Proposal Summary	
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Assessment Criteria

Please address the Proposal's impact on each of the Assessment Criteria

Uniqueness	
Value Proposition	
Commercial	

Capability and Capacity	
Risk	
Safety, Environment and Community	

Past Performance

Previous Experience	Delivering similar projects
Past Performance	Previous projects of a similar nature
Previous/Current Key Business Partners	

Confidential Information

Details of Confidential Information (Detail any information which is considered by the Proponent, acting reasonably to be commercially sensitive or a trade secret). For the avoidance of doubt, an “idea” will not necessarily meet the criteria of confidential information	

Additional Information

Examples – Environmental and social impacts, conflict of interest etc.	
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Applicant declaration

I hereby declare that the above details provided by me are true and correct.

Name	
Position	
Signature	
Date	