



AUSTRALIAN INDUSTRY CAPABILITY (AIC) PLAN: GUIDELINES FOR SUPPLIERS

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1. Purpose

The purpose of this document is to provide industrial stakeholders participating in the Future Submarine Program (FSP) with:

- a clear understanding of the industrial objectives and related definitions for the FSP;
- the content requirements for Naval Group’s suppliers’ Australian Industry Capability Plans (AICPs);
- suppliers’ ongoing Australian Industry Capability (AIC) reporting requirements for the FSP, including the development of Local Industry Activity (LIA) Description Sheets;

This document is relevant to potential or current Naval Group suppliers, as well as potential sub-suppliers.

2. FSP Industrial Objectives

The Future Submarine Program aims to deliver to Australia a regionally superior submarine capability, which will be built, operated and sustained with sovereignty. The program therefore seeks to ensure that the Australian industrial capability necessary to support the build, operations and sustainment of the Future Submarine is established. This will involve maximising the involvement of Australian industry in all phases of the Program without unduly compromising capability, cost or schedule.

The Commonwealth of Australia (CoA) defines sovereignty as having enduring control over the operation and sustainment of the whole warship, including the ability to upkeep, update and upgrade the whole warship in Australia.

3. Definitions

Term	Definition
Australian Industry	is a collective term to describe Australian entities that are registered with an Australian Business Number (ABN), where the work is performed in Australia with Australian based employees. This includes Australian based subsidiaries of overseas companies/primes/original equipment manufacturers who are registered in Australia with an ABN and New Zealand entities where the work is performed in New Zealand with New Zealand based employees consistent with the Commonwealth’s obligations under the Closer Economic Relationship agreement.
Imported Content	is defined as the value of any supply, work or service which is either imported from or is undertaken/performed overseas (a country other than Australia or New Zealand).
Indigenous Enterprise	is an organisation that is 50 percent or more Indigenous owned that is operating as a business. Supply Nation is a membership body that validates and promotes Indigenous enterprises.
Local Industry Activity (LIA)	is defined as Australian industrial base work performed in Australia in support of the Future Submarine Program design, build or sustainment activities. LIAs directly create, enhance or maintain defence capability and are performed by Australian industry.
Local Industry Activity Value (LIA Value)	is the dollar value (GST exclusive) of the LIA.
Local Overheads Value	represents the dollar value (GST exclusive) of expenditure on custom duties, insurances, bank fees, software, computer and

Term	Definition
	office supplies, infrastructure, corporate overheads and indirect goods and services within Australia. Any local expenditure that does not fall within the Local Industry Activity Value is classified as Local Overheads Value. This excludes any Imported Content.
LIA Value Commitment	is the classification used to describe the LIA Value when there is a commitment made in a contract to Australian Industry to complete the scope of work.
LIA Value Intention	is the classification used to describe the LIA Value when there is not yet a commitment made in contract, but the scope of work is intended to be awarded to Australian Industry, subject to further validations of capability or capacity, negotiations, procurement activities or capability development.
RFx	is a term used to define an approach to the market where RF means Request For and x is a placeholder to be replaced with (I) Information, (P) Proposal, (Q) Quotation or (T) Tender as applicable.
Small to Medium Enterprise (SME)	is a company with fewer than 200 full-time employees.

4. Overview - Supplier AIC Plans

Suppliers are required to submit an AICP as part of the overall Naval Group procurement process for the FSP.

Suppliers are encouraged to submit an AICP which is 'fit for purpose', i.e. one that is tailored to the value, scope, size and complexity of the contract they may be awarded. Naval Group acknowledges that not all sections in these guidelines will be relevant to every supplier, and that the content of responses will therefore vary relative to each individual supplier and their potential scope of work (**SOW**).

In accordance with Naval Group's standard terms and conditions, a supplier AICP, as well as its LIA Description Sheets, are living documents that are required to be maintained and updated when relevant. As an example, AICPs are likely to require updating when the suppliers' strategies and plans to support the FSP industrial objectives have significantly progressed in maturity. Similarly, LIAs would be updated by suppliers when a contract variation which impacts the LIA Value has been executed, or when a contract with an Australian company has been executed, thus prompting a change in classification from LIA Value Intention to LIA Value Commitment (for further details, see Section 5 of this document).

A supplier AICP should be developed to outline the supplier's strategies and plans to meet the FSP industrial objectives. LIA Description Sheets are complementary to this activity and are used to define discrete scopes of work which are expected to be delivered by an Australian company, as well as the benefits of those particular LIAs to Australian Industry.

Due to the importance of generating opportunities for Australian industry in the FSP, Naval Group analyses supplier AICPs as part of the procurement evaluation process to:

- assess the contribution of the AICP toward achieving the industry objectives (either immediately or through the development of future capability);
- identify opportunities where Naval Group (or the CoA) might provide additional support to broader industry capability development; and
- inform the ongoing development of sovereignty requirements for FSM systems and sub-systems, taking into account the supplier's experience in previous programs.

4.1 Supplier AIC Plans – Expected Content

This section details the expected content of supplier AICPs.

a) Organisational Capabilities

Provide an overview of where current capabilities relating to the scope of work reside geographically (i.e. in which country and province/state).

b) Industry Capabilities

Provide an overview of which industry capabilities do and do not exist within Australia in relation to the scope of work. This section addresses industry more broadly, as opposed to the supplier's specific organisation.

c) Opportunities for Australian Industry

The supplier will provide an overview of:

- which elements of the scope of work the supplier proposes (or commits) to be undertaken by Australian Industry based upon existing capabilities, and by which entity it will be undertaken (i.e. the supplier itself, if Australian, an Australian subsidiary or broader Australian Industry);
- where broader Australian Industry is proposed to be engaged, how they were or will be chosen for market testing and subsequent evaluation and selection; and
- how the supplier proposes to engage with broader Australian Industry, including whether it intends to:
 - utilise the Industry Capability Network (ICN) (examples can be found at www.NavalGroupFutureSubmarine.icn.org.au); and
 - hold public industry briefings to inform any interested audience about opportunities in relation to the scope of work.

d) Australian Industry Capability Development

The supplier must describe their strategies and plans for developing Australian Industry capability, including:

- which elements of the scope of work it proposes to undertake or transition to Australia, through the development of capability, and any associated timeframe;
- how Australian Industry were or will be chosen for market testing and subsequent evaluation and selection;
- how the capability will be developed and then subsequently sustained (e.g. through enhancement and/or transfer of skills, knowledge, systems, technology, intellectual property rights and facilities) – this should be later extrapolated into a more detailed Capability Development Action Plan (CDAP – further detailed in section 6 of this document); and
- any plan to involve Australian Industry in innovation or research and development activities in support of the scope of work, resulting direct or enduring benefits to Australian Industry and any intentions to commercialise outcomes from this activity.

e) Contributing to Sovereignty

In collaboration with the CoA, Naval Group seeks suppliers' recommendations on what they believe will be required to achieve sovereignty in relation to the specified scope of work, based upon the supplier's own experience and expertise. Such recommendations should consider any

stated minimum requirements for sovereignty provided in the RFx pack, as well as stated intellectual property rights provisions contained within the contract clauses, deeds or RFx pack.

For the elements of the specified scope of work which the supplier does not propose to undertake in or transition to Australia, the supplier will provide a business justification for the position, including cost and schedule impacts together with alternative strategies to achieving sovereignty.

f) Alternative AIC Options

The supplier must detail any alternative options proposed for performing more or less work in Australia including any price difference (increase or decrease), capability, schedule or sovereignty impact when comparing Australian Industry to overseas industry.

g) Strategic Advantages

The supplier must identify any strategic advantages for combining related scopes of work which may be occurring in other Australian Defence Force procurement activities.

h) Indigenous Procurement Policy

The supplier must describe their plans to meet the CoA Indigenous Procurement Policy, available at https://www.pmc.gov.au/sites/default/files/publications/indigenous_procurement_policy.pdf

i) AIC Management, Monitoring and Reporting

The supplier must describe their approach to managing and monitoring AIC, including:

- how the management of AIC (including capability development) fits into the supplier's organisation structure;
- associated systems and processes in place, or expected to manage and monitor AIC activities; and
- identify the key point of contact and responsible person relating to management of the AIC Plan, including ongoing compliance with LIA and invoicing requirements.

j) Local Industry Activities and Local Overheads

The supplier should include:

- a pictorial overview of the proposed supply chain structure (similar to examples found in section 5.1 – LIA FAQ);
- Completed LIA Description Sheets (see section 5); and
- Local Overheads Value, which the supplier will have the opportunity to update if the contract price is still being negotiated at the time of initial submission.

k) Public AIC Plan

The following template provides the minimum requirements for a Public AIC Plan as described in the descriptive note:

Note: The Public AIC Plan is designed to facilitate transparency and promote opportunities for Australian companies to compete on merit throughout the period of the Contract by publishing these opportunities through the Commonwealth's internet website.

This Public AIC Plan section is not required at tender submission stage. This must be produced by the successful tenderer within 20 days of an updated AIC Plan being provided to Naval Group.

The Public AIC Plan is to be approved by Naval Group and the Commonwealth prior to being published on a Commonwealth internet website. The public AIC Plan shall be maintained to reflect engagement of Australian Industry.

The Public AIC Plan shall be written on a company letterhead, signed by a duly authorised officer of the supplier, and be presented in a format that can be published on a Commonwealth internet website. The Public AIC Plan shall comply with the Commonwealth's adoption and implementation of Web Content Accessibility Guidelines.

The Public AIC Plan shall include the following information, including using the same headings and structure:

Company Details:

Company Name
Address / Location
Website Details

Executive Summary:

Provide a high-level overview of the contract, including details relating to the major work packages to be performed by Australian Industry. In particular, the Executive Summary shall include:

- the scope of the contract with Naval Group,
- the scope of work contracted to Australian Industry including:
 - (i) the name and location of the Australian Company and the work they have been contracted to perform;
 - (ii) location of the work to be performed; and
 - (iii) additional details if an Indigenous enterprise or a Small Medium Enterprise is within the supply chain.
- training and initiatives offered to Australian Industry under the contract (i.e. training courses, sponsorship at trade shows and exhibitions, export facilitation etc.).

Scope of Future Work Opportunities:

Briefly describe the future opportunities that exist for Australian Industry to bid for additional work directly or indirectly relating to the contract scope of work including:

- the major equipment systems or services that will be sought;
- the address/location(s) where it is desirable for this work to be performed; and
- opportunities for Australian Industry to be involved in new innovations and/or research and development opportunities.

Future Opportunities Industry Engagement:

Briefly describe the process to be followed to engage Australian Industry in future work opportunities, including:

- how these will be advertised (i.e. through the use of supplier advocates, professional networks, business access arrangements or similar);
- how Australian Industry will be evaluated for supplier/subcontractor selection; and
- indicative timeframes for engagement of subcontractors.

For future work opportunities, provide sufficient details that will enable Australian Industry to contact the appropriate representative from within the company in order to register their interest.

Signature block of supplier duly authorised officer.

5. Overview - Local Industry Activities

LIA Description Sheets are required for each scope of work identified to be undertaken by an Australian company. They form part of the overall FSP framework for AIC reporting.

In the context of the FSP, and as defined in section 3 of this document, two classifications are used for LIAs: **LIA Value Intention** and **LIA Value Commitment**.

Depending on their situation, suppliers may generate LIA Description Sheets that are initially classified as **LIA Value Intention**. This signifies that despite their intention to engage an Australian supplier for a scope of work that is likely to translate into a contract commitment later, this intention has elements that remain subject to further validations (e.g. capability and capacity, commercial negotiations, procurement activities or capability development). LIA Value Intentions are later updated to become LIA Value Commitments, when a contract is executed with the Australian supplier.

In other instances, suppliers may generate LIAs which are directly classified as **LIA Value Commitment**. This will be the case when suppliers execute contracts with Naval Group and Australian Industry concurrently.

While some LIA Description Sheets will be delivered as part of the supplier's initial AIC Plan, others may need to be generated later when the maturity of the supplier's strategies and plans have progressed.

In addition to providing LIA Description Sheets, suppliers are required to identify the portion of their contract price that is Local Overheads Value, as defined in section 3 of this document, noting that LIA Values are exclusive of Local Overheads Values.

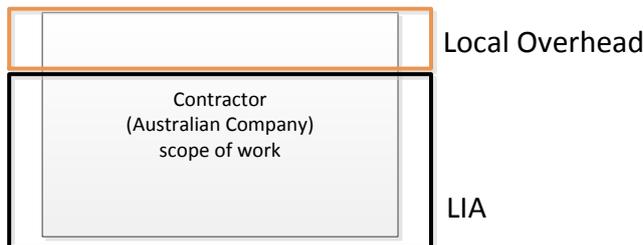
The mandatory LIA Description Sheet template is contained in Attachment 1 of this document.

5.1 Local Industry Activity - FAQs

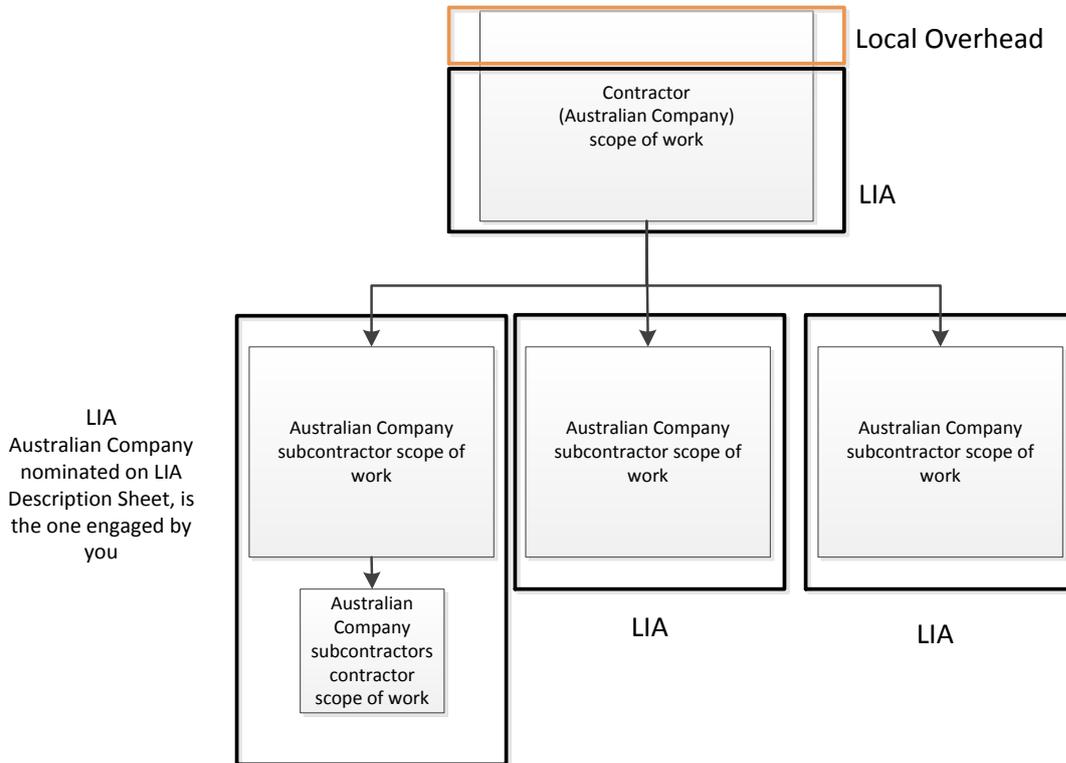
1. HOW MANY LIA DESCRIPTION SHEETS DO I NEED TO COMPLETE?

Despite the unique situation of each supplier, below are some typical examples to assist in understanding when LIA Description Sheets are required.

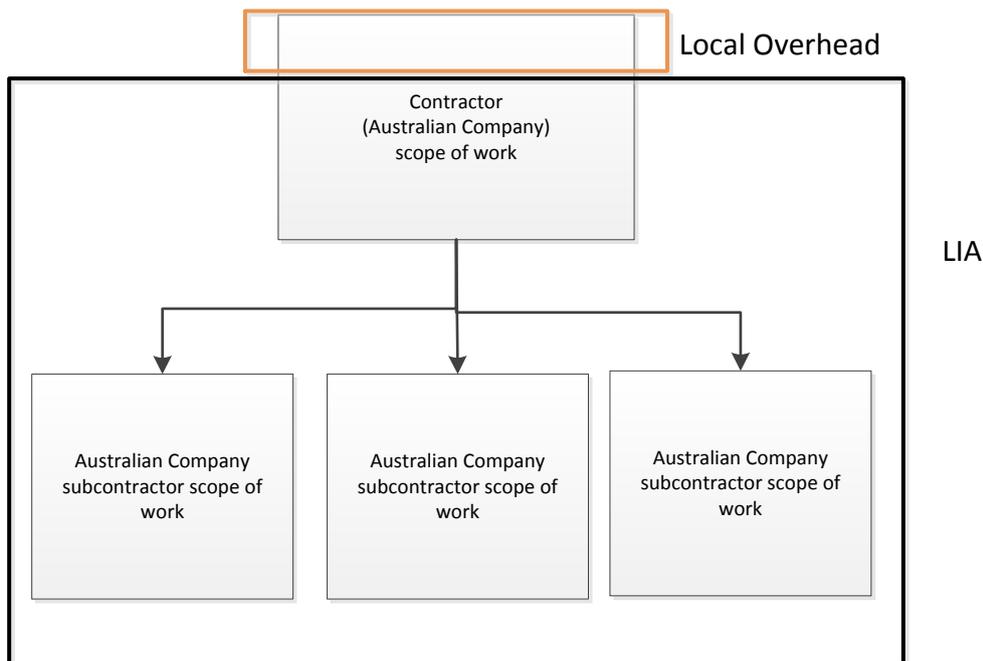
Example 1: I am an Australian Supplier and will be undertaking all of the SOW requirements myself.



Example 2: I am an Australian supplier with a contract value over \$5M. I will be completing some of the SOW myself and will have three other Australian subcontractors delivering elements of the SOW. At least one of my Australian subcontractors will be further subcontracting out elements of the SOW.

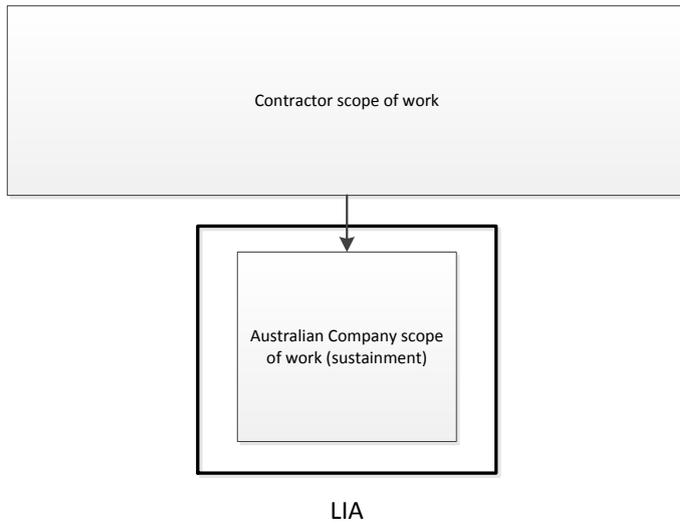


Example 3: I am an Australian supplier with a contract value under \$5M. I will be completing some of the SOW myself and have three other Australian subcontractors delivering elements of the SOW.

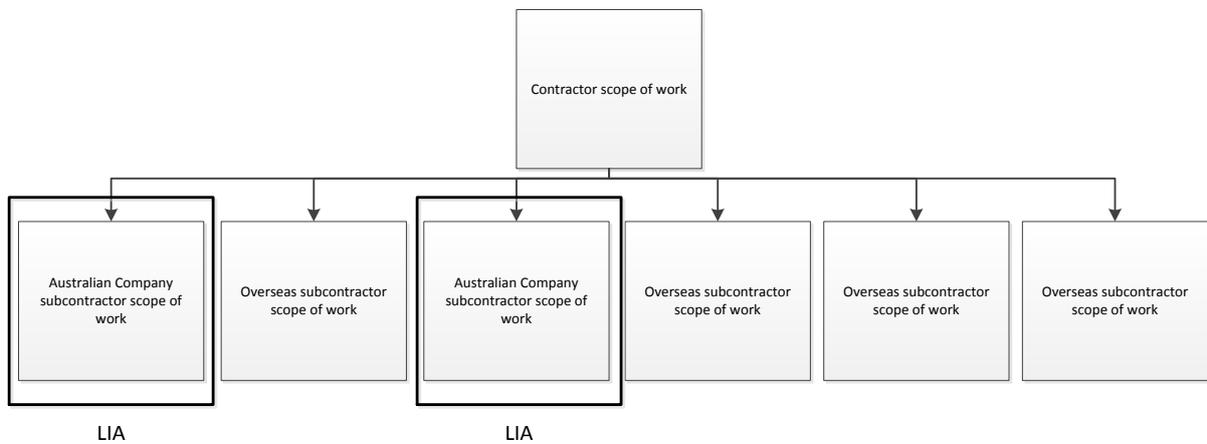


Because the contract value is under \$5M and is being completed fully by Australian companies, you are only required to complete one LIA Description Sheet which covers the full scope of the contract.

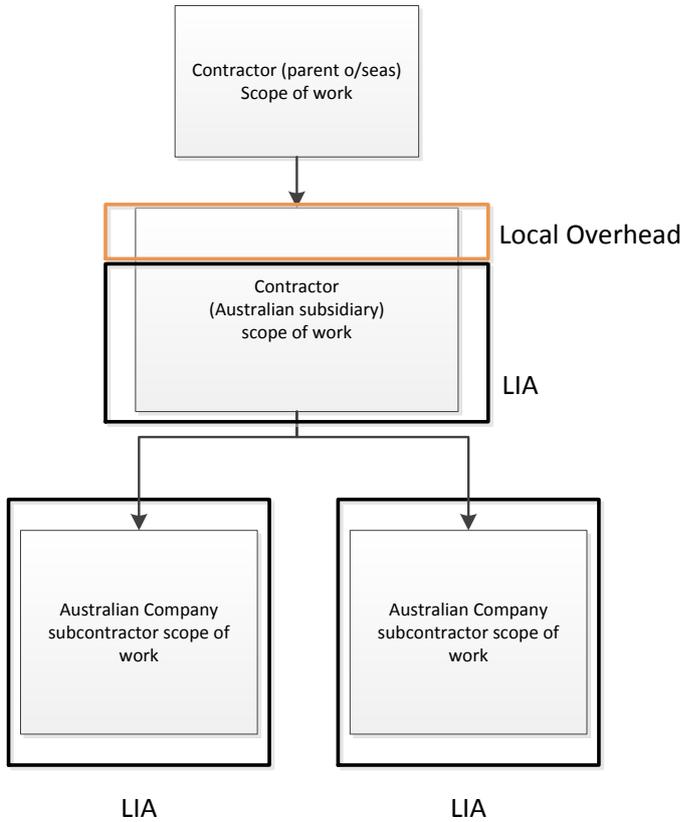
Example 4: I am an overseas supplier. Most of the scope of work will be completed overseas by us except sustainment activities, which will be undertaken by an Australian partner.



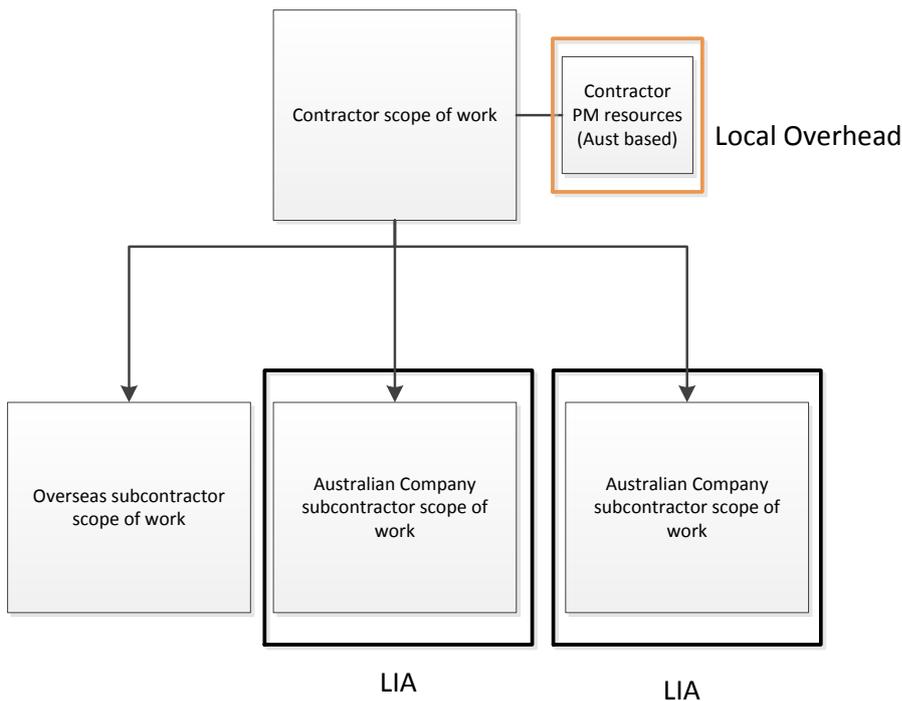
Example 5: I am an overseas supplier. There will be six sub-contractors in my supply chain contributing to the SOW requirements, from which two are Australian companies.



Example 6: I am an overseas supplier with a subsidiary in Australia. Both the overseas parent company and the Australian subsidiary will be completing elements of the SOW, as well as two Australian subcontractors who will be engaged by the subsidiary.



Example 7: I am an overseas supplier, I will be placing three project management resources in an office in Adelaide to manage our Australian subcontractors.



6. Establishing Industry Capability

When the supplier's AIC Plan proposes to develop or enhance an Australian Industry capability, Naval Group will require, at the appropriate time, greater working level visibility of the supplier's activities being proposed to develop the capability or capabilities. This set of activities is referred to as a Capability Development Action Plan (or CDAP).

The supplier's CDAP should provide Naval Group with sufficient information to:

- understand how the supplier will identify needs, then develop and implement the required actions to establish the capability (this may involve support from NG or the CoA);
- monitor supplier progress against the capability development aspects of their AICPs;
- identify risks to achieving the industrial objectives or more broadly the risks that could impact upon cost, schedule, quality and sovereignty;
- identify opportunities for Naval Group or the CoA to support/collaborate with suppliers on capability development activities; and
- verify the eventual establishment of the specific capability in Australia.

The supplier's CDAP will be based upon a detailed gap analysis and describe all of the actions, deliverables, milestones, timings, responsibilities and recipients necessary to develop the capability and support Sovereignty.

The CDAP should also describe, where appropriate, how the capability will be sustained, after initial development is complete.

If the supplier's CDAP includes the transfer of capability from overseas to Australian Industry, it should incorporate key transfer of capability components, such as training, tools, data, resources, technical assistance, infrastructure and intellectual property rights.

7. AIC Plan Monitoring and Reporting

As part of the overall FSP AIC reporting and monitoring framework, suppliers will be required to:

- update their AIC Plans;
- update LIA Description Sheets to reflect:
 - LIA Value Intentions becoming LIA Value Commitments; and
 - executed contract variations (changes to contract price, which subsequently increase or decrease the value of an LIA);
- provide an AIC breakdown on invoices submitted;
- incorporate updates on the supplier's progress against their AIC Plan into regular contract performance reports and meetings; and
- nominate a key point of contact for all AIC related matters.

7.1 Invoices

Supplier invoices must incorporate an AIC breakdown, without diminishing the ordinary content of the invoice. The AIC breakdown is intended to provide Naval Group with information required for its own reporting obligations on how much of the work relating to the particular invoice was completed by Australian Industry, and how much is Imported Content. The required details are provided in the following example.

TAX INVOICE

Date: [Click to select date]
TAX INVOICE # [No.]

Bill To	[Name]	Ship To	[Name]
	[Company Name]		[Company Name]
	[Street Address]		[Street Address]
	[City, ST ZIP Code]		[City, ST ZIP Code]
	[Phone]		[Phone]
	Customer ID [ABC12345]		Customer ID [ABC12345]

Purchase Order #	Shipping Method	Shipping Terms	Delivery Date	Payment Terms	Due Date

Qty	Item #	Description	Line Total
1	Services	Completion of Project Milestone 4	\$200,000
100	Pipe 10mm	Pipe as per specification 1234	\$140,000
1	Services	Pipe transport and storage	\$10,000
Subtotal			350,000
GST			35,000
Total Including GST			385,000

[Your Company Name] , [City, ST ZIP Code] Phone [phone] Fax [fax]

AIC Invoice Breakdown	
Local Overhead	\$30,000
LIA Value	\$180,000
Imported Content	\$140,000
Total	\$350,000

The AIC Invoice Breakdown can be provided as an attachment to or image on the tax invoice. It should not diminish the ordinary content of an invoice.

The total amount of the AIC breakdown must equal the GST exclusive total.

In this example the pipe was sourced from overseas.

The Services enhanced a defence capability and were completed by an Australian Company (LIA).

8. Local Industry Activity Description Sheets Template

LIA Serial Number:	Click here to enter text.												
LIA Title:	Click here to enter text.												
Supplier:	Click here to enter text.												
Australian Company:	<p>Company Name: Click here to enter text.</p> <p>ABN: Click here to enter text.</p> <p>Small to Medium Enterprise: Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Indigenous Business Enterprise: Yes <input type="checkbox"/> No <input type="checkbox"/></p>												
Contract Number:	Click here to enter text.												
Work Package Identification:	Click here to enter text.												
Work Package Scope (Short description only)	Click here to enter text.												
Local Industry Activity Value (\$AUS)	<table border="1"> <thead> <tr> <th colspan="3">LIA Value (\$)</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>LIA Value Intention</td> <td>Click here to enter text.</td> </tr> <tr> <td>B</td> <td>LIA Value Commitment</td> <td>Click here to enter text.</td> </tr> <tr> <td>C</td> <td>LIA Value (A + B)</td> <td>Click here to enter text.</td> </tr> </tbody> </table> <p>If some or all of the LIA Value is an intention, provide a description of the basis of estimate for the value, any assumptions and activities to occur prior to it becoming a commitment in Contract with an Australian Company. Click here to enter text.</p>	LIA Value (\$)			A	LIA Value Intention	Click here to enter text.	B	LIA Value Commitment	Click here to enter text.	C	LIA Value (A + B)	Click here to enter text.
LIA Value (\$)													
A	LIA Value Intention	Click here to enter text.											
B	LIA Value Commitment	Click here to enter text.											
C	LIA Value (A + B)	Click here to enter text.											
Location	<p>Australian State/Territory the LIA is being performed: Choose an item.</p> <p>Postcode: Click here to enter text.</p>												

D	Industry Requirement(s)	<p>Identify how the Industry Requirements are addressed by this LIA. Click here to enter text.</p> <p>Identify which Department of Defence Priority Industry Capabilities (PICs) are applicable to this LIA:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Acoustic Technologies and Systems <input type="checkbox"/> Anti-Tampering Capabilities <input type="checkbox"/> Combat Uniform and Personal Equipment <input type="checkbox"/> Electronic Warfare <input type="checkbox"/> High-end' System and 'System of Systems' Integration <input type="checkbox"/> High Frequency and Phased Array Radars <input type="checkbox"/> Infantry Weapons and Remote Weapons Stations <input type="checkbox"/> In-Service Support of Collins class submarine Combat Systems <input type="checkbox"/> Ship Dry Docking Facilities and Common User Facilities <input type="checkbox"/> Signature Management <input type="checkbox"/> Through-life and Real-Time Support of Mission-Critical and Safety-Critical Software <input type="checkbox"/> None applicable <p>Identify which Department of Defence Strategic Industry Capabilities (SICs) are applicable to this LIA:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Composite and Exotic Materials <input type="checkbox"/> Elements of National Infrastructure <input type="checkbox"/> Geospatial Information and Systems
---	-------------------------	--

		<input type="checkbox"/> Guided Weapons <input type="checkbox"/> Naval Shipbuilding <input type="checkbox"/> Protection of Networks, Computers and Communications <input type="checkbox"/> Repair and Maintenance of Specialist Airborne Early Warning and Control Systems <input type="checkbox"/> Repair, Maintenance and Upgrading of Armoured Vehicles <input type="checkbox"/> Repair, Maintenance and Upgrading of Aircraft (including Helicopters) <input type="checkbox"/> Secure Test Facilities and Rest Ranges <input type="checkbox"/> Systems Assurance <input type="checkbox"/> System Life Cycle Management <input type="checkbox"/> None Applicable
E	Benefit(s)	<p>Describe the benefits of the LIA to the Australian company undertaking the LIA in terms of the following:</p> <ol style="list-style-type: none"> a. the significance of the work that the LIA will contribute to the Contract; b. the skills and knowledge that will be transferred, improved, created or sustained in the Australian company, including how these skills and knowledge will be developed, shared, maintained and retained by the company beyond the life of the LIA contracted activity; c. the new technologies or innovations that will be introduced or will result from the LIA; d. the contribution to the Australian company's future competitiveness; e. training to be provided including mentoring, up-skilling and trade training sponsorship; and f. the impact the work will have on the workforce profile of the Australian company. <p>Describe the benefits of the LIA to the Australian company in terms of broadened global supply chains that the Australian Company will now access from the supplier that it did not previously access.</p> <p>Describe the options (if any) that the Supplier had to perform the scope of work covered by the LIA outside of Australia including any price difference (increase or decrease) when comparing Australian to overseas performance.</p>
F	Details of Prime/ Subcontractor Relationship	Provide details of the relationship with the party/subcontractor selected to deliver the LIA (eg. number of projects/contracts, length of commercial partnering, success stories, status of MoUs, teaming agreements, status of Technical Assistance Agreements (TAAs) and Non-Disclosure Agreements (NDAs)).
G	Intellectual Property and Technical Data Arrangements	Identify Technical Data and the associated Intellectual Property rights required to be provided to Australian industry for the delivery of the LIA.
H	Approvals	Provide details of all actions, processes, accreditations and approvals required (e.g.. International Traffic in Arms Regulations, import controls, security and facility clearances etc.) or to be performed (including timing), and by whom, that will enable Australian industry to deliver this LIA.
I	Risks	Identify all risks known to potentially impact upon the delivery of this LIA.

9. Industry Capability Network

Industry Capability Network Overview



The Industry Capability Network (ICN) connects suppliers with project proponents and procurement managers across Australia and New Zealand. A national network with offices in all States, Territories & NZ, ICN has about 60 consultants nationally - professional staff with skills in engineering, manufacturing, procurement and technical sales.

ICN facilitates local industry participation in major projects and operations by increasing the visibility of local suppliers to buyers for those major projects:

- ICN puts suppliers in touch with opportunities.
- ICN saves buyers time and money by using the ICN Gateway to research and identify Australian companies capable of supplying specified goods or services.

ICN Gateway is at the heart of ICN business. It provides a pivotal link between major project requirements and the best suppliers. Over 70,000 companies are listed with ICN nationally.

Currently there are over \$400 billion worth of opportunities listed. When ICN staff carry out vendor capability searches on behalf of their clients, they use the Gateway database as their main tool.

For project proponents, a dedicated ICN Gateway portal can be provided at any stage of a project, including the feasibility stage. Work packages would be listed on the ICN Gateway to enable suppliers to express their interest.

A checklist or questionnaire can be included with work packages and can be made mandatory for suppliers to fill out before they submit an expression of interest in work packages, which can assist with a prequalification process.

If project proponents prefer not to have a public presence, ICN can also interrogate its database and match them up with local companies that are capable of supplying the goods or services they require.

ICN also facilitates joint ventures, partnerships and technology transfers by identifying potential local partners.

In South Australia, ICN services are subsidised by the State Government, and are currently free of charge to project proponents. Foreign companies are charged a fee to register as a supplier but there is no charge to establish a presence as a project proponent.

Naval Group in Australia and LMA are using ICN and the ICN Gateway to engage with Australian Industry in the context of the Future Submarine program with a single point of contact:

Bettina Venner

Manager Industry Participation

11 Waymouth Street, Adelaide SA 5000

P: +61 8 8303 2175

E: bettina.venner@sa.gov.au

Jacqui Hight

ICN Project Officer

11 Waymouth Street, Adelaide SA 5000

P: +61 8 8226 0867

E: Jacqueline.hight@sa.gov.au



70,000+ companies
are listed with ICN nationally.

www.icngateway.com.au



