

# Project Management Plan

## DOCUMENT DETAILS

|                     |                                       |
|---------------------|---------------------------------------|
| CLIENT              | CleanCo Queensland Limited            |
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## ENDORSEMENT AND APPROVAL

| At Rev B | Authored By             | Approved By     | Endorsed By      |
|----------|-------------------------|-----------------|------------------|
| Name     | Sooty Phomsouvanh       | Brendon Watts   | Rolf Collett     |
| Title    | Project HSEQ Specialist | Project Manager | Project Director |
| Date     | 10/06/2024              | 10/06/2024      | 10/06/2024       |

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## Project Management Plan – Document Control Record

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## 1 PURPOSE

This Project Management Plan (PMP) provides specific direction on how Yurika plans to monitor, manage and control the delivery of this project (Swanbank BESS) through all relevant phases of the project.

This document provides guidance to the project team with respect to interfaces associated with Stakeholders and indirect entities.

This Project Management Plan is subject to formal Change of Controls if/when approved changes occur.

### 1.1 Approval and Review of this Plan

This Plan is a controlled and approved document. The Senior Commercial Project Manager is responsible for maintaining the master copy of the Plan.

The procedures and methods defined here in shall not be amended without consent of the Senior Commercial Project Manager.

The Plan will be reviewed at various stages and in line with the phases of the project, including design/planning construction and commissioning. Triggers for review may include:

- Regulatory change or change relevant standard or code of practice.
- Non-conformance is detected against the Plan.
- The Plan no longer reflects the actual work practices or scope of work.
- Yurika amends its project plan or project program.
- Amendment is required by the Client.
- As a result of an incident and or emergency response.
- Third Party advice or recommendation; and
- Records of review are provided in the document control box at the front of this plan.

Any revisions to this plan shall be endorsed by the Project Director and approved by the GM Engineering and project delivery.

The Senior Commercial Project Manager has overall responsibility to ensure this plan is prepared, issued, implemented, maintained, and reviewed, including management the project within the Client's guidelines and under the direction of the Project Director and GM Engineering and project delivery.

## 2 PRECEDENCE OF DOCUMENTS

The development of this PMP has incorporated the requirements of the head contract and specifications and the project specific quality system documentation includes the project plans referenced below.

In the event of a conflict between documents referenced herein, and to the extent of such conflict, the order of precedence shall be:

1. The Contract.
2. The Project Management Plan.
3. Other documents.

All contractually specified documents shall be used at the revision level applicable at Effective Date (ED).

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## 3 DEFINITIONS/ACRONYMS

| Term   | Description                                                      |
|--------|------------------------------------------------------------------|
| BOM    | Bill of Material                                                 |
| BOP    | Balance Of Plant                                                 |
| CHMP   | Cultural Heritage Management Plan                                |
| DMP    | Design Management Plan                                           |
| EMP    | Environmental Management Plan                                    |
| EOT    | Extension of Time                                                |
| HSE    | Health, Safety and Environment                                   |
| ITP    | Inspection and Test Plan                                         |
| E & I  | Energy & Infrastructure                                          |
| PESTLE | Political, Economic, Social, Technological, Legal, Environmental |
| PMBOK® | Project Management Body of Knowledge                             |
| PMP    | Project Management Plan                                          |
| PMT    | Project Management Tool                                          |
| SiD    | Safety in Design                                                 |
| WBS    | Work Breakdown Structure                                         |
| QMP    | Quality Management Plan                                          |
|        |                                                                  |

## 4 KEY PROJECT DETAILS

This Project Management Plan (PMP) defines the planning, organising and controlling processes and methods used by Yurika for all activities associated with:

|                    |                            |
|--------------------|----------------------------|
| Project Name       | Swanbank BESS              |
| Project Number     | WR1853038                  |
| Client             | CleanCo Queensland Limited |
| Contract Number    |                            |
| Contract Price     | \$94,559,973.94            |
| Contract Type      | Lump Sum                   |
| Effective Date     | 21 December 2023           |
| Duration           | 18 months                  |
| Date of Completion | 4 July 2025                |

This PMP is based on the principles set down by the Project Management Institute in A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and the Construction Extension to A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

## 4.1 Swanbank BESS Scope

The Scope of Works for the Swanbank BESS Project is outlined in the Contract (**REF: Appendix 1**) and referred to in this document and associated plans referred to in the Appendix.

The Swanbank BESS (Stage1) and Substation is a 275/33kV substation is to be built within the Swanbank precinct, approximately 10km Southeast of Ipswich QLD.

The Swanbank precinct is symbolic, as it represents the transition in the power generation sector from coal fired generation to gas fired generation. CleanCo is currently developing a master plan for the precinct to further understand the role for this precinct within the energy transformation for renewable energy generation and storage projects.

A BESS at Swanbank is seen to be an enabler of future projects, by expanding on CleanCo's existing renewable energy generation portfolio. It is essential that the BESS is designed with consideration for future developments, so that it does not prohibit any development options and the most value can be gained from shared infrastructure.

The Project will consist of the initial installation of a BESS, with potential to expand for future developments. The BESS will be located at Swanbank B site adjacent CleanCo's existing Swanbank administration buildings and be connected into the abutting 275kV Powerlink switchyard.

## 4.2 Swanbank BESS Team Structure

The Senior Commercial Project Manager has the overall authority and responsibility for managing and executing this project according to this plan and its subsidiary management plans. The Project Delivery Resource Structure (**Ref: Appendix 2**) has been developed by the Senior Project Manager working in conjunction with relevant discipline managers and functional leads. The Project Delivery Structure consists of internal & external personnel, relating to Engineering & Design, and Works Delivery and comprises following teams:

- CleanCo Queensland Limited– Client.
- Project Management Team - Plan and manage the execution of the project plan to deliver the final product to the client as defined in the contract. The Project Management Team is responsible to manage and control the project in accordance with Yurika policies and procedures.
- Project & Contract Support – Provide HSE, Controls, Environmental, Procurement and Legal support to the Project Management in accordance with Yurika policies and procedure.
- Design and Engineering – Stormwater & Fire Systems (Consultant), Switch Room, BESS and 275/33kV Substation Design Works.
- Project Delivery - Authority and Accountability for the execution of civil and electrical site works in accordance with the contract and both Yurika and Regulatory requirements. The team consists of A site Superintendent; Quality, HSE and Environmental Coordinators, Construction Managers and Site Engineers. Additionally, the Project Delivery team is responsible for Mobilisation and De-Mobilisation to and from site.
- Civil Bulk Earthworks Demolition Recycle - Subcontractor performs bulk earthworks and prepares site for detailed civil works including clearing, crush existing foundations, separating and recycling steel and stockpiling.

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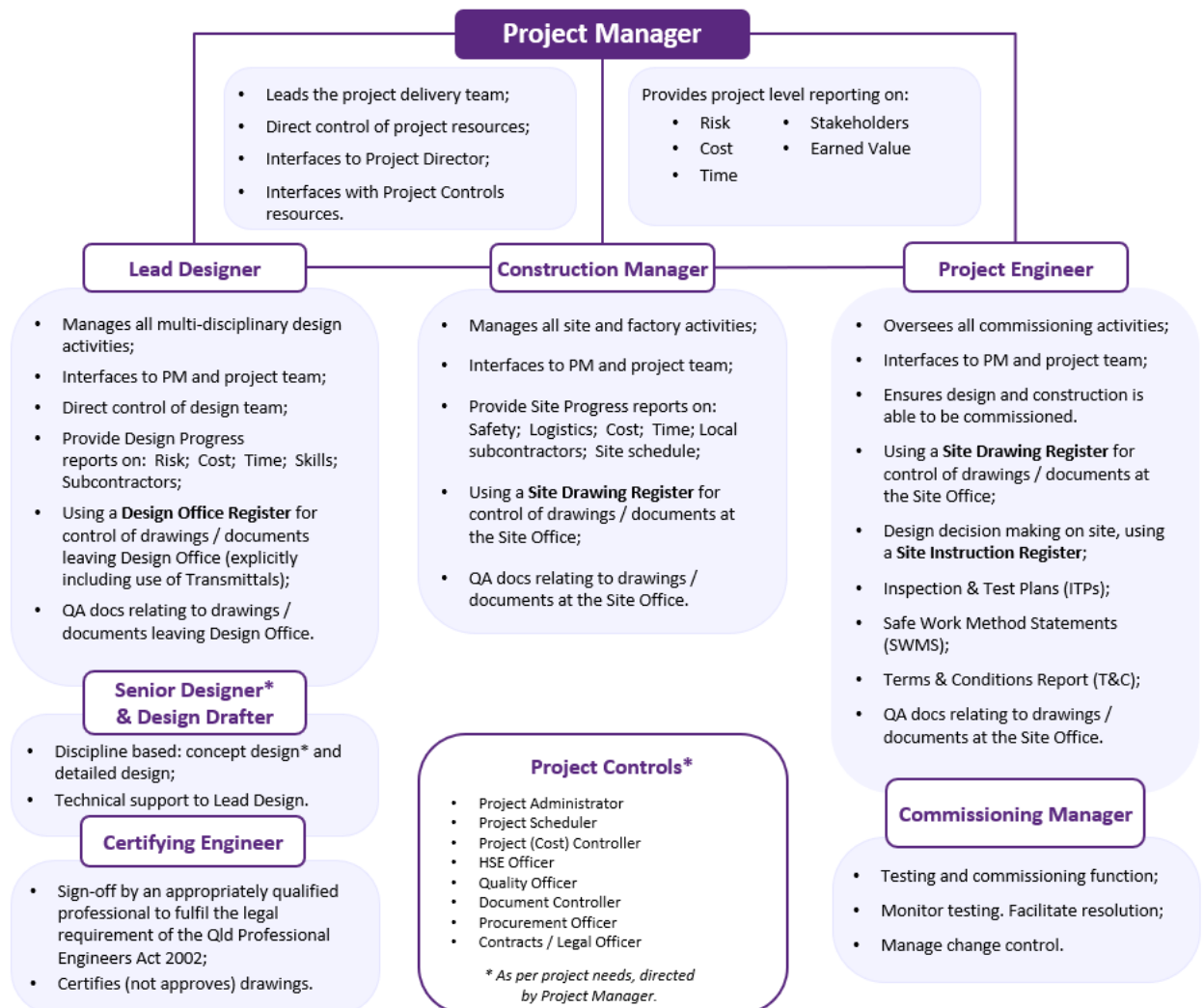
- Civil Bulk Earthworks Drainage & Capping – Construction of drainage and environmental controls, placement of recycled concrete and capping layer, rolling and preparing site for detailed Civil Works.
- Detailed Civil Works Prepare Earth Grid and perform trenching and laying conduits Prepare and concrete foundations for BESS, Switch Room, and Substation. Steel Structures and Bus Bar installation, Construction of Oil Water Separator and delivery and tie down of Switch Room.
- Civil Fencing – Subcontractor build permanent fencing around site as per contract and design drawings.
- Civil Fire Safety System – Subcontractor construction of Fire Safety System as per design, legislative and contractual requirements.
- Electrical Works (BESS) – Connect power and control systems (TESLA deliver and perform SAT Testing).
- Electrical Substation – Construction Transformer and Earth Switch.
- Secondary Systems – Installation SCADA and Comms Equipment, Standby Generator, and Switch Room.
- Testing and Commissioning – Testing and commission of BESS and Substation in readiness for networks integration and handover.
- TESLA- Design, supply (FAT incl.), deliver and perform onsite installation (FAT incl.) and commission of BESS.

The Senior Commercial Project Manager is responsible for all funding decisions and thus will be made by E & I management team. Any delegation of approval authority to the Senior Commercial Project Manager should be completed, in writing and be signed by both the Project Sponsor and Senior Commercial Project Manager. All project and subsidiary management plans will be reviewed and approved by the relevant discipline manager. High level responsibilities for project teams are as follows:

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## 4.3 Swanbank BESS Personnel

The Project Management Team are detailed in the table below:

| Role                                                             | Name                                     |
|------------------------------------------------------------------|------------------------------------------|
| <b>Project Management Team</b>                                   |                                          |
| Project Director                                                 | Rolf Collett                             |
| Senior Commercial Project Manager                                | Brendon Watts                            |
| Project Coordinator                                              | Sooty Phomsouvanh                        |
| <b>Design and Engineering</b>                                    |                                          |
| Project Engineering Manager                                      | Bharathiraja Murugesan                   |
| <b>Design and Engineering – Substation and Secondary Systems</b> |                                          |
| Lead Engineer                                                    | Samih El Shoghri                         |
| Senior Engineer                                                  | Leo Alix / Ajith Pyaratne/ Callum Sprott |
| Substation Designer                                              | John Mitchell                            |
| <b>Design and Engineering – BESS</b>                             |                                          |
| Lead Engineer                                                    | Samih El Shoghri                         |
| Designer                                                         | Callum Sprott/ John Mitchell             |
| <b>EPC Design and Engineering - Modelling</b>                    |                                          |
| Power Systems Modelling Engineer                                 | APD Engineering                          |
| Underground Design Engineer                                      | Callum Sprott                            |
| Design Engineer                                                  | Callum Sprott/ John Mitchell             |
| <b>Project Delivery *</b>                                        |                                          |
| Site Superintendent                                              | Murray Adey                              |
| Site Administrator                                               | Reyna Hartnett                           |
| Quality Coordinator                                              | Sooty Phomsouvanh                        |
| HSE Coordinator                                                  | Sooty Phomsouvanh                        |
| Environment Coordinator                                          | Sooty Phomsouvanh                        |
| Construction Manager - Civil                                     | Brad Ayres                               |
| Construction Manager - Electrical                                | Oliver DuRieu                            |
| Commissioning Manager                                            | Kim Dawson                               |
| Project Engineer Civil                                           | Pasindu Udukala                          |
| Project Engineer Electrical (Construction)                       | Tahseen Ali                              |
| Project Engineer Electrical (Commissioning))                     | Pasindu Udukala                          |
| <b>Civil - Bulk Earthworks *</b>                                 |                                          |
| Subcontractor – Demolition Recycle                               | DECC                                     |

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| Role                                            | Name                                               |
|-------------------------------------------------|----------------------------------------------------|
| Subcontractor – Drainage and Capping            | DECC                                               |
| Subcontractor – Detailed Earthworks Switchyard  | DECC                                               |
| <b>Civil – Fencing *</b>                        |                                                    |
| Subcontractor - Fencing                         | AH Fencing                                         |
| <b>Civil – Detailed Earthworks*</b>             |                                                    |
| Labourers                                       | Yurika Civil Team                                  |
| Operators                                       | Yurika Civil Team                                  |
| <b>Electrical – BESS *</b>                      |                                                    |
| Electrical Supervisor                           | Shaun Sheahan                                      |
| Technicians                                     | Yurika Technical Team                              |
| <b>Electrical - 275 / 33kV Substation *</b>     |                                                    |
| Electrical Supervisor                           | Doug Nielson                                       |
| Substation Technicians                          | Yurika Substation Team                             |
| <b>Electrical – Secondary Systems *</b>         |                                                    |
| Electrical Supervisor                           | Wayne Baatjes                                      |
| Substation Technicians                          | Yurika Substation Team                             |
| <b>Electrical – Control Room Banyo *</b>        |                                                    |
| Technician                                      | Yurika Technicians                                 |
| <b>Electrical – Testing and Commissioning *</b> |                                                    |
| Testing & Commissioning Supervisor              |                                                    |
| Commissioning Engineer                          |                                                    |
| Test Paraprofessionals                          |                                                    |
| Commissioning Engineer                          |                                                    |
| <b>TESLA *</b>                                  |                                                    |
| TESLA                                           | TESLA - Installation, Test and Commissioning team. |

\* Asterix denotes and non-site-based position.

## 5 PROJECT EXECUTION

### 5.1 Project Goals

| Area    | Goal                                                               |
|---------|--------------------------------------------------------------------|
| Safety  | Compliance to the HSE Management System/Management Plan            |
| Quality | Compliance to the Quality Systems as per the QMP and best practice |

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| Area              | Goal                                            |
|-------------------|-------------------------------------------------|
| Environment       | Compliance to delegated Environmental Authority |
| Project Execution | On time, on budget delivery of the Project      |

## 5.2 Key Milestone

This following table is comprised of significant and major project milestones only.

| Sch No. | Milestone                                          | Baseline Date |
|---------|----------------------------------------------------|---------------|
| A0001   | EPC Contract Awarded – Notice to Proceed           | 8/12/2023     |
| A0002   | Commence Preliminary Site Work                     | 08/01/2024    |
| A0003   | Mobilisation to Site                               | 29/01/2024    |
| A0004   | Construction Risk and Safety by Design Workshop    | 06/02/2024    |
| A0005   | Construction Risk and Safety by Design Workshop    | 10/04/2024    |
| A0006   | BESS - 100% IFC Design Approved                    | 22/4/2024     |
| A0007   | Switchyard - 100% IFC Design Approved              | 22/06/2024    |
| A0008   | Construction Risk and Safety by Design Workshop    | 01;/06/2024   |
| A0009   | TESLA Megapack Battery arrives on site             | 08/10/2024    |
| A00010  | Civil Works Complete                               | 29/11/2024    |
| A00011  | Electrical Works Complete                          | 14/05/25      |
| A00012  | HV Auditor Issues Certificate of Electrical Safety | 14/05/25      |
| A00013  | Practical Completion                               | 14/05/25      |

## 5.3 Key Project Risks

Please refer to the Project Risk Assessment Register for a comprehensive list of project risks.

## 5.4 Schedule Baseline and Work Breakdown Structure

The Project Schedule has been derived from the WBS and Contract with input from Area Managers, Engineering Leads and Team Members. The schedule has been completed, reviewed, and approved and baselined.

## 5.5 Project Work Breakdown Structure

A high level WBS has been developed for this project in line with the structure of the Project Schedule Baseline (Ref: Appendix 3).

| WBS ID        | WBS Element                                    |
|---------------|------------------------------------------------|
| <b>Design</b> |                                                |
| Electrical    | Transformer & Switch Gear<br>Secondary Systems |

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| WBS ID              | WBS Element                                                                                                                                                                                                            |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | Primary Systems<br>BESS Overhead Line                                                                                                                                                                                  |
| Civil               | Bulk Earthworks<br>BESS & Switch Room<br>Switchyard                                                                                                                                                                    |
| <b>Procurement</b>  |                                                                                                                                                                                                                        |
| Planning            | Long Lead<br>Short Lead                                                                                                                                                                                                |
| <b>Mobilisation</b> |                                                                                                                                                                                                                        |
| Mobilisation        | HSE Plan<br>Yurika/Site Inductions<br>Demarcation<br>Staging Areas<br>Facilities<br>Environmental Controls<br>Site Security<br>Accommodation                                                                           |
| <b>Construction</b> |                                                                                                                                                                                                                        |
| Civil               | Bulk Earthworks – Demolition Recycling<br>Bulk Earthworks – Drainage & Capping<br>Fire Safety System<br>Fencing<br>Switchyard Detailed Earth Works (Subcontractor)<br>Detailed Earthworks BESS & Control Room (Yurika) |
| Electrical          | Transformer & Switch Gear<br>Secondary Systems<br>Primary Systems<br>BESS<br>Overhead Line                                                                                                                             |
| Test & Commission   | ITS ITC Testing<br>Commission Readiness Commercial Operations and Handover                                                                                                                                             |
| <b>Integration</b>  |                                                                                                                                                                                                                        |
| Communications      | EPC Contract Awarded<br>Design Reviews (30%, 50% , 80% & 100% IFC)<br>Commercial Kick Off Meeting<br>PMT – Costs<br>Client Meetings                                                                                    |

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| WBS ID          | WBS Element                                                                                             |
|-----------------|---------------------------------------------------------------------------------------------------------|
|                 | Project Meetings – HSE, Quality, Commercial Risk, Progress                                              |
| <b>Closeout</b> |                                                                                                         |
| Closeout        | Obtain O&M Manuals<br>Compile Documentation<br>Site Demobilisation<br>Site Hand Over<br>Lessons Learned |

Detailed work packages for the above WBS Elements will be implemented for the project. The detailed work packages will contain the specific details, procedures and forms that will be required for the work crews performing these tasks to allow them to fully carry out the works. Each work package will be stand alone and related to the associated WBS to allow progressive sign-off of each WBS as the works progress.

## 5.5.1 Project Schedule Baseline

The Projects Schedule and Baseline (**Ref: Appendix 4**) has been created in MS Project as a Gantt Chart and will be maintained by the Senior Commercial Project Manager for the duration of the project.

The schedule will be maintained as a MS Project Gantt Chart by the Senior Commercial Project Manager.

Any proposed changes to the schedule will be controlled. If established boundary controls may be exceeded, a change request will be submitted to the Senior Commercial Project Manager. The Senior Commercial Project Manager and team will determine the impact of the change on the schedule, cost, resources, scope, and risks. If it is determined that the impacts will exceed the boundary conditions, then the change will be forwarded to the Project Director for review and approval.

If the change is approved by the Project Director, then it will be implemented by the Senior Commercial Project Manager who will update the schedule and all documentation and communicate the change to all stakeholders in accordance with the contract conditions.

## 6 MANAGEMENT

### 6.1 Health, Safety and Environment Management

A “Health, Safety and Environment Management Plan” (**Ref: Appendix 5**) has been developed and implemented for this project. These Plans meet the WHS legislative requirements under Queensland Legislation and conform with Yurika HSE Management System Manual requirements.

### 6.2 Risk Management

A Project Risk Management Plan (**Ref: Appendix 6**) has been developed by the Senior Commercial Project Manager working with team members. The Risk Management Plan identifies specific Risks that are to be managed in accordance with Energy Queensland’s Risk Management Guideline.

The Risk Management Plan provides context and guidance for the approach taken to identify and manage the risks associated with the project. The Project Risk Register is influenced by the outcomes of Risk Workshops which are undertaken pre-contract, contract award and progressively throughout the life of the project. Risk Workshops will be undertaken throughout the execution of the project regarding but not limited to the following:

- Safety in Design (SiD).

- HAZID
- Health, Safety and Environment (HSE).
- Construction phase: Planning and ongoing performance reviews.
- Subcontractors.
- Significant changes to operating environment.

## 6.2.1 Risk Evaluation (Impact & Likelihood) Matrix (REM)

The Risk Evaluation Matrix (**Ref: Appendix 7**) has been developed for this project to ensure consistency in risk tolerance evaluation by assessing the impact and likelihood of risks to give a risk level which then drives risk communication and escalation to key stakeholders.

## 6.3 Quality Management

The Quality Management Plan (**Ref: Appendix 8**) details how the quality processes for the project will be implemented to ensure that the project outputs are delivered fit-for-purpose. This is achieved by ensuring that all project management processes are conducted in a quality manner and by developing quality criteria for the outputs themselves. The QMP defines the quality requirement and standards applicable to the project, Management arrangements for assuring quality in project deliverables, and defines the quality assurance activities and the project quality control activities.

## 6.4 Communications Management

The communication Matrix identifies key stakeholders both internal and external with their contact details. It is the responsibility of all members of the Yurika Project Delivery Team to ensure this is always up to date. This document is to be read in conjunction with the CCQ Project Delivery Resource Structure (**Ref: Appendix 9**).

### 6.4.1 Project Communications

The Senior Commercial Project Manager will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the table below. The table will be used as the guide for: what information to communicate; who is to do the communicating; when to communicate it; and to whom to communicate.

| Stakeholder                                 | Information Required                                                 | Frequency    | Format                                            | Accountability                       |
|---------------------------------------------|----------------------------------------------------------------------|--------------|---------------------------------------------------|--------------------------------------|
| All                                         | Contact information                                                  | As Required  | Contact List                                      | Senior Commercial Project Manager    |
| Client                                      | Project correspondence                                               | As Required  | Email                                             | Senior Commercial Project Manager    |
| Client                                      | Contract notices                                                     | As Required  | Email                                             | Senior Commercial Project Manager    |
| Client                                      | Deliverable documentation                                            | Per contract | Transmittal                                       | As specific to documentation         |
| Authorities                                 | Specific aspects affecting the jurisdiction of the Government Agency | As Required  | Written, electronic and verbal communication      | As specific to information           |
| Community (in consultation with the Client) | Specific aspects affecting their local environment and surrounds     | As Required  | Written, electronic and verbal communication, and | Senior Commercial Project Manager in |

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| Stakeholder             | Information Required      | Frequency    | Format                                                                      | Accountability                    |
|-------------------------|---------------------------|--------------|-----------------------------------------------------------------------------|-----------------------------------|
|                         |                           |              | any other forms of communication deemed suitable or necessary by the Client | consultation with the Client      |
| Subcontractors          | Project progress          | Week         | Project Meeting                                                             | Construction Manager              |
| Subcontractors          | Project correspondence    | As Required  | Email                                                                       | Construction Manager              |
| Subcontractors          | Contract notices          | As Required  | Registered email                                                            | Contract Specialist               |
| Subcontractors          | Deliverable documentation | Per contract | Transmittal                                                                 | As specific to documentation      |
| Yurika Management       | Project Status            | Monthly      | Project Management Tool                                                     | Senior Commercial Project Manager |
| Project Management Team | Project progress          | Weekly       | Team Meeting                                                                | Senior Commercial Project Manager |
| Construction Team       | Site instructions         | As Required  | Email                                                                       | As specific to information        |
| Construction Team       | General information       | As Required  | Notices                                                                     | Construction Manager              |

## 6.4.2 Commercial Management Communications

### 6.4.2.1 External – Steering Committee

The Project Director and or the Senior Commercial Project Manager will attend monthly Steering Committee meetings as required. At this meeting they will present the monthly report in accordance with the requirements of the Contract. At a minimum the Monthly Client Report will include the following:

- General Progress of the Project.
- Review of the Schedule up to the previous month highlighting any positive or negative gains.
- Review of the Risk Register and any issues arising.
- Variations and Claims.
- Status report.
- HSE report.
- Costs Forecast (payable to Yurika by Client).
- Upcoming testing (including FAT's) that are either of potential interest to the Client or required as per an ITP.

### 6.4.2.2 External – Client CleanCo

The Senior Commercial Project Manager will attend weekly meetings with project representatives from and acting on behalf of the client CleanCo. The purpose of these meeting is to cover the following:

- Project updates on progress.

- Project look ahead (3week look ahead).
- Requests for Information.
- Identify any potential Risks and Opportunities.
- Commercial.

### 6.4.2.3 Yurika Internal – Energy & Infrastructure

The Senior Commercial Project Manager must produce monthly reporting using the Yurika Project Management Tool (PMT) and relevant internal reporting tools. The PMT will be used as a basis for monthly project reviews to the Project Director, Commercial & Strategy General Manager and General Manager for Delivery.

The internal fortnightly meetings will be attended, at minimum by the Senior Commercial Project Manager and the Lead Design Engineer.

### 6.4.3 Construction Reporting and Communications

#### 6.4.3.1 Construction Risk and Safety by Design Workshops

The objective of the Construction Risk and Safety in Design Workshop is to identify potential hazards and opportunities and to design out these hazards or minimise risks. There are three workshops held during construction and are attended by cross functional members of the Project Delivery Team. These are as follows:

| Workshop                                          | Date       |
|---------------------------------------------------|------------|
| Construction Risk and Safety by Design Workshop 1 | 06/02/2024 |
| Construction Risk and Safety by Design Workshop 2 | 10/04/2024 |
| Construction Risk and Safety by Design Workshop 3 | 11/06/2024 |

#### 6.4.3.2 Pre-Start Meetings

Daily planning meeting attended by all site personnel:

- Project team representatives.
- All direct and indirect employees; and
- Subcontractors.

The meeting will address general information and risks associated with planned daily works (Weather, Hazardous Tasks, interactions etc). A Toolbox highlighting a specific risk will be held concurrently once a week.

#### 6.4.3.3 Progress Meetings

Attended by project team representatives weekly or as called by the Senior Commercial Project Manager. The meeting typically covers the following topics:

- HSE.
- Quality.
- Industrial Relations.
- Procurement.

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- Engineering (all Disciplines).
- Commercial.
- Project Status.
- Risk and Opportunity.

## 6.4.4 Project Reporting

## 6.5 Key Stakeholder Management

Early identification, notification and collaboration with key stakeholders is required from conception to close out of the project to ensure that both delivery and reputational risks are eliminated. Although each stakeholder may have specific processes and requirements, the philosophy of this approach is to both early identify each key stakeholder and work through these specific processes to relive any risk to delivery of Yurika's contracted works.

Below are the key stakeholders that without strategic control, will result in delivery risk to the project:

| Stakeholder              | Project Influence                                                                     | Strategy                                                                                                                                                         | Risk |
|--------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| TESLA                    | Completion of Megapacks and Factory Acceptance testing in readiness for site delivery | Maintain communications with TESLA during manufacturing and maintain communications with Civil Construction Manager on baseline schedule impacted by delays.     | M    |
| TESLA                    | Delivery of Megapacks to site                                                         | Early notification of delivery schedule to site and maintain communications during and transportation to confirm availability of support from Yurika Civil Team. | M    |
| Labour and Plant Hire    | Changes in schedule influencing supply of labour and plant hire.                      | Early notification and regular communications with subcontractors. Labour hire companies and workers.                                                            | L    |
| Accommodation Provider   | Changes in schedule impact to availability                                            | Maintain communication for good relationship and updates on any changes in demand.                                                                               | M    |
| CleanCo                  | Environmental impact and interruptions to access Sandbank C during construction.      | Maintain communication for good relationship and updates on any changes or environmental impacts with CleanCo Site Administration.                               | L    |
| Ergon Network Connection | Network Connection                                                                    | Early notification, workers trained and authorised.                                                                                                              | M    |

## 6.6 Schedule Management

The project baseline schedule has been developed by the Senior Commercial Project Manager working with members of the Project Design Team and Yurika Civil Team. It will be managed maintained by the Senior Commercial Project Manager working closely the project team who are responsible for monitoring and providing updates, with any major changes identified being captured. The Senior Commercial Project Manager shall be responsible for updating the schedule for inclusion into the monthly report.

### 6.6.1 Project Schedule

The baseline project schedule encompasses all activities and milestones covering the entire project, including Client milestones and all subcontracted work. The activities and milestones are sequenced in accordance with the order in which work will be undertaken with respect to duration, sequence and interaction for all Design, Procurement, Construction and Commissioning activities associated with the Scope of Work (Ref: Appendix 4).

Scheduling of resources for the project will be staged in accordance with the current project schedule. The critical path is clearly identified on the schedule.

### 6.6.2 Maintenance of the Project Schedule

The schedule shall be regularly reviewed and updated by the Senior Commercial Project Manager and submitted in 'PDF' format as part of the monthly Project Report or as required under the Contract.

As a minimum the following will be considered:

- Comparison of actual progress against the Baseline Project Schedule.
- Forecast of durations to complete outstanding activities.
- Forecast of outstanding milestone dates.
- Forecast of the Project completion date.
- Re-calculation of the Critical Path.
- The above will include consideration of time.

The Project Schedule will be maintained using proprietary software that complies with specific contractual requirements.

## 6.7 Financial Management

The Senior Commercial Project Manager shall coordinate with the project team and Project Controllers to manage and track the Project Costs in accordance with the WBS Cost Structure approved by the Project Director.

The management of the project costs will be conducted in accordance with the Yurika's best practice project cost control and reporting processes. The project budget and baseline project schedule become the control base from which any variation (time and/or cost) is measured during execution.

Costs shall be tracked based on:

- Timesheets and Diary entries.
- Sub-contractor / Supplier Tax Invoices.
- Completion of Activities and realisation of Milestones in accordance with the Project Schedule.
- Monthly Payment Claims in accordance with the Contract.

- All Payment Claims and Variations are submitted in accordance with the Contract.

## 6.7.1 Cost Control

The Senior Commercial Project Manager must participate in the fortnightly project cost reporting meetings using the Yurika Project Management Tool. The PMT provides the basis for the fortnightly project reviews by the Project Director, Works Delivery manager and Solutions Development Manager. The Forecast costs, revenue and margins will be determined and reported through the PMT.

## 6.7.2 Cost Contingency

The Senior Commercial Project Manager will be responsible for identifying opportunities to draw down on the project contingency where required.

Approval shall be sought from the Project Director prior to any draw down on project contingency. All transactions shall be clearly identified and recorded in the PMT.

## 6.8 Traffic Management

The Traffic Management Plan shall be developed if required during the execution of the project for the delivery of plant, equipment, and materials to site including heavy and light vehicle movements during the construction phase of the project.

It recognises relevant scope considerations to ensure safety is optimised and disruption is minimised on and around the project.

As a minimum the following will be considered:

- Provide protection to staff; workers and the public from traffic hazards that may arise.
- Manage potential adverse impacts on traffic flows and pedestrian movements to ensure road and pedestrian network performance is maintained at an acceptable level.
- To minimise adverse impacts on users of the road, adjacent properties, and access to CleanCo facilities.

## 6.9 Testing and Commissioning Management

A project specific Testing and Commissioning Management Plan will be developed and implemented for this project. TESLA will Perform Factory Acceptance Testing prior to transporting Megapacks to site and will perform Site Acceptance Testing after they have been delivered and installed on site. TESLA will provide testing and commission documentation as part of their contractual obligation following SAT for review by the Engineering Team. The Engineering Team is responsible for the Test and Commission Plans for Primary, Secondary, Transformer and Switch Gear will be issued by the Design Team. Additionally, the Fire Safety Services Subcontractors will be required under contract and legislation to perform necessary testing and commissioning and provide this documentation to the Engineering Team.

### 6.9.1 Systems To Be Testing

For the following systems are to be tested:

| Key Systems / Group Description |
|---------------------------------|
| PRIMARY ELECTRICAL              |
| BESS                            |
| TESLA - FAT                     |

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| Key Systems / Group Description   |
|-----------------------------------|
| TESLA - SAT                       |
| IFC Test                          |
| Transformer & Switch Gear         |
| Cabling                           |
| Major Switch Gear                 |
| Earthing                          |
| <b>SECONDARY ELECTRICAL</b>       |
| SCADA                             |
| Control & Automation              |
| Lighting                          |
| Overhead Lines                    |
| Overhead Lines Continuity Testing |

## 6.9.2 Commissioning Program

The commission Program will align with the Project Schedule with Work Packages being administered the Test & Commissioning Plan throughout the duration of project execution.

## 6.10 Procurement Management

YUR 1302 Subcontractor Management and Procurement Procedure Plan (**Ref Appendix 10**) is the responsibility of the Senior Commercial Project Manager who will work with the project team, contracts/purchasing, controls, and other key players to manage the procurement activities.

### 6.10.1 Establish Project Bill of Materials (BOM)

Bills of Materials will be issued at each design review 30%, 50%, 80% and 100% IFC (**Ref: Appendix 4**). The Procurement Plan (**Ref: Appendix 10**) will be used to manage the process of procurement for the duration of the project.

### 6.10.2 Identify Long Lead Items

Purchased or subcontracted items with long lead times need to be identified and procured as early as possible. Up front funding may be required from the Client to allow this to happen prior to receiving the signed Head Contract.

| Item                  | Supplier | RFQ           | Delivery Date    | Lead Time Comments                                                                |
|-----------------------|----------|---------------|------------------|-----------------------------------------------------------------------------------|
| TESLA Batteries       | TESLA    |               | 08 October 2024  | CleanCo Procurement.                                                              |
| MV Transformer        | RFQ      | November 2023 | 24 July 2024     | 9 months lead time.<br>Delivery completion of Civil Works readiness for delivery. |
| Power Transformer     | RFQ      | November 2023 | 19 November 2024 | 9 months lead time.<br>Delivery completion of Civil Works readiness for delivery  |
| Auxiliary Transformer | RFQ      | November 2023 | 01 October 2024  | 9 months lead time.                                                               |

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| Item                                           | Supplier        | RFQ           | Delivery Date     | Lead Time Comments                                                                                                                                                        |
|------------------------------------------------|-----------------|---------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                |                 |               |                   | Delivery completion of Civil Works readiness for delivery                                                                                                                 |
| 275kV Current Transformer                      | RFQ             | November 2023 | 12 November 2024  | 9 months lead time.<br>Delivery completion of Civil Works readiness for delivery                                                                                          |
| 33kV Ring Main Units                           | RFQ             | November 2023 | 15 July 2024      | 6 months lead time.<br>Delivery completion of Civil Works readiness for delivery                                                                                          |
| 275 kV Disconnecter & Earth Switch             | RFQ             | November 2023 | 03 September 2024 | Minimum 6 months lead time.<br>Delivery completion of Civil Works readiness for delivery                                                                                  |
| Backup LV Supply Transformer                   | RFQ             | November 2023 | 24 September 2024 | 9 months lead time.<br>Delivery completion of Civil Works readiness for delivery                                                                                          |
| Control Room & Switch Room                     | Banyo Build     | November 2023 | October 2025      | Delivery completion of Site Bulk Earth Works and Building Works. Need switch gear specification prior to procurement of Control Room for correct dimensions and capacity. |
| Subcontractors and Plant Hire for Construction | RFQ Procurement | November 2023 | January 2024      | Subcontractors' commencement date                                                                                                                                         |

## 6.10.3 Identify Subcontractor Requirements

The following vendors and services requirements will be requirements will be defined through the design process and as per the Procurement Plan (**Ref: Appendix 11**).

| Vendor                                                                       | Services             | Comments                                                                                                                                                                   |
|------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Siemens                                                                      | 275/33kV Transformer | Following Design Approval Procurement Lead to take ownership of purchasing and logistics to site of package.                                                               |
| Siemens                                                                      | Switch Gear          | Following Design Approval Procurement Lead to take ownership of purchasing and logistics to site of package.                                                               |
| To be determined in Procurement Plan following Design Review.<br>Ergon-Banyo | Control Room         | Procurement and construction of Control Room and Switch Room requires Project Management of the process including the procurement of SCADA, Switching and Control Systems. |

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| Vendor  | Services | Comments                                                                                                     |
|---------|----------|--------------------------------------------------------------------------------------------------------------|
| Siemens | RMUs     | Following Design Approval Procurement Lead to take ownership of purchasing and logistics to site of package. |

## 6.10.4 MDR's and Factory Acceptance Testing

On completion of fabrication/manufacture TESLA Megapacks, Transformers, Switch, Control Room Systems and Switch Room Systems will be functionally tested and verified via Factory Acceptance Testing (FAT).

## 6.10.5 Receive Material at Building Supplier Depot

There may be a requirement to deliver switchgear and control systems to the Banyo facility for fit out into the building. Therefore, the suppliers of switchgear and panels will be required to meet the delivery timeframes and delivery protocols of the building supplier.

## 6.10.6 Supplier and Subcontractor Management

The Senior Commercial Project Manager is responsible for the engagement and ongoing management throughout the project lifecycle of the major suppliers and subcontractors. This shall be achieved by complying with EQL's best practice Supplier and Subcontractor management procedures.

## 6.11 Design Management

The Design Management Plan (**Ref: Appendix 11**) provides a specific roadmap on how Yurika plans to manage the delivery of Barcaldine Power Station Expansion design works through the design development, design documentation and construction stages. The DMP is an outcome of conscious and specific planning on the part of the Lead Design Engineer.

The development of this document has incorporated the requirements of the EPC contract and specifications and the project specific quality system documentation includes the project plans referenced below. Where there are conflicts in documentation the Contract will take precedence.

## 6.12 Construction Planning

The Construction phase for this project requires the following major work fronts:

- Demolition Works.
- Bulk Civil Works.
- Detailed Civil Works.
- BESS.
- Primary Electrical Works.
- Secondary Electrical Works.
- Overhead Lines.
- Test and Commissioning.

To enable the construction activities to be conducted safely, efficiently, and in accordance with contract requirements Work Packages will be issued under the direction of the Construction Manager and shall incorporate the following:

- Schedule of Work.

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- Quality Requirements.
- Resource Allocations.
- Technical Data.
- Inductions.
- Communication and Notification Actions.
- Equipment Needs.
- Permits.
- Subcontract Support.
- Procurement.
- Insurances.
- Safety, security and environmental issues and actions
- All necessary interfaces.

## 6.12.1 Major Construction Milestones

The significant construction milestones are listed in the table below:

| Milestone                                                      | Baseline Date |
|----------------------------------------------------------------|---------------|
| 1 Mobilisation to Site                                         | 29/01/2024    |
| 2 Civil Bulk Earthworks                                        | 24/04/2024    |
| 3 Civil Detailed Earthworks and Foundations BESS               | 05/12/2024    |
| 4 Civil Detailed Earthworks Substation                         | 31/07/2024    |
| 3 275/33kV Transformer Delivered                               | 25/01/2024    |
| 4 Switch and Control Rooms Delivered                           | 10/12/2024    |
| 5 Electrical works Complete                                    | 30/04/2024    |
| 6 First (Battery) arrives Onsite                               | 14/10/2024    |
| 7 Last (Battery) arrives Onsite                                | 15/12/2024    |
| 8 Electrical works Complete                                    | 23/04/2025    |
| 7 HV Auditor issues Certificate of Electrical Safety to Yurika | 30/04/2025    |
| 8 Practical Completion                                         | 14/05/2025    |

## 6.12.2 Task & Activity Management (Work Packages)

The Senior Commercial Project Manager shall coordinate with the Lead Designer and Site Superintendent to develop the relevant Work Packages (detailed plans) for the execution of each of the allocated sections of work. During construction the Work Pack Coordinator will prepare relevant packages for construction teams as per the WBS and Schedule working with the Construction Managers, and Project Engineers.

Typical Work Packs may include, but are not limited to the following:

- Inspection & Testing Plan for the scope of work.
- Relevant drawings, specifications, and work scope for each item for construction.

- Procurement information (BOM, consumables, miscellaneous parts).
- Descriptions of interfaces (mechanical, electrical, systems).
- Equipment requirements, tools, test equipment, special tools and test equipment.
- Any construction activity that has the potential to impact or interrupt the normal day to day activities of the local or broader community will generate a requirement for community notification.
- SWMS.
- SDS data.
- Identification of specific safety/environmental/work methodologies.
- Scheduling & Resourcing data (skills, competencies, timing).
- Budget for the work package, cost control requirements.
- Progress Reporting Requirements.
- Project Risk Register excerpt relevant to the Work Package.
- Daily Site Diary Template.

### 6.12.3 Construction Interface

It is likely that Yurika's construction activities will interface with CleanCo on Site Administration. A detailed look-ahead schedule may be produced to effectively manage these interfaces during the Construction phase which will be transmitted to all interfacing parties and will itemise the works being undertaken. This will minimise the impact for site access to Swanbank C and environmental hazards.

## 6.13 Site Management

As the Principal Contractor (PC), Yurika requirements for Site Management are addressed in the Health Safety and Environmental Management (**Ref: Appendix 5**). As Principal Contractor and as per the HSE Management Plan Yurika will be responsible to perform the following:

- Install and maintain site signage identifying the PC and contact numbers, including out-of-hours contacts, showing the location of the site office.
- Develop, maintain, and communicate an overarching HSEMP.
- Obtain and review Safe Work Method Statements (SWMS).
- Put arrangements in place for compliance with statutory obligations regarding:
  - Waste, Plant and Traffic.
  - Amenities.
  - Facilities.
  - First Aid.
  - Emergency Planning.
  - PPE.
  - Airborne Contaminants.
  - Flammable or Combustible Substances.
  - Falling Objects.

- Falls.

## 6.13.1 Mobilisation

The Mobilisation Activities are as per the Project Schedule (**Ref: Appendix 4**) and WBS (**Ref: Appendix 3**). Prior to site mobilisation, all persons that work on site must complete Yurika Induction and Site Induction. On successful completion of the client inductions, personnel working daily on site will be granted site access to work. Yurika is responsible for the procurement of accommodation for employees, subcontractors, and labour hire where individuals are working remotely. The summary of activities and deliverables for Mobilisation is as follows:

- HSE Plan
- Traffic Plan
- Survey and Geotech
- Site Demarcation
- Barriers
- Fencing
- Prepare Staging Areas
- Environmental Control
- Site Security
- Barcaldine Accommodation (In Town)
- Mobilisation Personnel & Labour
- Mobilisation Plant & Equipment
- Approval Process
- Lifting Plans
- Yurika Induction – All Employees and Labour Hire
- Site Inductions - All Employees and Labour Hire

## 6.13.2 Handover

Prior to handover of the site to Client for Commercial Operational Readiness, the installation must pass a Performance Test to reach Practical Completion. At this point in time the site is at Handover and the final “as-built” documents signed off by RPEQ Engineer are passed over to the Client with Test documentation and Operating Manuals.

## 6.13.3 Defects and Repairs

The process for managing defective work is covered in the Contract.

## 6.13.4 Site Security

As Principal Contractor Yurika will endeavour to deliver and store any high value materials and machinery remaining on site in a safe and secure fashion. The site will undergo demarcation and have defined staging areas with fencing and security personnel in place as required. Prior to mobilisation a final review and walkthrough to be completed with Yurika site team and Barcaldine Site Manager.

## 6.14 Incident Management

It is a requirement that all incidents, hazards, and near misses are reported, recorded, and where required investigated.

All incidents shall be reported to the Client as per contracted conditions. The responsible Yurika supervisor will also notify the Senior Commercial Project Manager and relevant EQL personnel as soon as practicable.

All personal injuries sustained on site shall immediately be assessed by the nominated Occupational Physician on site – this activity shall be coordinated /facilitated and attended by Yurika site personnel (or their responsible delegate).

Incident Management shall be in accordance with both the Clients and Yurika's Incident Management.

## 6.15 Change Management

Changes throughout the lifecycle of the project will be determined as either Contractual or Project. Contractual Changes will be managed and escalated accordingly by the Senior Commercial Project Manager. Project Changes will require approval from the Senior Commercial Project Manager and the Lead. Project changes will be recorded in the following project specific document:

- Division of Responsibility Matrix; contract artefact.
- Variation Register (contained within the Project Management Tool).
- Design Change Register (**Ref: Appendix 12**).
- Risk Review and Risk Register update, as per the Risk Management Plan.

## 6.16 Resourcing Management

### 6.16.1 Staff Resourcing

The Senior Commercial Project Manager is responsible for ensuring the project is planned and executed in compliance with financial, technical, program, quality, safety, environment, and commercial requirements in accordance with Yurika best practice project management methodologies. The Senior Commercial Project Manager will work with the Project Leads to develop the roles and responsibilities, and labour resourcing strategies for the lifecycle of the project (**Ref: Appendix 2**).

### 6.16.2 Roles and Responsibilities

The roles of Yurika employees associated with the project are to be aligned with Yurika HR and therefore the Role Descriptions do require changing for the project. Each role has a level of 'safety leadership' specified.

The Management and co-ordination of the project is carried out by Senior Commercial Project Manager by executing the Scope in accordance with the Contract, this Project Management Plan, and associated documents.

The Senior Commercial Project Manager is supported by the Resourcing Manager and senior management and a carefully selected project team who together assist to ensure project goals are being met.

Where suitable internal resources cannot be acquired for the project, the project team will outsource the relevant works to approved subcontractors, consultants, and suppliers.

The Roles proposed for this project are detailed below along with the respective responsibilities.

#### 6.16.2.1 Project Director

The Project Director has overall responsibility for:

- Provide leadership, coaching and mentoring to Senior Commercial Project Manager, construction manager to manage interfaces between the project management team and internal and external stakeholders, and mediate in issue management between Senior Commercial Project Managers and external stakeholders and team members.
- Responsible and accountable for contract negotiation and ensuring that the infrastructure program of work is delivered on time, to budget, and as per client signed contract.
- Manage all aspects the Contract including performance (internal resource and external contractor), whilst addressing and remedying issues in the short term and long term.
- Manage all project management resourcing aspects of projects working and negotiating with strategic delivery partners to source and build a team of skilled staff who are passionate, innovative and delivery focused.
- Full accountability for all aspects of project management; change management; schedule management; quality and risk management; budget, cost control, and cost forecasting.
- Accountable for initial contract negotiation and ongoing meetings of customer needs and operational objectives by working through issues effectively and proactively identifying and addressing risks and issues to achieving full project recovery as per contracted conditions.

## 6.16.2.2 Senior Commercial Project Manager

Reporting to the Project Director, the Senior Commercial Project Manager has responsibility for:

- Defining the project baseline and managing scope, schedule, budget, and project risk & opportunities for the project lifecycle.
- Managing commercial requirements for head contract and subcontracts including preparation and submission of contractual correspondence; extension of time (EOT) notices and claim; delay/disruption cost notices and claims; and variation requests and responses.
- Ensuring project deliverables are fulfilled and critical metrics are tracked and reported.
- Monitoring, reviewing, and reporting on the time, cost, and performance outcomes of the project.
- Leading stakeholder identification activities and setting expectations with stakeholders.
- Coordinating and participating in project reviews and audits.
- Managing project risks, opportunities, issues and escalating where required; and
- Ensuring project reviews are fulfilled; and ensuring the project team adheres to relevant Yurika policies and procedures.

## 6.16.2.3 Engineering Delivery Manager

The Engineering Delivery Manager is the lead member of Yurika's design delivery and is responsible for the design resourcing, delivery, quality, and alignment of all approved projects and is responsible for:

- Lead Design Engineers and Project Engineers, ensuring that the objectives of scope, quality, time, cost, risk, procurement, and sub-consultants are effectively managed.
- Ensuring that the design delivery team, through internal and external resources, has the appropriate skills, experience, and competence for the work to be undertaken and to resolve any design issues that arise.

- Delivery performance of the design delivery team, ensuring that design delivery team members provide collaborative and constructive support to the project delivery teams in order to achieve 'best for project' outcomes.
- Primarily responsible for running the design progress reviews thereby ensuring that the best overall design and project outcomes are achieved.
- Ensuring that the agreed design delivery processes, as defined by each Design Management Plan and its associated documents, are appropriately implemented thereby enhancing the culture of professionalism, traceability, discoverability, and continuous improvement.
- Overall technical guidance function ensuring that key technical issues are resolved without compromising safety, quality, or the overall project delivery performance.

#### 6.16.2.4 Lead Design Engineer

Reporting to the Engineering Delivery Manager, the Lead Design Engineer is a hands-on designer who will manage the design delivery and design decision making for allocated projects. The Lead Design Engineer forms an integral part of the project's management team, working closely with the Senior Commercial Project Manager, Construction Manager, and the Project Engineer.

- Single point of responsibility for the project's design delivery performance and single point of contact for all the project's design work assigned.
- Direct reporting relationship with the Engineering Delivery Manager who will oversee technical, quality, competence, compliance, and procedural matters.
- Functional reporting relationship to the Senior Commercial Project Manager and is responsible for all design integration (including any multi-disciplinary design facets), design performance reporting and ensuring that the design work aligns with project requirements to attain "best for project" outcomes.
- Responsible for managing all the scope, cost, and time aspects of the design activities for the project.
- Responsible for implementing all project's design activities and the successful completion of all the design obligations as required by both the Senior Commercial Project Manager and the Engineering Delivery Manager.
- Responsible for creating and (weekly) updating the design project registers.
- Directly responsible for the performance of all designers working on projects assigned to the Lead Design Engineer and for ensuring that the appropriate procedures and quality management and quality assurance systems are properly implemented.
- At the end of the project, the Lead Design Engineer is the responsible person for receiving and reviewing all site mark ups prior to arranging drafting of post commissioning and final issue of drawings.

#### 6.16.2.5 Site Superintendent

The Site Superintendent is the lead member of Yurika's project delivery and is responsible for delivery, quality and alignment of resourcing and subcontractor deployment during the construction stages of the projects and is responsible for:

- Construction Managers and Project Engineers, ensuring that the objectives of scope, quality, time, cost, risk, procurement, and subcontractors are effectively managed.

- Ensuring that the construction teams through internal and external resources, have the appropriate skills, experience, and competence for the work to be undertaken and to resolve any design issues that arise.
- Delivery performance of the Project Delivery Team, ensuring that team members work collaborative and provide constructive support of other functional delivery teams (Civil, Electrical and Commissioning) to achieve 'best for project' outcomes.
- Primarily responsible for running the earthworks and construction progress reviews thereby ensuring that the best overall design and project outcomes are achieved.
- Ensuring that the agreed design delivery processes, as defined by the Construction and or Project Plan and its associated documents, are appropriately implemented thereby enhancing the culture of professionalism, traceability, discoverability, and continuous improvement.
- Overall engineering guidance function ensuring that key technical issues are resolved without compromising safety, quality, or the overall project delivery performance.

## 6.16.2.6 Construction Managers - Civil, Electrical Construction and Commissioning)

There are three Construction Managers for functional area of the project construction phase. These include the Civil Construction Manager, Electrical Construction Manager and Commissioning Construction Manager. Each supports the Site Superintendent by:

- Coordinating the overall planning, execution and control of the project construction and installation activities on site.
- Liaising with all stakeholders on site including client; subcontractors; public; authorities and other project participants.
- Assisting the planner/scheduler to program all site-based activities and accurately report against critical path activities to the Senior Commercial Project Manager and support the commercial management function and Senior Commercial Project Manager in escalating critical path delays for treatment in accordance with the head contract.
- Assisting the site safety coordinator and supervisors with identifying risks and implementing risk controls for all site activities.
- Assisting the cost control unit to forecast and/or understand construction budget assumptions; preparing accurate forecasts and reporting on variances; and
- Assisting quality assurance with maintaining compliance with specifications and standards.

## 6.16.2.7 Project Engineer

Reporting to the Construction Manager, the Project Engineer is responsible for leading the in-field engineering decision making and any associated activities. The Project Engineer works closely with the other members of the satellite project management team to apply engineering knowledge to ensure that the project is delivered successfully in terms of quality, cost and time. The Project Engineer provides a key quality assurance function by being a key reviewer of the design delivery to minimise single point failure risks in the design process.

The Project Engineer plays an important role in reviewing designs, procurement specifications, FAT and other pre-site activities to ensure that once projects reach the construction and commissioning stages, they will run as smoothly as possible.

- Site related engineering decision making by ensuring the procurement (FAT), site technical hold points and any staging and commissioning activities are delivered in accordance with project requirements.
- Provide project engineering based technical leadership and direction.
- Responsible for approving and making engineering decisions by setting and managing engineering quality criteria, procedures, and systems for site work – SWMS, ITP's, Hold Points and providing relevant RPEQ signoffs and certification where appropriate.
- Manages site-based design information and engineering decision making ensuring that site engineering decisions are made in a timely and cost-effective manner.
- Using the project's Site Office Register, works with the project's Construction Manager to manage and coordinate the revision control of the design information; design information requirements for sub-contractors; mark-ups and site instructions; and liaising with the design office through the Lead Designer when necessary.
- Working closely with the Lead Designer aligns design deliverables and decisions with the site works approach and quality systems and be an active participant in setting design deliverables that ensure constructability and fit for purpose outcomes.
- An active participant in the Design Reviews; Close Out Review; Safety in Design and Constructability processes.
- Working closely with the Construction Manager to ensure the site works approach delivers suitable site and projects outcomes, ensuring safe and logically sequenced site works schedules.
- Ensuring that all construction certificates are appropriately obtained, that the construction release is obtained, that the construction technical reports are finalised.
- Ensures all site-based design documentation (as built mark-ups and configurations) are suitably returned to the design office for post commissioning and final issue by the Lead Designer.
- Develop the required construction and test plans.

## 6.16.2.8 Testing & Commissioning Supervisor

The Testing & Commissioning Manager is responsible for the testing and commissioning functions and supporting the Commissioning team where required to:

- Monitor testing and commissioning schedule and to confirm progress as per construction program.
- Facilitate the resolution of issues arising out of the testing process.
- Ensure safety procedures are adhered to during the testing process.
- Manage the change control system during the testing process.
- Liaise with the Senior Commercial Project Manager to ensure that all testing issues that have cost or time ramifications are resolved in a timely fashion; and
- Assist the Senior Commercial Project Manager with the facilitation of regular testing and commissioning meetings for the project as appropriate.

## 6.16.2.9 Health Safety Environment (HSE) Manager

The Workplace Health and Safety Manager supports Senior Commercial Project Manager by:

- Development the HSE Plan and setting clear expectations.

- Facilitating project HSE risk workshops and ensuring HSE Risk Registers are developed and reviewed during the project.
- Ensuring legal, EQL and contract HSE obligations are identified and considered appropriately in risk workshops.
- Providing subject matter expertise in preparing and approving HSE Management Plan/s;
- Ensuring plant and personnel mobilisation process is implemented.
- Ensuring training and induction programs adequately communicate relevant risks and control measures to all levels.
- Developing an audit and assurance program.
- Identifying and communicating legal changes that may affect the project.
- Ensuring communication and consultation processes are delivering necessary outputs.
- Assessing the suitability of contractors through pre-qualification processes.
- Participating in contractor performance reviews.
- Notifying third parties of significant or notifiable incidents.
- Facilitating or conducting investigations of any incident or complaint that occurs and implement appropriate corrective actions.
- Ensuring injury management processes are in place for the project.
- Assisting in the development of Emergency Response Plans, identification of local resources and liaising with local emergency services.
- Ensuring adequate HSE resources are available to support the team.
- Guiding HSE team to successful outcomes.
- Assisting the project team to meet HSE objectives and targets.
- Reviewing system performance and addressing gaps if identified; and
- Compiling HSE elements of monthly reporting outputs.

## 6.16.2.10 Quality Manager

The Quality Manager is responsible for ensuring:

- Ensuring all aspects of quality are controlled and managed.
- Ensuring personnel undertaking works understand their obligations.
- Undertaking daily and weekly inspections.
- Ensure non-conformance and complaints registers are maintained up to date and analysed monthly for trends.
- Conduct final product audits to make sure the product has been built with compliance to legal standards and meets customer expectations.
- Note the Quality Manager role may be conducted by several of the project roles e.g. Construction Manager, Principal Engineer; however, the Senior Commercial Project Manager is accountable for ensuring these are undertaken as per the project requirements.

## 6.16.2.11 Resourcing Manager (Yurika Field Services Management Team)

The Resourcing Manager is responsible for:

- Ensuring forecast resource demands are mapped and collective plans are developed.
- Assessing project level resourcing periodically to drive best practice and resource compliance.
- Assessing both program and portfolio level resourcing to achieve best business outcomes.
- Ongoing development of resource tools to promote visibility and transparency of business wide resourcing.
- Provide reactive support to the various project teams to ensure that delivery commitments are achieved.
- Ensuring project ready resourcing through assessment on training needs, plant & equipment specifications, and validation of service checks.
- Reporting on utilisation of resourcing and recommend outcomes to the various project stakeholders (for human, plant & equipment resources).
- Identifying baseline, peak and specialist resourcing requirements and provide delivery strategies within project and business budgets.
- Collaborate with project teams to ensure continual feedback and learning is achieved for resource cost and performance; and
- Recruitment, onboarding, and capital purchase recommendations to satisfy project and business objectives.

## 6.16.2.12 Contracts Specialist

The Contracts Specialist is responsible for:

- Set up a Contract Management Plan for Head Contracts and as part of EPC Contract.
- Identify and confirm with Senior Commercial Project Manager all stakeholders and responsibilities.
- Identify commercial risks and required commercial activities. These risks may include, but is not limited to:
  - Key personnel.
  - Licences, permits and authorisations.
  - Work Health & Safety, Environmental and Quality plans.
  - Audit / Check plans.
  - Insurances.
  - Securities.
  - Key dates and timeframes.
  - Delivery requirements.

## 6.16.2.13 Project Cost Controller

The Project Controller is responsible for:

- Preparing the project budget and WBS structures to support the project budget.
- Establishing authority levels to control approval of project costs.

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- Establishing reporting processes for each authority level and escalation points for approval of project costs outside of WBS budget levels (control of contingency).
- Directing support to Senior Commercial Project Managers for invoicing, revenue, and procurement.
- Maintaining project cost control systems to allow timely project cost reporting.

## 7 DOCUMENTATION AND DEFINITIONS

### 7.1 Control of Documents

Project document control is to be conducted by the Project Document Controller in accordance with Yurika's best practice Project Document Control & Numbering processes. Controlled Documents will be registered, managed, controlled, and distributed using the relevant Document Register and transmittal process. It is the responsibility of the document owners working with the Document Controller to ensure the Document Register is kept up to date.

Engineering Document are recorded and tracked in the Design Office Register (**Ref: Appendix 12**).

This Project Management Plan should be read and implemented in conjunction with the related documents Supporting Plans.

#### 7.1.1 Project Document Numbering

Project document numbers will be structured in accordance with the project-specific Document Register.

#### 7.1.2 Project File Structure

All project records will be managed in accordance with Yurika's best practice project control processes and compiled in a standardised filing structure stored in Yurika's online project specific document library and can be shared with the client via our External File Share functionality within the project's SharePoint site.

| FOLDER                | CONTROLLED DOCUMENT UPLOADED AT INCEPTION OF PROJECT                                                                              |                                                                                                                                     |                                                                                                              |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 01 Commercial         | YUR 2022 Div. of Responsibility<br>YUR 2002 Memo A4 Portrait                                                                      | YUR 2005 Agenda Portrait<br>YUR 2006 Agenda Landscape                                                                               | YUR 2003 Minutes Portrait<br>YUR 2004 Minutes Landscape                                                      |
| 02 Project Management | YUR 2081 Project Doc Register<br>YUR 2037 RFI Register<br>YUR 2112 Proj. Report - Monthly<br>YUR 2113 Proj. Report - Weekly       | YUR 2012 Project Mgmt Plan<br>YUR 2013 Contract Mgmt Plan<br>YUR 2014 Quality Mgmt Plan<br>YUR 2015 Comms Mgmt Plan                 | YUR 2016 Construct Mgmt Plan<br>YUR 2017 T&C Mgmt Plan<br>YUR 2018 Risk Mgmt Plan                            |
| 03 Scope              | YUR 2019 Scope Brief                                                                                                              |                                                                                                                                     |                                                                                                              |
| 04 Cost               | YUR 2053 Project Mgmt Tool (PMT)                                                                                                  | YUR 2065 Variations Register                                                                                                        | YUR 2072 Progress Payment Claim                                                                              |
| 05 Time               |                                                                                                                                   |                                                                                                                                     |                                                                                                              |
| 06 WHSE               | YUR 1056 PC H&S Mgmt Plan*                                                                                                        | YUR 1062 PM H&S Mgmt Plan*                                                                                                          | YUR 1063 H&S Mgmt Plan Minor Works*                                                                          |
| 07 Quality            | YUR 2097 Non-Conform Register                                                                                                     | YUR nnnn ITPs (all)                                                                                                                 | YUR nnnn ITCs (all)                                                                                          |
| 08 Design             | YUR 2020 Design Mgmt Plan*<br><br>YUR 2024 Design Office Register<br>YUR 2028 SiD Risk Register<br>YUR 2044 Project Design Report | <u>Studies/Reports:</u><br>YUR 2086 Bus Bar Design<br>YUR 2087 Building Design<br>YUR 2088 Cable Rating<br>YUR 2089 Design Criteria | YUR 2111 Fire Risk Assessment<br>YUR 2120 Civil Design Specification<br><br><u>Technical Specifications:</u> |

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| FOLDER         | CONTROLLED DOCUMENT UPLOADED AT INCEPTION OF PROJECT                                                                                                             |                                                                                                                                                                                     |                                                                                                                                                                                                                    |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | YUR 2068 Engineering Release<br>YUR 2036 DCN Register<br>YUR 2045 PDR Record<br>YUR 2046 FDR Record<br>YUR 2047 Verification Record<br>YUR 2048 Design Close Out | YUR 2090 Earthing Study<br>YUR 2091 Electrical Clearance<br>YUR 2092 Insulation Coord Design<br>YUR 2093 Lighting Design<br>YUR 2094 Lightning Design<br>YUR 2095 Protection Design | YUR 2121 33kV Switchgear<br>YUR 2122 Current Transformer<br>YUR 2123 Disconn & Earth Switch<br>YUR 2124 Earthing Transformer<br>YUR 2125 Live Tank CB<br>YUR 2126 Voltage Transformer<br>YUR2127 Power Transformer |
| 09 Resources   |                                                                                                                                                                  |                                                                                                                                                                                     |                                                                                                                                                                                                                    |
| 10 Procurement | YUR 2116 Procurement Register                                                                                                                                    | YUR 2106 Request for Quote Reg                                                                                                                                                      | YUR 2039 Request for Quotation                                                                                                                                                                                     |
| 11 Site        | YUR 2115 Daily Site Diary<br>YUR 2026 Site Drawing Register                                                                                                      | YUR 2109 Constr. Safety Clearance<br>YUR 2108 Authority to Energise<br>YUR 2098 Certificate of Compliance                                                                           | YUR 2069 Construction Release<br>YUR 2070 Commissioning Release                                                                                                                                                    |
| 12 Photos      |                                                                                                                                                                  |                                                                                                                                                                                     |                                                                                                                                                                                                                    |
| 14 Close Out   | YUR 2111 Lessons Learned Register                                                                                                                                | YUR 2114 Project Punchlist                                                                                                                                                          | YUR 2110 Project Site Close Out Walk Through Checklist                                                                                                                                                             |

## 8

### RELATED DOCUMENTS

All project documentation will be managed in accordance with Yurika's best practice and recorded in the Project Document Register (**Ref: Appendix 13**).

## 9 APPENDIX – (FOLDERS FOUND WITHIN SWANBANK BESS SHAREPOINT)

### 9.1 APPENDIX 1 - Contract

Refer File:

Swanbank BESS Contract

### 9.2 APPENDIX 2 - Team Structure

Refer File:

Swanbank Project Team Structure

### 9.3 APPENDIX 3 - Work Breakdown Structure

Refer File:

Swanbank Work Breakdown Structure 06122023

### 9.4 APPENDIX 4 - Swanbank Schedule

Refer File:

Appendix 4 - SB-BESS-250-500 Swanbank Stage 1 - Full Schedule

Appendix 4 - SB-BESS-250-500 Swanbank Stage 1 - Critical Items

### 9.5 APPENDIX 5 - Swanbank Health Safety & Environment Management Plan

Refer File:

SBK-F-175-2000-005 - Swanbank BESS Health & Safety Management Plan

SBK-F-175-2000-008 - Swanbank BESS Emergency Response Plan

SBK-F-175-2000-006 - Swanbank BESS Environmental Management Plan

SBK-F-175-2000-009 - Traffic Management Plan

### 9.6 APPENDIX 6 - Swanbank Risk Management Plan

Refer File:

SBK-F-175-2000-010 - Swanbank BESS Risk Management Plan

Swanbank BESS Risk Assessment Matrix

### 9.7 APPENDIX 8 - Swanbank Quality Management Plan

Refer File:

SBK-F-175-2000-007 - Swanbank BESS Quality Management Plan

### 9.8 APPENDIX 9 - Swanbank Communications Management Plan

Refer File:

SBK-F-175-2000-002 - Swanbank BESS Communications Management Plan

## 9.9 APPENDIX 10 - Swanbank Procurement Management Plan

Refer File:

YUR 1302 Subcontractor Management and Procurement Procedure Plan v3

## 9.10 APPENDIX 11 - Swanbank Design Management Plan

Refer File:

SBK-F-175-2000-004 - Swanbank BESS Design Management Plan.doc

## 9.11 APPENDIX 12 - Swanbank Design Change Register

Refer File:

Design Office Register - Swanbank Design Office Register.xlsm

## 9.12 APPENDIX 13 - Swanbank Test and Commissioning Management Plan

Refer File:

SBK-F-175-2000-011 - Swanbank BESS Test and Commissioning Management Plan

## 9.13 APPENDIX 14 - Swanbank Document Register

Refer File:

Swanbank Commercial Project Management Document Register