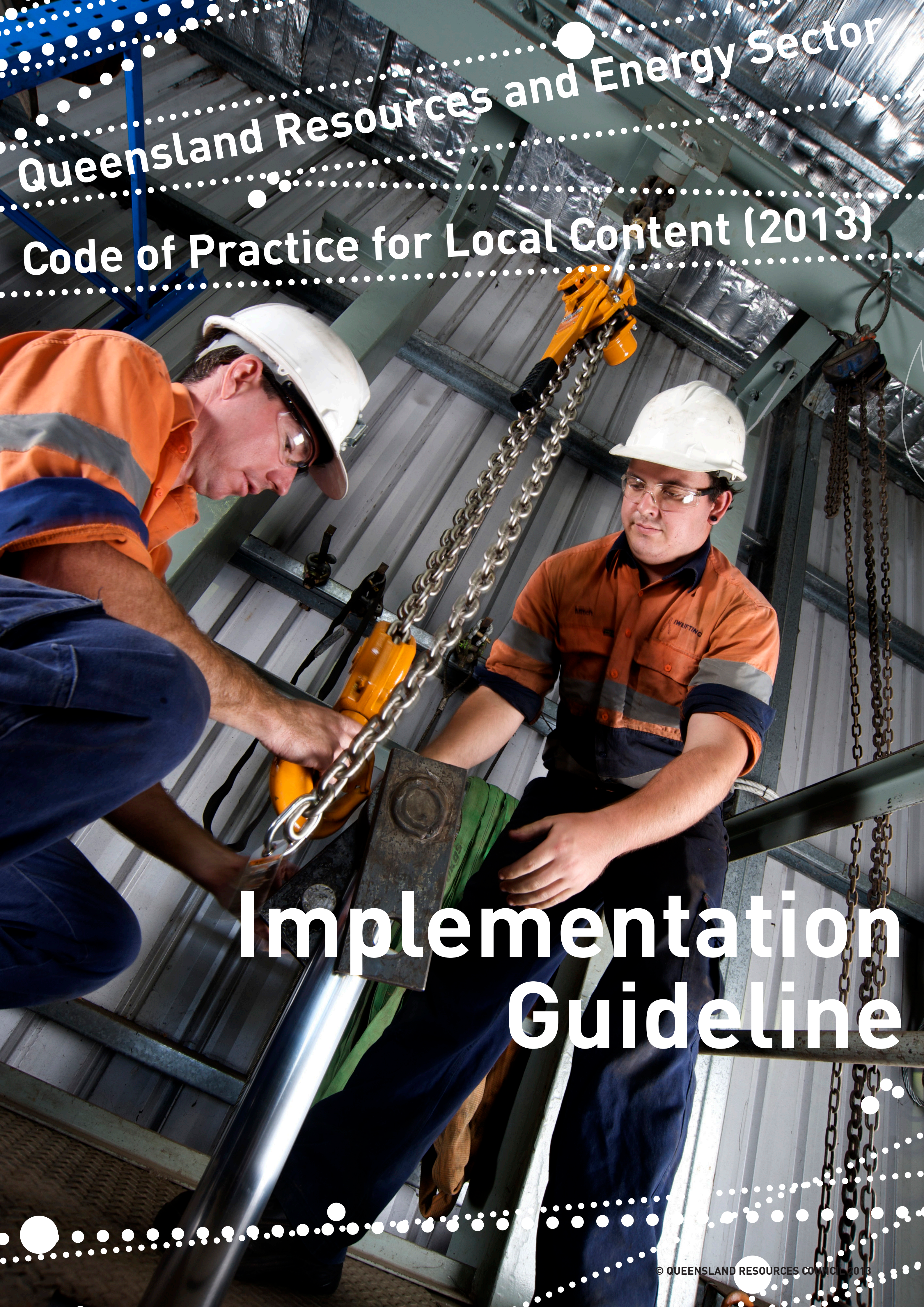
Queensland Resources and Energy Sector

Code of Practice for Local Content (2013)



Implementation Guideline

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Preamble

Code:

The Queensland Resources Council (QRC) launched the *Queensland Resources and Energy Sector Code of Practice for Local Content (2013)* (the code) on 1 March 2013. The code was developed by resources and energy sector representatives, in collaboration with the QRC and Queensland Government.

Guide:

The *Queensland Resources and Energy Sector Code of Practice for Local Content (2013) Implementation Guideline* (the guide) was developed to assist the resources and energy sector to implement the code.

The guide illustrates sample local content practices using simple yet effective code-compliant actions. The guide was developed by representatives within the resources and energy sector, in collaboration with the QRC.

Acknowledgements:

Appreciation is conveyed to the QRC member companies for contributing to the development of the guide.

Feedback:

Feedback, advice and suggestions on how to improve the guide are encouraged and appreciated, and may be provided to David Rynne, QRC Director of Economics and Infrastructure, at:

davidr@qrc.org.au

Introduction

The code

The Queensland Resources Council (QRC) launched the *Queensland Resources and Energy Sector Code of Practice for Local Content (2013)* (the code) on 1 March 2013.

The code was designed to assist companies to support the code's single principle of providing full, fair and reasonable opportunity for capable local industry to compete for the supply of goods and services for significant projects (construction and operating phases). The code is an industry led and owned self-regulated initiative, where compliance is not compulsory, however it is strongly encouraged.

The code includes two major sections:

1. **The Code Principle:** 'In accordance with a 'voluntary' self-regulatory regime; to provide full, fair and reasonable opportunity for capable local industry to compete for the supply of goods and services for significant projects.'

2. **The Code Framework**, which includes:

- develop a local content strategy
- utilise complementary capacity and capability-building programs
- monitor and evaluate local content strategy effectiveness.

You should implement the code and use this guide if...

- you are a resources or energy company undertaking a significant project in Queensland
- your project requires an EIS (Environmental Impact Statement).

If still unsure, check the code or contact the QRC to identify whether, how and when the code applies to your company and its supply chains.

The guide

This guide illustrates a sample of simple ideas, suggestions, examples and tips regarding:

- how to provide full, fair and reasonable opportunity to local industry
- how resources and energy companies can develop a local content strategy
- how to support programs that build local industry capabilities
- how companies can monitor and evaluate local content strategy effectiveness.

Purpose of the guide

The purpose of the guide is to:

- provide companies with a practical 'how to' toolkit, to assist in effective implementation of the code, using simple actions that comply with the 'full, fair and reasonable' principle
- provide companies with ideas, suggestions, examples and tips on how to implement the code, in recognition that there is not a 'one size fits all' strategy to local content
- enable companies to easily comply with the code without compromising safety or project delivery.

Assumptions

It is assumed that the person using the guide:

- understands the concepts of local industry participation
- is seeking compliance with the code but would like to tailor their approach to implementing the code based on the company's circumstances.

How to use the guide

The code encourages resources and energy companies to engage with local industry.

Companies might find it easier to comply with the code if they use this guide by:

- copying, reproducing and further developing any part of the guide and sharing it with the sector
- referencing definitions
- using prepared samples and changing them as required
- accepting suggestions and tips to make the process less overwhelming.

Hyperlinks

Hyperlinks are provided throughout the guide for those reading the electronic version.

For those printing the guide, the URL addresses for the hyperlinks are provided in the useful resources section of this guide on page 14.

Why encourage local content

Why is local content good business?

The demand for Queensland resources is expected to be strong for many decades to come. A strong local supply chain is critical for the efficient and effective operation of resources companies.

Reasons, benefits and business drivers for procuring locally include:

- improved lead-time and availability including ability to work on a just-in-time basis if required
- greater certainty and predictability
- reduced logistics costs and lower stock holdings
- reduced risk of downtime and additional guaranteed supply in a crisis
- reduced import administration, duty costs and no exchange rate risk
- common language and legal systems
- ease of communications
- easy access to service and technical support
- supplier infrastructure that develops with the company for the long term
- suppliers that develop with the company through continuous improvement
- easier inspections and contract management due to close proximity
- buying locally has a flow-on multiplier effect with local subcontractors
- knowledge and understanding of local suppliers regarding local conditions and preferences
- good PR for the company to be seen to be investing in local communities
- to strengthen the company's social license to operate.

Why have a local content strategy?

A local content strategy enables a company to:

- realise the above benefits of procuring locally
- fulfill its local content obligations with government
- strengthen its relationships with local communities to meet community expectations
- strengthen local supply chains.

The business drivers for procuring locally may be prioritised and aligned with the company's corporate strategy, project life cycles, project priorities and operational priorities.

A documented local content strategy outlines the company's plan of approach for how it will communicate with and encourage local industry to participate within its supply chains.

The local content strategy will identify how the company will encourage local industry to register as a supplier, pre-qualify, tender for supply opportunities and develop the required capabilities. These activities undertaken by the company are referred to as local content practices.

The strategy will also identify how the company will resource and implement its local content practices, and how it will report against the plan to identify the effectiveness of its local content strategy.

Companies requiring a more in-depth local content strategy may opt to identify and address the barriers of local industry participation.

How to comply with the Code Principle

How to provide 'full opportunity'

Full means local industry has the same opportunity as other potential suppliers to participate in all aspects of a project from design through to completion, supply and ongoing maintenance.

The following suggestions are provided regarding how to provide 'full opportunity' to capable and competitive local industry:

--> **Promote:** **Openly** promote the adoption of the code and your local content policy and/or strategy.

Why? This shows your company's commitment to providing full, fair and reasonable opportunity for local suppliers.

Tips:

- place the local content policy or strategy on the company web site (exclude sensitive information)
- include the local content policy or strategy in environmental impact statement (EIS) material
- include or outline the local content policy or strategy on company marketing material.

--> **Alliances:** Encourage suppliers to collaborate with other suppliers to develop alliances/partnerships to enable suppliers to tender for larger contracts.

Tip: Hold supplier briefing sessions regarding relevant tender opportunities to explain and encourage suppliers to network with each other and collaborate to submit joint tenders.

--> **Future:** Develop and openly publicise a **forward procurement plan,** which identifies upcoming supply opportunities available per project phase.

For example: Broadly identify the types of goods and services required (over the next three years at least) per project phase to allow local industry to acknowledge where they may fit in.

--> **Pre-qualification:** Invite relevant **pre-qualified suppliers** to tender in addition to advertising tender opportunities via public avenues.

Tips:

- develop and implement a supplier pre-qualification process
- invite targeted suppliers to pre-qualify upon the supplier completing the supplier registration process.

How to provide 'fair opportunity'

Fair means local industry is provided the same opportunity as other potential suppliers to compete for investment projects and other market based contracts on an equal and transparent basis.

The following suggestions are provided regarding how to provide 'fair opportunity' to capable and competitive local industry:

--> **Avenues:** Utilise a variety of public **communication avenues** to openly promote supply opportunities in addition to inviting targeted pre-qualified suppliers to tender.

For example: ICN Gateway, company website, company email marketing campaigns to registered suppliers, public briefings with local industry, workshops with local industry, local media advertisements.

--> **Transparency:** Establish an **ICN Gateway Portal** for the company, its projects and its supply opportunities, to publicly communicate all relevant project-related information.

Tip: Use the ICN Gateway company portal for:

- supplier registration
- communicating procurement information
- listing supply opportunities
- releasing supplier update bulletins and information requests
- promoting industry briefings, programs and workshops
- announcement of the successful contractor for each package via ICN Gateway.

--> Briefings: Openly and broadly communicate all necessary and relevant information about the company, its projects, supply opportunities, capability requirements at **public briefings.**

Tips: Provide information regarding:

- company background, current and future projects, project progress, location of operations
- local content commitment
- forward procurement plans and supply opportunities via the company and via its major contractors
- requirements for supplier registration, capabilities, pre-qualification, tendering and supplier selection criteria
- capability development programs.

How to provide 'reasonable opportunity'

Reasonable *means tenders are free from any unreasonable specifications or requirements that could rule out local industry and are structured in such a way as to provide local industries the opportunity to participate.*

The following suggestions are provided regarding how to provide 'reasonable opportunity' to capable and competitive local industry:

--> Strategies: Develop **procurement strategies** that encourage local industry participation.

Tips:

- unbundle supply packages to allow pre-qualified suppliers to respond to the tender in part or whole
- encourage pre-qualified suppliers to establish joint ventures and collaborate with other pre-qualified suppliers when responding to tenders
- provide all tenderers with the same information regarding tender specifications and requirements
- assist tenderers to understand tender specifications and requirements, and share questions and answers with all tenderers
- provide feedback to tenderers regarding tendering performance.

How to develop a local content strategy

How resources & energy companies can develop a local content strategy

The following suggestions are provided regarding how to develop and implement a local content strategy.

--> **Plan:** Plan your **local content strategy** early.

Tip: Produce a simple one-page plan to identify the company's broad plan of approach to managing its local content responsibilities.

--> **Benefits**: In your plan, identify the **benefits** or **business drivers** for procuring locally.

For example: Reduced cost, increased efficiency, increased revenue, strengthened local supply chains.

--> **Barriers**: (optional) In your plan, identify the **barriers** and **challenges** faced by local industry to participate in the company's supply chains that may need to be addressed to strengthen local content outcomes.

For example: Pre-qualification, compliance systems, capacity to deliver.

--> **Policy**: Briefly describe the company's local content commitment within your existing **procurement policy.**

For example: 'Our local content commitment: capable local industry will be provided full, fair and reasonable opportunity to compete and participate in the company's supply chains, where safety, project risk or competitiveness is not compromised.'

Tip: Make the policy available via the company website.

--> **Practices**: In your plan, identify the **local content practices** the company will undertake, and how they will be resourced and implemented.

For example:

- identifying supply opportunities throughout project life cycle
- communicating with local industry regarding requirements for supplier registration, pre-qualification and tendering
- promoting supply opportunities
- identifying local industry capability
- supporting capability development programs
- local content reporting.

--> **Capabilities:** Consider **local capabilities** early.

Tips:

- consider local capabilities in the design and project development stages
- consider local capabilities when developing contract scopes to enhance local industry participation
- work with local supplier advocates such as ICN, TSBE, GEA and REDC to identify local suppliers and the known supply chain gaps – that is:

ICN: Industry Capability Network

TSBE: Toowoomba & Surat Basin Enterprise

GEA: Gladstone Engineering Alliance

REDC: Regional Economic Development Corporations

--> **Opportunities:** Identify and promote local **supply opportunities** throughout the project life cycle as early as possible.

Tip: Promote supply opportunities on the ICN Gateway, on the company website and at public briefings and workshops with local industry.

--> Identify: Identify **capable local industry.**

Tips:

- allow supplier registration on the company website and identify suppliers that meet the company's capability requirements
- establish a company portal on the ICN Gateway and request ICN's assistance to identify suppliers that meet the company's capability requirements.

--> Tenders: Commercially **evaluate competitive tenders** using multiple factors.

For example: Direct and indirect cost factors, past performance, reliability, maintainability, innovation, whole-of-life costs, value, safety compliance, environmental sustainability performance, financial capability, and supply chain reliability.

Tip: Consider including 'local content' as a tender evaluation criteria.

--> Communicate: Communicate with local industry **early** in the project life cycle regarding the company's capability requirements for goods, services and compliance, to allow time for local industry to develop the required capabilities.

Tip: Hold public industry briefings and workshops in partnership with local government, economic and regional development organisations and/or local chambers of commerce.

--> Contractors: Inform **major bidders** of the company's local content commitment and include **local content reporting** in contract conditions with contractors and sub-contractors.

Tip: Inform major pre-qualified bidders that the company would prefer contractors to reflect the local content commitment in its sub-contracting and purchasing strategies, and report on their local content practices.

--> Suppliers: Provide **assistance** to suppliers.

For example:

- support and guide suppliers through the supplier registration process, pre-qualification and tendering
- provide information regarding supply opportunities and requirements for compliance
- ensure timely access to procurement information and frequently asked questions via the company's website and on the company's ICN Gateway portal
- ensure bidders are aware of their responsibilities toward local industry
- provide feedback to local suppliers regarding performance during pre-qualification, tendering and contract fulfilment.

Local industry capability development

How to support programs that build local industry capabilities

The following suggestions are provided regarding how to support programs that build local industry capabilities:

--> **Programs:** Identify the capability development programs that develop and build the capabilities required by the company and promote these to suppliers through supplier guides or directly through feedback to suppliers that were unsuccessful in prequalifying or tendering.

For example:

Business capability development:

- Department of State Development, Infrastructure & Planning
  - o http://www.dsdip.qld.gov.au/

- Enterprise Connect:
  - o Supplier Continuous Improvement Program (SCIP)
  - o Buy Australian at home and abroad
  - o Buy Australian at home and abroad - video
  - o Business Review
  - o Continuous Improvement Program
  - o Tailored Advisory Service Grant
  - o Leadership 21

- Industry Capability Network:
  - o Major Project Supplier Program (MPSP)
  - o Tier Barometer Assessment
  - o The Alliance Development & Delivery (ADD) System
  - o Pre-qualification support - preQOL

- QMI Solutions:
  - o Products & Services

Skills & workforce development:

- Department of Education, Training and Employment
  - o http://deta.qld.gov.au/

- Energy Skills Queensland
  - o http://www.energyskillsqld.com.au/

- Manufacturing Skills Queensland
  - o http://www.msq.org.au/

- Construction Skills Queensland
  - o http://www.csq.org.au/

--> **Collaboration:** Consider supporting, partnering and/or collaborating with program providers and government bodies to ensure programs align with the company's capability requirements.

Tips:

- identify and support the programs that build the capabilities required to pass pre-qualification (ensure these programs are treated with the highest priority)
- support the programs that assist suppliers to develop capability statements
- work with program providers to identify how and where these programs will be delivered
- work with program providers to identify how program effectiveness can be measured and monitored
- collaborate with other resources and energy companies regarding required capability development programs
- look for opportunities to communicate with local industry at program workshops about capability requirements, supply opportunities, etc
- work the program providers to encourage local industry to participate in the programs where applicable, and in order of priority.

--> **Capabilities:** Advise program providers of the **capabilities required** by the company.

Tips:

- identify and support the programs that address the capabilities required by the company
- ask program providers to develop programs in the order of priority required by the company.

--> **Gaps:** Advise program providers of the local industry **capability gaps** identified by the company.

Tips:

- identify and support the programs that address the capability gaps that your company has identified.

--> Support: Advise program providers of the local industry barriers and challenges identified by the company where suppliers may need support.

For example:

- identification of where the supplier fits in the supply chain
- how to manage supply chains to ensure efficiency, reliability, capacity and security of supply
- how to identify and develop the management systems required
- how to become globally competitive and how to determine how competitive the supplier is
- how to estimate the cost of tenders
- how to complete: supplier registration forms, pre-qualification documents and tender documents
- how to manage time to focus on business improvement and capability development
- how to develop alliances/partnerships with other companies.

Local content strategy effectiveness

How to monitor and evaluate local content strategy effectiveness

This section addresses the reporting requirements of the code industry report required by QRC, due no later than 30 September each year.

Using this section as a guide, download and complete the Code Industry Report templates (Microsoft Word and Excel).

Part 1: Provide postcode data

Download and complete the code industry report template (excel) when completing this section.

The code requests that companies develop quantitative mechanisms to assess local content outcomes by undertaking year-on-year comparative analysis of annual expenditure data.

The report template states:

- 'please complete this section using the provided excel template to allow easy conversion of the data
- no need to cut and paste the data into this report (please just attach the excel template separately when submitting this CIR report)
- please refer to Appendix A of the code or the instructions tab in the excel template when completing this section.'

Considering that the QRC has provided a Microsft Excel spreadsheet with instructions and examples on how to retrieve spend data on goods and services procured locally and internationally – this guide does not expand upon those Instructions or examples already provided.

Part 2: Provide comment on whether local content has generally increased or decreased

Download and complete the code industry report template (word) when completing this section.

The report template states:

- 'while it may be difficult to make year-on-year comparisons given changing procurement needs, a number of indicators may be considered to make an objective determination, for example:
- Does the postcode data show a clear trend?
- Were there any changes in internal policies that might lead to a change?
- It may be necessary to create a baseline to report against this item.'

Suggestions are provided regarding how to address Part 2:

--> Outcomes: Identify the impact of the company's local content strategy on the company's **local supply spend.**

Tips:

- measure total local supply spend as a percentage of total supply spend
- measure change (percentage) in total local supply spend as a percentage of total supply spend, from financial year to financial year
- identify any trends in total local supply spend
- identify any variations in total local supply spend and whether variations have been caused by:

o a change in project phase

o changes procurement categories sourced

o changes in local content practices, activities and policies

o changes in delivery of capability development programs.

Example answer for reporting progress in QRC's code industry report (CIR):

- Total socal supply spend for project ABC during FYE13 accounted for 60 percent of total supply spend for project ABC, which is a five percent increase from the previous financial year for this project.
- The increase in spend could be attributed by the increase in volume of capability development programs the company has been involved with, which lead to an increase in the number of registered suppliers passing pre-qualification by 50 percent.
- The increase in spend was a direct result of the project moving into the operations phase, which led to high volumes of spend in the supply of spare parts, maintenance services and cleaning services within the postcodes closest to the project.

Part 3: Provide evidence of how the 'full, fair and reasonable' priciple and Code Framework (3.1, 3.2 and 3.3) have been applied

- 'Full, fair and reasonable is defined in the code at page 5.'

Suggestions are provided regarding how to address Part 3 (principle):

--> Principle: Identify whether implementation of the company's local content strategy has achieved compliance with the full, fair and reasonable principle.

Tip:

If the company has openly communicated and promoted each supply opportunity (tender) to local industry per project phase, through avenues easily accessible by the public, where there was no discrimination, and there was nothing in the tender evaluation criteria that ruled out any relevant supplier from tendering, then the full, fair and reasonable principle has been achieved.

Example answer for reporting progress in QRC's code industry report (CIR):

- During FYE13, project XYZ was in the construction phase. We used the ICN Gateway to advertise all tenders publicly. We invited pre-qualified suppliers to apply for tenders and we also accepted tender submissions from other suppliers who met the capability requirements of the tender. All tenderers were provided with the same information and were required to respond to the tender in the same manner. All tenderer questions and company responses were shared with all tenderers. Wherever possible, tenderers were given the opportunity to respond to the tender in part or in full.

Suggestions are provided regarding how to address Part 3 (framework):

--> Framework: Identify whether implementation of the company's local content strategy is in alignment with the Code Framework.

Tips:

- identify whether supply opportunities for local industry are getting identified any earlier than the previous year. If yes, has this led to communicating requirements with local industry any earlier than the previous year?
- identify the company's communication activities regarding how it communicated with local industry regarding capability requirements and requirements for supplier registration, pre-qualification and tendering
- identify how the company promoted supply opportunities
- identify how the company identified local industry capability
- identify how the company is passing down local content commitment through supply chains
- identify whether the company is supporting any capability development programs.

Example answer for reporting progress in QRC's code industry report (CIR):

- During FYE13, supply opportunities for local industry within project XYZ were identified for the forthcoming production phase which is scheduled to commence during FYE14. Five pubic briefings were conducted in Toowoomba, Dalby, Gladstone, Rockhampton and Brisbane, to update local industry about the project, the production phase and to communicate information about capability requirements, requirements for supplier registration, pre-qualification and tendering, and forward procurement plan for the production phase. A dedicated web page on the company's website has been set up to provide all relevant supplier information regarding the production phase.
- ICN Queensland has assisted the project by identifying registered suppliers with the capabilities required during the production phase. A large number of suppliers have been identified who supply the goods and services required but do not yet meet pre-qualification requirements. The company is now collaborating with Enterprise Connect and other program providers to establish and deliver capability development programs that address these capability gaps.
- Tenders were called for three strategic contracts, with the evaluation criteria based on factors including cost, reliability, maintainability, innovation, health and safety compliance, environmental sustainability performance, financial capability, supply chain reliability and local content. Ten tender submissions were received from New Zealand, Australia and America. Contracts have now been awarded to three major contractors based in Queensland, Victoria and Western Australia. These contracts include preference clauses which state the contractor's local content responsibilities and that the local content commitment will be passed onto sub-contractors.

Part 4: Provide comment on the effectiveness of the code and the code's supporting frameworks and materials, as well as government local content programs

The report template states:

- 'Does the code and supporting frameworks and materials offer enough guidance to assist development of local content strategies?
- What else can government, local industry and the QRC do to achieve improved local content outcomes?

- What is your company's level of engagement with entities such as the Industry Capability Network and Enterprise Connect and their various supplier and buyer government programs (a few listed below)?

o Industry Capability Network (ICN) Gateway.

o ICN Pre-qualification online system (preQOL).

o Supplier Access to Major Projects (SAMP).

o Supplier Continuous Improvement Program (SCIP).

o Buy Australian at Home and Abroad.

o Major Project Supplier Program (MPSP).

o Tier barometer.'

Suggestions are provided regarding how to address Part 4 (first dot point only):

Tips:

- Go through each section within the code and provide comment where you believe improvement or amendments are required.

- When reviewing the code and its supporting framework, ask yourself:

o Does the code and supporting frameworks suggest effective practices to implement local content?

o If not, what changes are required to the code and supporting frameworks to improve practices?

o Does the code and supporting frameworks still allow your company to remain globally competitive?

o Does the code and supporting frameworks provide adequate guidance to develop and implement local content responsibilities?

o What additional support is required to achieve local content outcomes?

o What challenges did you encounter with implementing the requirements of the code this financial year?

o What went well?

o What do you suggest should be done differently next year?

o Provide comment on any specific aspect of the code document and reporting templates.

Useful resources

Definitions

For the purpose of the code, a list of definitions can be found on page 5 of the *Queensland Resources and Energy Sector Code of Practice for Local Content (2013)*.

Frequently Asked Questions

Frequently asked questions have been addressed on the QRC website:

https://www.qrc.org.au/01_cms/details.asp?ID=3211

Useful Links

- Australian Government - Supplier Access to Major Project (SAMP) http://www.innovation.gov.au/INDUSTRY/AUSTRALIANINDUSTRYPARTICIPATION/Pages/SupplierAccessToMajorProjects.aspx

- Construction Skills Queensland http://www.csq.org.au/

- Department of Education, Training and Employment http://deta.qld.gov.au/

- Department of State Development, Infrastructure & Planning http://www.dsdip.qld.gov.au/

- Energy Skills Queensland http://www.energyskillsqld.com.au/

- Enterprise Connect - Business Review http://www.enterpriseconnect.gov.au/ecservices/businessreview/Pages/default.aspx

- Enterprise Connect - Buy Australian at Home and Abroad http://www.enterpriseconnect.gov.au/ecservices/supplychainsupport/Pages/Buy-Australian.aspx

- Enterprise Connect - Continuous Improvement Program http://www.enterpriseconnect.gov.au/ecservices/cip/Pages/default.aspx

- Enterprise Connect - Leadership 21 http://www.enterpriseconnect.gov.au/ecservices/leadership21/Pages/default.aspx

- Enterprise Connect - Promotion Video http://www.youtube.com/watch?v=_U9yvLxIh10

- Enterprise Connect - Supplier Continuous Improvement Program (SCIP) http://www.enterpriseconnect.gov.au/ecservices/supplychainsupport/Pages/SCIP.aspx

- Enterprise Connect - Tailored Advisory Service Grant http://www.enterpriseconnect.gov.au/ecservices/tas/

Pages/default.aspx

- Gladstone Engineering Alliance http://www.gea.asn.au/
- ICN Gateway http://gateway.icn.org.au/
- Industry Capability Network - Major Project Supplier Program (MPSP) http://www.icn.org.au/content/queensland/major-projects-supplier-program
- Industry Capability Network - The Alliance Development & Delivery (ADD) System http://www.icn.org.au/content/queensland/alliance-development-delivery-add-system
- Industry Capability Network - Tier Barometer Assessment http://www.icn.org.au/content/queensland/tier-barometer-assessment
- Industry Capability Network http://www.icn.org.au/
- Manufacturing Skills Queensland http://www.msq.org.au/
- QMI Solutions http://qmisolutions.com.au/
- Queensland Resources and Energy Sector Code of Practice for Local Content (2013) https://www.qrc.org.au/_dbase_upl/Local%20Content%20Code%20of%20Practice.pdf
- Queensland Resources and Energy Sector Code of Practice for Local Content (2013) - Code Industry Report template (Word) https://www.qrc.org.au/01_cms/details.asp?ID=3213
- Queensland Resources and Energy Sector Code of Practice for Local Content (2013) - Code industry report template (Excel) https://www.qrc.org.au/01_cms/details.asp?ID=3213
- Regional Economic Development Corporations eg. Capricorn Enterprise http://www.capricornenterprise.com.au/
- Toowoomba & Surat Basin Enterprise http://www.tsbe.com.au/

References

Arrow Energy 2012, *Local Content Policy*

QGC 2012, *Local Content Commitment*

Queensland Resources Council 2013, *Queensland Resources and Energy Sector Code of Practice for Local Content (2013)*.

Assistance

LSC Solutions Pty Ltd (www.lscs.com.au) provide Local Content Management services and are available to assist companies to strategically plan, develop, implement, review, measure and improve their local content management responsibilities. Assistance with Local Content Benefits Realisation Management and local industry capability development is also available.

Companies requiring assistance are encouraged to contact Sharyn Grant, Managing Director, LSC Solutions as follows:

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