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**Australian Government**  
**Department of Defence**

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**Department of Defence**  
**(ABN 68 706 814 312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 1**

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**ADDENDUM NO. 1**

In accordance with clauses 2.5 and 2.8.1 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01, Defence provides the following information for the virtual Industry Briefing for the Base Services Transformation Program and responses to the following requests for proposal inquiries.

**Industry Briefing Information**

To register your attendance at the Industry Briefing, please click on the virtual address web link below. Please bookmark the virtual address to enter the Industry Briefing on the specified date and time.

Virtual Address: <https://BaseServicesRFP.anzpac.chime.live>

Date: Wednesday 19 October 2022

Time: 2.00pm local time in the ACT

Registration will close at 2.00pm local time in the ACT 18 October 2022.

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**Department of Defence**  
**(ABN 68 706 814 312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 2**

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**ADDENDUM NO. 2**

In accordance with clauses 1.3 and 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01, Defence provides the following amendments to RFP documentation and responses to proposal questions.

**Amendments to RFT Documentation****Part 2, Attachment B, Annex E – National Program Service Package**

Current document:

**02.02.05 Part 2 BST RFP ANN E National Program Service Package.pdf”**

Updated document:

**02.02.05 Part 2 BST RFP ANN E National Program Service Package ver2.pdf”**

The following changes have been made to clause 1.2 of the subject document:

**Current clause:**

Note to respondent: For the purpose of this RFP, a respondent can submit a response to both the National Program Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages (and not both). The respondent can inform Defence of its Package preference in its RFP response.

1.2.1 This Package cannot be delivered in conjunction with the Property and Asset Services Package.

**Updated clause:**

Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.

1.2.1 This Package cannot be delivered in conjunction with the Project Delivery Service Package and/or the Property and Asset Services Package.

**Part 2, Attachment B, Annex F – Project Delivery Service Package**

Current document:

**02.02.06 Part 2 BST RFP ANN F Project Delivery Services Package.pdf”**

Updated document:

**02.02.06 Part 2 BST RFP ANN F Project Delivery Services Package ver2.pdf”**

The following changes have been made to clause 1.2 of the subject document:

**Current clause:**

1.2.1 The respondent must be able to deliver the Services in this Package across all designated Defence Sites within a nominated State and/or Territory.

**Updated clause:**

Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.

1.2.1 This Package cannot be delivered in conjunction with the National Program Service and/or the Property and Asset Services Package in each nominated State or Territory.

1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.

1.2.3 The respondent must be able to deliver the Services in this Package across all designated Defence Sites within a nominated State and/or Territory.

**Part 2, Attachment B, Annex G – Property and Asset Services Package**

Current document:

**02.02.07 Part 2 BST RFP ANN G Property and Asset Services Package.pdf”**

Updated document:

**02.02.07 Part 2 BST RFP ANN G Property and Asset Services Package ver2.pdf”**

The following changes have been made to clause 1.1.2 of the subject document:

**Current clause:**

1.1.2 Defence is open to this service being delivered by multiple Industry Partners.

**Updated clause:**

1.1.2 Defence is open to this Package being delivered by multiple Industry Partners.

The following changes have been made to clause 1.2 of the subject document:

**Current clause:**

Note to respondent: For the purpose of this RFP, a respondent can submit a response to both the Property and Asset Services Package and the National Program Service Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Packages (and not both). The respondent can inform the Commonwealth of its Package preference in its RFP response.

1.2.1 This Package cannot be delivered in conjunction with the National Program Service Package.

1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.

**Updated clause:**

Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each

nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.

1.2.1 This Package cannot be delivered in conjunction with the National Program Service Package and/or the Project Delivery Services Package.

1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.

1.2.3 The respondent must be able to deliver the Services in this Package across all designated Defence Sites within a nominated State and/or Territory.

**Questions and Answers:**

**Question 1:** With regard to the RFP for BSTP/2022, is it possible for our company to submit a tender for the provision of cleaning services to facilities in a single State or Territory only?

**Answer 1:** No, Defence will not consider a proposal for only part of a Package. A response to a Package must be for all of the Services in a Package within the State or Territory (refer to clause 4.9 of the Conditions for Proposal).

Cleaning Services is included as part of the Living and Working Services Package (refer clause 3.1.1 of Attachment B, Part 2).

Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program. Refer to the Base Services Transformation Program's webpage for this publicly available list at <https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>.

**Question 2:** I would like to know, if it is a mandatory requirement to participate in all the services in the package within the State or Territory (Clause 4.9.1), or can we provide only one service (Base Security Services) within the Base service package within the State or Territory (Information provided on AusTender-Description).

**Answer 2:** Defence will not consider a proposal for only part of a Package. A response to a Package must be for all of the Services in a Package within the State or Territory (refer to clause 4.9 of the Conditions for Proposal).

Base Security Services is a single Service Package (refer clause 3.1.1 of Attachment B, Part 2).

The respondent must be able to deliver the Service in this Package across all designated Defence Sites within a nominated State or Territory (refer clause 1.2 in Annex A to Attachment B, Part 2).

Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program. Refer to the Base Services Transformation Program's webpage for this publicly available list at <https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>.



**Question 3:** Please correct me, if I am wrong here, to participate and send a request for proposal, we need to send a Cover letter, along with Attachment A (Annexes) documents.

**Answer 3:** A proposal is expected to include responses to all the Proposal Data Requirements as listed in Attachment A, Part 1.

A Proposal Checklist is provided to assist respondents with the preparation of their proposal (refer to Attachment C, Part 1).

A covering letter is not mandatory, but may be included at the discretion of the respondent.

**Question 4:** If there's some tender documents relating to this type of service we'd be interested in submitting a bid.

We offer the following services:

- Architectural Design
- Engineering Design
- Sustainable ESD Design
- Interior Design
- Building Auditing / Condition Assessments
- Project Management
- Contract/Construction Administration
- Masterplanning

**Answer 4:** The Base Services Transformation program is seeking the provision of services as detailed in the Statement of Expectation (refer to Part 2 of the RFP).

**Question 5:** I noticed that you had property and assets services on the as part of the services, I was wondering does that include any cleaning services?

**Answer 5:** No, the Property and Assets Services does not include Cleaning Services.

The Statement of Expectation Overview will assist with understanding the Package structure (refer Part 2, Attachment B).

Annexes A through I of Attachment B, and its appendices, contain the Statement of Expectation for the Base Services.

Cleaning Services falls under the Living and Working Services Package (refer to Annex D to Attachment B, Part 2).

**Question 6:** I have recently viewed your contract on the AusTender website and have seen that my colleagues and I can fulfil two digital services you have listed, these include “Firefighting Services” and “Waste Management and Resource Recovery Services”. My agency that I own is home to a wide range of contractors hence would be competent to fill these roles. Hence, if these positions are still available I would be eager to discuss further details.

**Answer 6:** Defence is unable to engage directly with any potential respondent regarding the Base Services Transformation program during the RFP period.

Shortlisted respondents will be invited to participate in a Co-Design Activity following the conclusion of this RFP (refer clause 1.1.3 of the Conditions of Proposal).

Defence invites proposals from any industry provider that is capable of delivering all of the Services in a Package within the State or Territory (refer to clause 4.9 of the Conditions for Proposal).

Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program. Refer to the Base Services Transformation Program’s webpage for this publically available list at <https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>.

-----END OF ADDENDUM NO. 2 -----

## ANNEX E TO ATTACHMENT B

## NATIONAL PROGRAM SERVICE PACKAGE

**1 GENERAL****1.1 Package Overview**

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- 1.1.1 National Program Service is proposed as a single Service Package.
- 1.1.2 Defence is requesting proposals from Industry Partners who can deliver a national service.

**1.2 Essential Requirements**

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***Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.***

- 1.2.1 This Package cannot be delivered in conjunction with the Project Delivery Service Package and/or the Property and Asset Services Package.
- 1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.

**1.3 Package Summary**

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- 1.3.1 To enable capability, Defence Estate, including physical building structures and assets, must be resilient and adaptive, safe and sustainable. The National Program Service manages a national three (3) year rolling program to undertake facility and infrastructure projects aimed at restoring or sustaining capability and addressing safety and compliance requirements of facilities and infrastructure across the Defence Estate.
- 1.3.2 Please refer to Appendix A of this Annex E for further information.

**1.4 Key Package Outcomes**

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- 1.4.1 Defence requires respondents to deliver the Services that are capability driven, condition informed, support workforce sustainment and create safe and compliant workplaces, taking into consideration factors such as heritage and environmental outcomes, including energy efficiency.
- 1.4.2 The respondent is required to:
- a. deliver Services that comply with Defence's asset management frameworks, restore or sustain capability, support Defence's operational readiness, and ensure compliance and safety of the Defence Estate; and
  - b. implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

## ANNEX F TO ATTACHMENT B

## PROJECT DELIVERY SERVICE PACKAGE

**1 GENERAL****1.1 Package Overview**

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- 1.1.1 Project Delivery Services is proposed as a single Service Package.
- 1.1.2 Defence is requesting proposals from Industry Partners that can deliver a program of work, in a multiple-provider delivery model.

**1.2 Essential Requirement**

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***Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.***

- 1.2.1 This Package cannot be delivered in conjunction with the National Program Service and/or the Property and Asset Services Package in each nominated State or Territory.
- 1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.
- 1.2.3 The respondent must be able to deliver the Services in this Package across all designated Defence Sites within a nominated State and/or Territory.

**1.3 Package Summary**

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- 1.3.1 To enable capability, the Defence Estate, including our physical building structures and assets, must be resilient and adaptive, safe and sustainable. The Project Delivery Services (PDS) manages and provides delivery of approved and programmed construction, maintenance and consultancy projects that require a central, coordinated approach across multiple sites in Australia.
- 1.3.2 Please refer to Appendix A to this Annex B for further information.

**1.4 Key Package Outcomes**

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- 1.4.1 Defence requires to ensure that approved projects are programmed and delivered through the application of professional program and project management methodologies, resulting in safe and compliant outcomes that meet capability requirements.
- 1.4.2 Respondents are required to:
- deliver approved projects in accordance with Defence, State, Territory and Commonwealth legislation;
  - deliver approved projects that are cognisant of heritage, cultural and environmental considerations and impacts, ensuring maximum utilisation of energy and resource efficient methods and devices in project design and delivery; and
  - implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

## ANNEX G TO ATTACHMENT B

## PROPERTY AND ASSET SERVICES PACKAGE

**1 GENERAL****1.1 Package Overview**

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- 1.1.1 Property and Asset Services encompasses the following:
- a. Aerodrome Operations;
  - b. Estate Upkeep Services;
  - c. Land Management Services; and
  - d. Training Area and Range Management Services.
- 1.1.2 Defence is open to this Package being delivered by multiple Industry Partners.

**1.2 Essential Requirements**

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***Note to respondent: For the purpose of this RFP, a respondent can submit a response to the National Program Service Package, the Project Delivery Service Package and the Property and Asset Services Package. If successful under any subsequent RFT, a respondent will only be able to provide one of these Service Packages in each nominated State or Territory. The respondent can inform Defence of its Package preference in its RFP response.***

- 1.2.1 This Package cannot be delivered in conjunction with the National Program Service Package and/or the Project Delivery Services Package.
- 1.2.2 This Package may be delivered in conjunction with other Packages except where a Package is excluded.
- 1.2.3 The respondent must be able to deliver the Services in this Package across all designated Defence Sites within a nominated State and/or Territory.

**1.3 Package Summary**

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- 1.3.1 Defence's property and asset portfolio is diverse in nature including built and natural environments requiring a range of innovative and industry-leading solutions including the maintenance and management of buildings, infrastructure, natural assets and equipment.
- 1.3.2 The maintenance of the Defence Estate includes a broad range of environmental outcomes that require the development of expert plans and the implementation of leading horticultural and environmental practices.
- 1.3.3 Defence expects that facilities maintenance practices will focus on informed use of data and analytics to improve decision-making.
- 1.3.4 Technology should be at the forefront of industry's design and solutions need to be scalable.
- 1.3.5 Defence expects that this Package will provide through-life business improvement opportunities and options to integrate solutions through innovation and streamlining of operations.
- 1.3.6 This Package enables Industry Partners to deliver business efficiencies to Defence across different asset classes while developing a holistic view of the Defence Estate.
- 1.3.7 Defence values seamless customer interfaces. It is important that Industry Partners consider how a customer interacts with a Service and provides options that simplify how the customer accesses and interacts with Property and Asset Services.
- 1.3.8 Please refer to Appendices A through D to this Annex G for further information.

**ANNEX G TO ATTACHMENT B****1.4 Key Package Outcomes**

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- 1.4.1 Defence expects that the respondent provides successful service delivery outcomes through an integrated and coordinated approach to the delivery of Property & Asset Services based on ease of access and customer centricity.
- 1.4.2 Defence requires respondents to demonstrate efficient and effective service delivery through:
- a. a modern and innovative approach to service delivery, harvesting efficiency through commonality in service design;
  - b. achieving Service outcomes that relate to the Property and Asset Services Package; and
  - c. implementing effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

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(ABN 68 706 814 312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 3**

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**ADDENDUM NO. 3**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01, Defence provides the responses to the following requests for proposal inquiries.

**Questions and Answers:**

**Question 1:** Is there a webinar session scheduled for the 17th October 2022 and if so can you please send me the link to this session?

**Answer 1:** There is no webinar on 17 October 2022. Defence will conduct a virtual industry briefing on 19 October 2022 at 2:00 pm local time in the ACT.

For information on how to register for the industry briefing, please refer to Addendum 1, published through AusTender on 12 October 2022.

**Question 2:** Would it be possible to advise where I would find the login information to access the online Industry Briefing at 2pm tomorrow 19/10/22.

**Question 2:** Registered respondents for the industry briefing will be sent an email to the registered email address on the morning of the industry briefing.

Respondents may need to add the following addresses to the safe list:  
<https://BaseServicesRFP.anzpac.chime.live> and [Defence@chime.live](mailto:Defence@chime.live).

The industry briefing will be recorded and the recording will subsequently be available for viewing on the Base Services Transformation program webpage.

**Question 3:** Appendix A to Annex E to Attachment B has an Overview section for the National Program Service (NPS) package. We seek clarification of the following within the Overview description which outlines the tasks to include “design, delivery and handover/takeover”. Are these tasks specifically being performed by the NPS or are they more descriptive for the overall Estate Works Program?

**Answer 3:** The tasks outlined in paragraph 2 of the Overview in Part 2, Attachment B, Annex E, Appendix A Statement of Expectation National Program Service (NPS) are descriptive of the overall Estate Works Program where approved projects are programmed by the National Program Service, aggregated into projects of like works and released to the Project Delivery Services Industry Partners for the management of the delivery.

The NPS Industry Partner scope of work will not include design, delivery, and handover/takeover services.

The full Service Scope for NPS Industry Partner is set out on page 2 of Attachment B, Annexure E, Appendix A.



**Question 4:** Appendix A to Annex E to Attachment B has a Service Scope section – this section provides an outline of typical EWP projects ranging in value from \$10k to \$15M with an average value being \$1.5M – \$2M. This section describes “programmed” works that “may be delivered by the Industry Partner”. Is the industry partner referred to here the National Program Service or the Project Delivery Service package provider?

**Answer 4:** The Industry Partner referred to for the delivery of the Estate Works Program is the Project Delivery Services Industry Partner(s) for each State or Territory.

The National Program Services Industry Partner will be responsible for the programming of the Estate Works Program.  
The Project Delivery Services Industry Partners will be responsible for delivering the Estate Works Program as described in the Service Scope section of Part 2, Attachment B, Annexure E, Appendix A.

**Question 5:** In relation to Part 1 – Conditions of Proposal, Section 6 Proposal Evaluation Criteria, can Defence please confirm if there is a criteria weighting and can that be shared?

**Answer 5:** Defence does not intend to apply a criteria weighting to the proposed criteria stated in clause 6.1.1.

**Question 6:** Can Defence confirm if entities would be able to sub-contract to another short-listed entity post CDA or can they only submit based on their RFP response?

**Answer 6:** Defence encourages the respondent to use Table A-4 in Annex A to Attachment A of Part 1 to provide the details of any proposed Subcontractor(s). If the respondent is unable to provide Subcontractor details at the time of submitting a proposal, the respondent is to indicate the percentage of work expected to be subcontracted.

As part of the Co-Design Activity process, a respondent may identify a need to adjust its Subcontractor list to meet final Defence requirements as part of the RFT stage. In this scenario, Defence understands and accepts that Subcontractor lists may alter from those submitted under the RFP stage.

**Question 7:** Annex C to Attachment A to Conditions of Proposal – Proposed Delivery Approach advises, “In developing a response to this Annex C, a respondent is encouraged to refer to:

- a. past experience and performance from its relevant industry; and
- b. its network reach which must detail personnel, contractors, proposed Subcontractors and other capability partners and resources that will be used to support the delivery of any Package.”

With respect to “personnel” can Defence please clarify if at RFP stage full details of proposed individuals is required through either penpics or CVs or does this refer to an outline of an approach to personnel to deliver the required outcomes for each package?

**Answer 7:** Defence does not require the specific details of proposed individuals to deliver the Package at the RFP stage.

The respondent is requested to provide sufficient information in response to Annex C to Attachment A of Part 1 to assist Defence to gain an understanding of the respondent’s capability and capacity to deliver, and ability to scale and adapt for the Package in each State or Territory.

**Question 8:** When submitting multiple packages, should we complete separate responses to Annex D, G, H, I and J for each package?

**Answer 8:** A complete response is requested to be submitted for each Package the respondent is proposing to deliver.

**Question 9:** When responding to Sections 1; 2; 3; 4 of Annex C to Attachment A, Part 1; for multiple Geographic Locations, is the word limit 5,000 words for each Location or 5,000 words to respond all Locations (up to 6) as nominated on Geographic Location Excel spreadsheet Appendix A to Annex A to Attachment A?

**Answer 9:** When proposing for multiple geographic regions, 5,000 words per State or Territory will be permitted.

Defence is not looking for replication of content in responses. The added State or Territory content should focus on articulating differences across the geographic regions.

**Question 10:** I have access to the Defence Base Services Re-tender ArcGIS Portal but I have a query regarding the content of information contained on Base Services Packages as we couldn't see any info on:

- Project Delivery Services Package
- National Program Services Package

Are you able to provide an update on the status of this information in the Portal?

**Answer 10:** The Defence Base Services Transformation GIS Portal has been developed to provide differentiating data of current Base Services across the Defence Estate.

The National Program Service and Program Delivery Services are each delivered nationally across the entire Estate, therefore mapping on the portal would not provide useful data.

Defence has provided an indication of the number of projects and broad details of the scope in Appendix A to Annex E to Attachment B, Part 2 and Appendix A to Annex F to Attachment B, Part 2 to assist industry in understanding the requirements.

Defence does not intend to provide any additional data in respect to National Program Service and Program Delivery Services during the RFP stage.

----- END OF ADDENDUM NO. 3 -----

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**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 4**

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**ADDENDUM NO. 4**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01, Defence provides the following responses to questions raised during the industry briefing on 19 October 2022. A further Addendum will be released as soon as possible to answer questions taken on notice.

A recording of the industry briefing is available on the Base Services Transformation Program's webpage.

<https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>

**Questions and Answers:**

**Question 1:** What is the expected turn around time for responses from the Contact Officer?

**Answer 1:** Defence is seeking to reply to these questions as quickly as possible. Some questions may be more complex than others and Defence is focused on ensuring that it provides the best available clarification to any question received. Defence is continuing to work through questions that have been received, as is committed to turning those around as quickly as it can.

**Question 2:** Not all Defence bases have been explicitly named in the RFP - is it correct to assume that all Defence sites are covered in this RFP?

**Answer 2:** Yes, it is. Please refer to the Data Room, where respondents can access a geospatial platform that identifies Defence sites within each States and Territories. The platform provides an understanding of where Defence sites are located, their geographical spread, and the different services that might be required on those sites.

**Question 3:** There does not appear to be a pricing document in the RFP documents, at least in relation to the waste package. We suspect pricing will be the subject of a later phase two or RFT process. Could you please confirm that pricing is not required to be submitted during this RFP phase?

**Answer 3:** That is correct. Defence is not seeking any prices in relation to any of the service Packages released as part of the RFP.

**Question 4:** innovation opportunities and focus on cyberworthiness?

**Answer 4:** Defence is seeking innovation from future industry Partners. With regards to cyberworthiness, recent events around data breaches and Defence's security posture mean the requirement for Industry Partners to comply with the Defence Industrial Security Program will be a focus in any future contracts.

**Question 5:** Will further information be added to the data room during the RFP period?

**Answer 5:** No, there is no intention to add any further information to what is already available in the Data Room.  
(refer Addendum 3 Question 10)

**Question 6:** How many NPS and PDS contractors are anticipated?

**Answer 6:** National Program Service is a single Service Package at the national level only. Please refer to clause 1.1 of Annex E to Attachment B of Part 2. For Project Delivery Services, respondents are able to bid for the Service at a State and Territory level.  
(refer to clause 1.2 of Annex F to Attachment B of Part 2)  
Defence has not made any decisions on the number of contractors for Project Delivery Services.

**Question 7:** Will Defence have a minimum number of respondent's that will get to Co-design? Will subcontractors be included in Co-Design?

**Answer 7:** Defence will release further details around the Co-Design Activity following the conclusion of the RFP evaluation. Defence does not have a minimum number of respondents that will be invited to participate in the Co-Design Activity. Defence will inform all shortlisted respondents of the requirements for the Co-Design Activity at the appropriate time.  
(refer clause 1.1.4, of Part 1 Conditions of Proposal)

**Question 8:** Is there a list of pre-qualified head contractors so subcontractors can readily communicate?

**Answer 8:** Defence has not yet selected any pre-qualified head contractors. Defence has a Participant Contact List, details of which can be found on our Base Services Transformation website.  
(refer to the Base Services Transformation Program's webpage for this publicly available list at <https://www.defence.gov.au/business-industry/programs/base-services-transformation-program> )

Defence encourages any entities who consider themselves to be in the subcontractor space to provide their details so they are available to potential industry partners.

**Question 9:** Will further details be released in relation to the package specifications?

**Answer 9:** Defence does not intend to release any further details relating to the Package specifications in the RFP.  
Further specifications will be provided as part of the Request For Tender phase.

**Question 10:** Does Defence expect a full response per package, noting significant portions may be duplicated across packages?

**Answer 10:** Defence requests all responses are in accordance with the requirements in the RFP.

A complete response is requested to be submitted for each Package the respondent is proposing to deliver.

(refer Addendum 3 Question 8)

**Question 11:** If respondents have additional ideas for value adds or optional extras that are related to the services, can they be included? If so, is there a particular place in the response they should be included?

**Answer 11:** Yes, in respondents' proposed approach to delivering services, respondents have the opportunity to identify any value adds or innovations.

**Question 12:** For the purposes of probity it was indicated that Defence service providers can't be contacted or involved in our bid? Can you please clarify whom the service provider is and what are the restrictions?

**Answer 12:** The second part of the question first – the restrictions are that if people have been working inside Defence or advising Defence in terms of the development of the procurement process or the Base Services program or on a related process, then respondents do need to seek Defence's approval in writing to have that person involved in putting the response together. So it is important to clarify that's about people who are actually working (some people describe it as above and below the line) inside Defence on those matters. So it doesn't apply, for example, to your work force that might be doing related work for Defence or even incumbent work for Defence.

Defence does not intend to publish the list of service providers. Anyone Defence has actually hired or engaged to do advice on any Defence program ultimately will be published via The Gazette if it's above the relevant procurement threshold.

**Question 13:** Is ISO 27001 a requirement for respondents?

**Answer 13:** Defence does not require ISO certification at the RFP stage. This may be required at a later stage.

**Question 14:** Is the Co- Design Activity a Commonwealth led activity or do invited participants have the opportunity to shape the session?

**Answer 14:** The Co-Design Activity will be Defence-led.

Defence is intending for it to be a facilitated activity. Defence has as much interest in participating in Co-Design as our squad participants.

Subject to available time and the focus within Co-Design, Defence anticipates that participants will be able to shape those sessions through the contributions they make.

**Question 15:** Is DISP accreditation required for all respondent organisations?

**Answer 15:** DISP accreditation is not required to submit an RFP response. DISP accreditation is likely to be required for all Industry Partners under any future contract.

**Question 16:** Where there are multiple packages of work or locations that a respondent may be considering, is the intention to have a full and complete RFP response for each package including for each (state) location?

**Answer 16:** Defence is seeking responses for each Package. Defence has included an attachment which allows a respondent to nominate which State and Territories it is seeking consideration for.

Defence encourages respondents not to duplicate information when submitting a response across each State or Territory. Defence is looking for a full response which incorporates each Package and the differences between any Services provided in the different States and Territories.  
(refer Addendum 3 Question 8)

**Question 17:** We note Defence is seeking an expression of interest for remote operations. What will happen with these services if Defence does not go ahead with this package?

**Answer 17:** Defence has called that out as an optional package. Your State and Territory responses in the first instance are inclusive of those properties, so if Defence doesn't proceed, it would anticipate there will still be service coverage at that location.

**Question 18:** Will co-design involve all shortlisted contractors for every package? Or will they be completed on a single package at a time?

**Answer 18:** Defence is currently finalising the Co-Design Activity and shortlisted respondents will be invited to participate in a Co-Design Activity following the conclusion of this RFP.  
(refer clause 1.1.3 of the Conditions of Proposal)



**Question 19:** Can you summarise word limits. It appears there is no word limit on some of the elements, but there are on other elements

**Answer 19:** No word limit applies unless called out in an Attachment, Annex or Appendix.

Annex A to Attachment A, Part 1 has a word limit of 5,000 words. Annex C to Attachment A, Part 1, requires responses against each Package be limited to no more than 5,000 words per Package.

Addendum 3 Question 9 provides further clarification of the word limit for multiple geographic regions, 5,000 words per State or Territory will be permitted per Package.

Annexes B, D, E, F, G, H, I and J to Attachment A, Part 1 have specific information requirements that the respondent is to reply to as required and therefore do not have a word limit.

**Question 20:** Are the three services going to be involved with the Co-Design Activity?

**Answer 20:** 'Services' is a word that we are using interchangeably. Defence presumes the question is relating to the three military service groups: Navy, Army and Air Force.

Defence does anticipate their contribution to Co-Design as well as from the other groups and services within Defence.

**Question 21:** Defence's expectations is a full RFP response for each package for each state or territory - so for those who may bid multiple packages or locations, the volume of material to be generated seems significant. Is this the intention of Defence?

Can you clarify how the duplication of material will be managed or evaluated or should respondents have specific and different responses for each package and location

**Answer 21:** Defence encourages respondents to provide complete, streamlined proposals as part of the RFP process for each Package the respondent is proposing to deliver.  
(refer to Addendum 3 Question 9)

**Question 22:** Will alternate proposals be sought or considered for the RFP phase?

**Answer 22:** Defence is not seeking any alternate proposals to what has been released.

**Question 23:** Will packages be awarded by individual state or territory ie: the RFP bundles NSW/ACT together, would Defence award ACT separate to NSW?

**Answer 23:** That really will be a matter for the Request for Tender phase. Relevant guidance, instructions and conditions of participation will be released at that Request for Tender stage.

Defence has an obligation under Commonwealth Procurement Rules to use Commonwealth resources efficiently and effectively, and Defence will need to make decisions around what level of geographic aggregation or disaggregation it is prepared to accept.

**Question 24:** Is there a target date for the ServiceConnect platform to be integrated into the BST Program?

**Answer 24:** For those that may not be familiar with ServiceConnect, it is a digital customer engagement platform being developed in-house at the moment. It is due to be launched later this year with a first tranche of activities across the enterprise to be picked up in that platform.

Defence expects Base Services will be integrated into that platform progressively, such that a majority of Base Services activities will be within that platform by the time Defence and industry gets into contract under this procurement process.

**Question 25:** Under the NPS section of the RFP there is mention of alignment to "asset management frameworks", have these been published?

**Answer 25:** Defence has not published any 'asset management frameworks'. Defence is working to progressively improve asset management across the estate.

**Question 26:** Would you consider extending the Co-Design period should it be required to meet expectations of Defence and the RFP respondents?

**Answer 26:** Defence is committed to the Co-Design Activity. If Defence considers that it need to extend those time frames, then that will be a decision for Defence at a later stage. Defence will look to structure the Co-Design Activity to be efficient, but also to meet the benefits that are expected out of Co-Design.

**Question 27:** How do Defence intend to protect commercially sensitive information / innovation as part of the joint Co Design phase?

**Answer 27:** Defence will provide further information around Co-Design when it gets to that stage. Co-Design is not intended to erode or compromise any competitive advantage that individual participants consider that they have. Co-Design will be about helping to clarify the requirements and ensure that all shortlisted respondents understand the same requirement. Defence expects that will help to minimise the level of difference between different responses' interpretations of the requirements. So Defence will provide the protocols for those sorts of things at the appropriate time.

**Question 28:** Are we able to provide appendices to each Annex? Also, can we cross-reference the documents within a package response?

**Answer 28:** Yes, Defence encourages respondents to provide complete, streamlined proposals as part of the RFP process.

**Question 29:** We note that elements of the Estate Works Program have been delivered by EMOS in recent years in addition to that delivered by PDS. As a key focus for current EMOS contractors would be the Property and Asset Services Package and the recent addenda has indicated that contractors cannot perform both this package and Project Delivery Services in a geography, does that mean that the Estate Works Program will only be delivered by PDS in the future.

**Answer 29:** There are limited Project Support Services provided through EMOS. Defence does not be intending to reduce those only to be delivered by Project Delivery Services. The specifications will be clear at the Request for Tender phase.

**Question 30:** Are you able to clarify that Integrated Management means that Defence intend on creating integrated teams?

**Answer 30:** I think this question talks particularly to the team of teams' key messaging.

Base Services is an accumulation of activities which provide support to Defence. It is expected all future contractors will be integrated, or to be reasonably integrated, with each other but, more importantly, to be integrated with Security and Estate Group, who is ultimately accountable to the enterprise for the delivery of all services under the Base Services portfolio.

Defence is still exploring what a future management system may look like, but it does expect that to be an integrated system – if I use a military concept – from strategy through tactical, down to operations.

**Question 31:** Where existing primes have a market competitive advantage, ie provide services unique to Defence and therefore no market outside Defence exists, how will respondents be evaluated in terms of an opportunity to provide a solution that would meet Defence's requirements.

**Answer 31:** The services sought in the Base Services Transformation program are not unique to Defence. One of the guiding themes in the BST Program, as set out in the covering letter to the RFP, is 'Making Defence Life Like Community Life'.

**Question 32:** How will the Co-Design activities be evaluated?

**Answer 32:** Defence is still working through the Co-Design protocols. Values and Behaviours that have been talked about, aligning to our system and being motivated in Defence's interests, might give some insight into how Defence will come at the Co-Design Activity.

Defence will provide further information on the Co-Design Activity to shortlisted respondents prior to the commencement of CDA.  
(refer Conditions of Proposal clause 1.1.4)

**Question 33:** Will co-design activities be package specific and, if so, will those activities be run in parallel?

**Answer 33:** Defence expects to have both collective Co-Design Activities as well as Package specific Co-Design Activities. It would also expect that there will be some elements that will be run in parallel.

**Question 34:** As a subcontractor, how do we get added to the "Participant Contact List"?

**Answer 34:** Please complete and sign the Participant Disclosure Consent Form from Annex B of the RFI Conditions for Industry Engagement (EIG/BSTP/20210/01).

**Question 35:** Please clarify – if we submit for cleaning services, does that mean we must also submit for the entire Package D including housekeeping, laundry, pest services etc?

**Answer 35:** Yes. Please refer to Defence's answer to Addendum 2 Question 1.

**Question 36:** Can you be a subcontractor on both the project delivery service package and the property and asset services in the same location?

**Answer 36:** Yes, it will be possible for a subcontractor to be engaged by an Industry Partner to deliver services for both the Project Delivery Service and Property and Asset Service packages in the same location.

**Question 37:** Will any lessons learnt from current EMOS, NPS and PDS Contractors be made available? Either now or in the Co-Design process?

**Answer 37:** Defence will not provide lessons learnt from current Estate Maintenance and Operation Services, National Program Services, Project Delivery Services contractors, but at the Co-Design Activity shortlisted participants will have the opportunity to engage with Defence and industry to design and optimise future service delivery.

-----END OF ADDENDUM NO. 4 -----

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**Australian Government**  
**Department of Defence**

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**Department of Defence**  
**(ABN 68 706 814 312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 5**

OFFICIAL

**ADDENDUM NO. 5**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01, Defence provides the responses to the following requests for proposal inquiries.

**Questions and Answers:**

**Question 1:** Can you please confirm if this is the tender for the large scale Base Services Contract ie: larger companies to bid? I couldn't quite deduce if it is of interest to our smaller SME's or not.

**Answer 1:** The Request for Proposal is not limited to large scale companies. Defence invites proposals from any service provider that has the capability and capacity to deliver the Base Services as described in the RFP.

Defence will not consider a proposal for only part of a Package. The structure of the nine (9) Packages, and the Services and geo-aggregation that comprise each Package, are set out in clause 3 of Attachment B of Part 2, Statement of Expectation Overview.

Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program.

Refer to the Base Services Transformation Program's webpage for this publicly available list at [www.defence.gov.au/business-industry/programs/base-services-transformation-program](http://www.defence.gov.au/business-industry/programs/base-services-transformation-program)

**Question 2:** Condition of Proposal – As there is no set "form of tender" for response format, can Defence clarify if respondents can create a customised response document providing it meets the Condition of Proposal requirements?

**Answer 2:** Yes, respondents can create a customised response providing it meets all requirements in the Conditions of Proposal.

A proposal must include submission of all the documents listed in Attachment A, Part 1 – Proposal Data Requirements List, and the checklist at Attachment C, Part 1 – Proposal Checklist.

**Question 3:** Annex I – Past Performance – Question 1.3 states "Where applicable the respondent is to provide at least one example of each proposed Subcontractor's relevant experience providing services which are either similar, related or relevant to the Services that are proposed to be delivered by a Subcontractor in a nominated Package. The respondent for each Subcontractor should provide the same details as listed in clause 1.2." Noting we have over 100 subcontractors, does Defence require every subcontractor utilised in the delivery of Services to have a table completed as per Question 1.2?

**Answer 3:** The respondent is to provide details of proposed Subcontractors in Table A-4 of Annex A to Attachment A of Part 1, or if a list of Subcontractors is not available at the time of this proposal, allocate a percentage of work that is expected to be subcontracted under a resultant Base Services contract.

If the respondent is unable, or it is impractical, to provide a completed table as listed in clause 1.2 of Annex I - Past Performance to Attachment A of Part 1 for all Subcontractors identified in Table A-4, Defence will consider a selection of Subcontractors that reasonably represent all Services and geo-aggregation that comprise each Package the respondent is proposing to deliver. In considering this guidance, Defence draws the respondent's attention to clause 6.1.1.a of the Proposed Evaluation Criteria in Part 1 Conditions of Proposal.

**Question 4:** While management of design is listed as a required service in the Statement of Expectation we would like to understand if the Project Delivery Services contractor will be able to provide design and costing services internally and if so to what degree. i.e., 5% Masterplan and Feasibility Review (MPFR), 30% Concept Design Report (CDR), etc)?

**Answer 4:** Respondents are advised to review the services as set out in the Statement of Expectation for the RFP stage. Defence confirms that the contract deliverables will include design and costing services. Additional detail on Defence's requirement will be provided at the RFT stage.

**Question 5:** Pursuant to 1.2.2 in Annex B to Attachment B, Base Services Contact Centre (BSCC), can Defence confirm if the Australian hosting of data is related to only BSSC data?  
If not, what types/categories of data require Australian hosting?

**Answer 5:** Australian hosting of data is a requirement for the Base Services Contact Centre Service Package.

Additional detail on Defence's requirement for data management for all Service Packages will be provided at the RFT stage. Respondents should refer to the Defence Security Principals Framework (DSFP) for guidance on the hosting of data.

The DSPF is available at [www.defence.gov.au/security](http://www.defence.gov.au/security)



**Question 6:** With respect to Addendum 2 recently released: if a company submits a proposal for NPS as the prime, will they be precluded (or have to prioritise) to be included as a sub-consultant to another company who is bidding for either PDS or Property and Asset services?

**Answer 6:** The restriction only applies to Industry Partners that hold contracts with Defence. For example, a respondent may be able to be the Industry Partner for NPS as well as being a subcontractor to Property and Asset Services.

**Question 7:** In accordance with Clause 3.5 of the Guidance Note – Executing a Deed Poll of Confidentiality; if we intend to submit a Deed Poll of Confidentiality executed under Power of Attorney, what are the additional requirements that we need to satisfy in order for this to take place?

**Answer 7:** Before Defence supplies an amended form of Deed Poll of Confidentiality, please provide a copy of the current power of attorney, which binds the respondent to the RFP. Please also include any registration details relating to the power of attorney.

Defence will then supply an amended form of the Deed Poll, including a statement from the attorney that the attorney has no knowledge that the power of attorney has been revoked.

**Question 8:** In accordance with 2.3 of Attachment D to Part 1 of the RFP – Deed Poll of Confidentiality (to access the Data Room), we kindly request an amended form of the Deed Poll of Confidentiality for execution by an Individual.

**Answer 8:** Before Defence supplies an amended form of Deed Poll of Confidentiality, please confirm that the individual is not an employee of the intended respondent (including a related body corporate of the intended respondent) in accordance with paragraph 2.4 of the guidance note.

In accordance with clause 2.9 of the Conditions of Proposal, the information available in the Data Room is for the purposes of this RFP.

Pursuant to clause 2.9.3, Defence requires the respondent (and any of the respondent's proposed Subcontractors, partners or Related Bodies Corporate) to execute a Deed Poll of Confidentiality before respondent personnel (or personnel of any proposed Subcontractor, partner or Related Bodies Corporate) can access the Data Room.

**Question 9:** Part 1 BST RFP ANN I Past Performance – Are tenderers allowed to use current Defence contracts as evidence of Past Performance?

**Answer 9:** Yes, a respondent can provide all relevant examples as evidence of Past Performance.

**Question 10:** Could you please provide us the process to get access to the Data Room for the BST RFP?

**Answer 10:** Respondents are required to email a scanned copy of the duly executed Deed Poll of Confidentiality (Attachment D to Conditions of Proposal) to the Contact Officer at [bst.contactofficer@defence.gov.au](mailto:bst.contactofficer@defence.gov.au) Refer to clause 2.9 Data Room of the Conditions of Proposal.

**Question 11:** I am enquiring if the above Industry Briefing recording/presentation is available for distribution?

**Answer 11:** A recording of the industry briefing held on 19 October 2022 is available on the Base Services Transformation Program's webpage at [www.defence.gov.au/business-industry/programs/base-services-transformation-program](http://www.defence.gov.au/business-industry/programs/base-services-transformation-program) Refer to Addendum 4.

-----END OF ADDENDUM NO. 5 -----

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**Department of Defence  
(ABN 68 706 814 312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 6**

OFFICIAL

**ADDENDUM NO. 6**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01 Defence provides the following responses to the requests for proposal inquiries, including the remainder of the question/s raised at the industry briefing.

**Questions and Answers:**

**Question 1:** With reference to the recently released Addendum 2; where a company holds a part ownership interest in another bidding entity, can both entities bid the same work packages, using different entities and bidding completely in their own right of course?

Assuming this is acceptable – if one of the entities is successful with a different work package, does this effect the ability for the second entity to be successful on a separate package? e.g. Company A owns a portion of Company B, Company A wins Living and Working Services; Company A and B bid Property and Asset Services separately, is company B excluded from being considered for Property and Asset services because of Company A's part ownership?

**Answer 1:** Where a company holds a part ownership interest in another bidding entity, both entities can bid for the same Package in their own right. If one of the entities is successful in winning a Package this will not affect the ability for the second entity to be successful in winning a separate Package.

**Question 2:** We believe a new Base Services model is needed to achieve improvement and would like to help to create it. We would like to assist Defence to design the RFT and assess the responses of respondents to create a model that will achieve Defence's aims of value for money, sustainability and operational certainty.

**Answer 2:** Defence has undertaken engagement through a formal Request for Information to advise the Base Services Transformation program. (Refer EIG/BSTP/2021/01). Defence is not intending to source additional professional advice/consultancies to support the BST program.

Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program. Refer to the Base Services Transformation Program's webpage for this publicly available list at <https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>.

**Question 3:** Can Defence confirm that the classification of information available for viewing/use in the Data Room will not exceed Official Sensitive?

**Answer 3:** Defence confirms the classification of information in the Base Services Transformation RFP Data Room is classified as Official.

**Question 4:** Within 'Estate Upkeep', is Defence looking for an Asset Management company or breaking it down into specific trades and services?

**Answer 4:** Defence is seeking proposals from any respondent who has the capacity and capability to deliver all services in a Package to all designated Defence Sites within a nominated State and/or Territory. This may be by the respondent solely, or through the respondent's nominated subcontractor/s. Estate Upkeep is included in the Property and Asset Services Package. Other Services that make up the Property and Asset Services Package are Aerodrome Operations; Land Management Services, and Training Area and Range Management Services.  
(refer Annex G to Attachment B of Part 2)

**Question 5:** We seek direction from Defence on its preference for how information is to be structured in response to Annex C to Attachment A 'Proposed Package Delivery Approach' for the Living and Working Services Package and the Property and Asset Services Package, since these two Packages have multiple Services within them.

Using Living and Working Services Package as an example, would Defence prefer the response to Annex C to consist of seven sections, (i.e. answers to questions C1 - C4 for Cleaning Service first, followed by answers to questions C1 - C4 for Hospitality and Catering, followed by answers to questions C1 - C4 for Housekeeping Services and so on); or would Defence prefer all seven services within the Package to be answered within a single C1 section, followed by a single C2 section and so on.

**Answer 5:** The respondent should structure the information in its response as it sees fit – Defence does not have a preference.

In developing a response to Annex C, the respondent is encouraged to refer to:

- a. past experience and performance from its relevant industry; and
- b. its network reach, which must detail personnel, contractors, proposed Subcontractors and other capability partners and resources that will be used to support the delivery of the Package.

Please note that the response against each Package for the purpose of Annex C is limited to no more than 5,000 words per Package.

**Question 6:** Can Defence please clarify which documents it requests respondents to specifically include in its Statement of Non-Compliance?

Specifically, should the statement of non-compliance include:

- all documents contained in the file "Annexes to Attachment A" (a subfolder in file "01 Part 1 – Conditions of Proposal") and
  - all documents contained within file "02 Part 2 (Package Statement of Expectations)";
- and
- the Statement of Non-compliance is not required to include a response to any other document which was released with the RFP (including file "03 Part 3 (Commercial Framework)").

**Answer 6:** In accordance with clause 5, Annex A to Attachment A of the Conditions of Proposal, if a respondent does not fully comply with any clause of the Annexes to the Conditions of Proposal (Part 1 – Conditions of Proposal Annexes to Attachment A) or a SOE (Part 2 – Statement of Expectation), it is to state its non-compliances in a Statement of Non-Compliance.

Documents in Part 3 – Commercial Framework contain supplementary information only and therefore they should not have any non-compliances.

Please refer to the definitions of 'Complies', 'Does not Comply' and 'Exceeds Requirement' within the Glossary, at Attachment B to Part 1.

**Question 7:** Once we have registered on the Participant Contact List could you please confirm that we are not obligated to participate in this RFP stage, and there is nothing to return on December 16 unless we are approached by a head contractor who would like to use us for a portion of a certain package?

**Answer 7:** Defence encourages service providers that are unable to deliver all of the Services in a Package to consider potential teaming arrangements with other industry participants.

To facilitate the establishment of connections, Defence maintains a Participant Contact List for the Base Services Transformation Program. Refer to the Base Services Transformation Program's webpage for this publicly available list at [www.defence.gov.au/business-industry/programs/base-services-transformation-program](http://www.defence.gov.au/business-industry/programs/base-services-transformation-program)

A service provider that does not wish to submit a proposal to deliver a Package as an industry partner under the RFP process is not obligated to participate in this RFP stage and has nothing to return on 16 December 2022, unless as part of a teaming arrangement or subcontractor to a respondent.

**Question 8:** In the recent BST Industry Webinar and Q&A session it was stated that data packs are available for service lines within the RFP. It was also mentioned that there was a confidentiality agreement that needed to be signed before Defence would grant access to the virtual data room. Can you please advise where I can obtain a copy of this confidentiality agreement?

**Answer 8:** Please submit a Deed Poll executed by the entity seeking to access the Data Room pursuant to clause 2.9 of the Conditions for Proposal. The entity must be a respondent, proposed subcontractor, partner or related bodies corporate.  
(refer Addendum 5 Question 10 and Attachment D to Part 1)

**Question 9:** How can I access the recording of the industry briefing that took place 19th October?

**Answer 9:** A recording of the industry briefing is available on the Base Services Transformation Program's webpage.  
<https://www.defence.gov.au/business-industry/programs/base-services-transformation-program>  
(refer Addendum 4)

**Question 10:** When we try to open the documents from the AusTender site we get an error response.

**Answer 10:** All queries and requests for AusTender technical or operational support are to be directed to:  
AusTender Help Desk  
Telephone: 1300 651 698  
International: +61 2 6215 1558  
Email: [tenders@finance.gov.au](mailto:tenders@finance.gov.au)

The AusTender Helpdesk is available between 9am and 5pm local time in the ACT, Monday to Friday (excluding ACT and national public holidays).

**Question 11:** Can Defence please advise what, if any, limitations or constraints it expects on the use of Commercial off-the-shelf (COTS) software solutions for management of projects.

**Answer 11:** Defence does not place any limitations or constraints on the use of COTS software solutions for the management of projects, subject to compliance with the Defence Security Principles Framework (DSPF) and clause 2.5 Security of the Contract Overview, Core Principles.

(refer DSPF [www.defence.gov.au/security](http://www.defence.gov.au/security))

(refer Attachment A to Part 3)

Additional detail on Defence's requirement for data management for all Packages will be provided at the RFT stage.

**Question 12:** For the provision / configuration / deployment of project management and other related software proposed by the NPS or PDS package contractor, will Defence accept a public cloud hosted solution or, is there a limitation for that solution to be deployed inside the Defence network or a protected cloud environment?

**Answer 12:** Defence will consider a public cloud hosted solution subject to compliance with the Defence Security Principles Framework (DSPF) and clause 2.5 Security of the Contract Overview, Core Principles.

(refer DSPF [www.defence.gov.au/security](http://www.defence.gov.au/security))

(refer Attachment A to Part 3)

Additional detail on Defence's requirement for data management for all Packages will be provided at the RFT stage.

**Question 13:** For use of Microsoft communications and office solutions (or other similar platforms), please advise if Defence plans to provide accounts and access to the successful contractor.

**Answer 13:** Access to Defence systems, including office solutions and Defence applications, will be made available as required to perform Defence work, subject to compliance with the Defence Security Principles Framework (DSPF) and clause 2.5 Security of the Contract Overview, Core Principles.

(refer DSPF [www.defence.gov.au/security](http://www.defence.gov.au/security))

(refer Attachment A to Part 3)

**Question 14:** Is this RFP considering community / family services on bases and Defence assets off-base? I offer modern programs addressing community/connection, career, and childminding.

**Answer 14:** The provision of these community and family services is not within the scope of the RFP.



**Question 15:** Is Defence willing to consider a broader NPS role as part of the RFP and Co-Design Activity than what the current NPS contract currently delivers today?

The National Program Services (NPS) Package specifically mentions Services relating to the Estate Works Program, it also mentions estate maintenance, but does not specifically mention providing supporting program Services that relate to other Base Services Contractors (eg, the Estate Upkeep and Land Management Services). Would Defence consider responses to the NPS package that describe an Approach to the Services that extend to these other Base Services Contractors where it can be demonstrated that this is of value to Defence? In other words, is Defence willing to consider a broader NPS role as part of the RFP and Co-Design Activity than what the current NPS contract currently delivers today?

**Answer 15:** Defence is seeking provision of services as detailed in the Statements of Expectation (refer to Part 2 of the RFP). Defence requests that all responses are in accordance with the RFP. Defence is not seeking any Alternate Proposals to what has been released.

(refer Addendum 4 Question 22)

In its approach to delivering services, a respondent has the opportunity to identify any value adds or innovations.

(refer Addendum 4 Question 11 and Question 30)

**Question 16:** Could the Base Services Contact Centre Package be combined with the National Program Services Package? The RFP currently states that this Contact Centre Package must be delivered as a stand-alone Service only and that this Package cannot be delivered in conjunction with any other Package.

**Answer 16:** For the purposes of this RFP Defence is not seeking alternate proposals which propose to combine the service packages.

(refer Addendum 4 Question 22)

-----END OF ADDENDUM NO. 6 -----

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**Australian Government**

**Department of Defence**

**Department of Defence  
(ABN 68706814312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 7**

OFFICIAL

**ADDENDUM NO. 7**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01 Defence provides the following amendments to RFP documentation and responses to proposal questions.

**Amendments to RFT Documentation****Part 3, BST RFP ATT C - Performance Management Overview**

Current document:

**03.03 Part 3 BST RFP ATT C Performance Management Overview.pdf”**

Updated document:

**03.03 Part 3 BST RFP ATT C Performance Management Overview ver2.pdf”**

The following changes have been made to Table C-1: Key Result Areas of the subject document:

**Current clause:**

Behaviours	The development and management of partnerships based on openness, transparency and trust, where the contractor consistently works to meet Defence’s required recruitment outcomes.
------------	--

**Updated clause:**

Behaviours	The development and management of partnerships based on openness, transparency and trust, where the contractor consistently works to demonstrate strategic alignment to Defence’s values and behaviours.
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The following changes have been made to the header of the subject document:

**Current header:**

Error! Unknown document property name.

**Updated header:**

ASDEFCON (Request for Proposal) PART 3

**Questions and Answers:**

**Question 1:** In regards to the word limit for Annex C: Proposed Package Delivery Approach, when providing an integrated response for multiple geographic regions, will Defence allow an increase in the accepted word limit from 5,000 to 15,000 words? This will allow both a full response and the articulation of differences across regions without the need for separate responses for each region. This will also allow for the removal of any replication of content, and be significantly less than the 30,000 words if individual responses were submitted for all geographic region.

**Answer 1:** When proposing for a Package across multiple geographic regions, 5,000 words per State or Territory will be permitted. If providing an integrated response for multiple regions, the respondent may combine the word limit (ie up to 10,000 words for two regions, up to 15,000 words for three regions, etc).

Defence is not looking for replication of content in responses. The added State or Territory content should focus on articulating differences across the geographic regions.  
(refer Addendum 3 Question 9)

**Question 2:** We understand from Addendum 3, Question 9 that for Annex C, 5,000 words per State and Territory is permitted for Annex C inclusive of questions 1-4.

Please can Defence confirm if the additional word count is only to be used against differing delivery approaches by confirming our methodology to the below, or clarifying otherwise?

- If submitting for two States with the same delivery approach – this means 5,000 words
- If submitting for two States with entirely different delivery approaches – this means 10,000 words
- If submitting for two States with 50% of the same delivery approach and 50% customised – this means 7,500 words

**Answer 2:** Refer to Addendum 7 Question 1.

**Question 3:** Annex D to Attachment A states “The respondent’s response to this Annex D is limited to no more than 10,000 words.”

Addendum 4, Answer 19 states “Annexes B, D, E, F, G, H, I and J to Attachment A, Part 1 have specific information requirements that the respondent is to reply to as required and therefore do not have a word limit.”

Can Defence please clarify this inconsistency and confirm if Annex D has a 10,000 word limit or not.

**Answer 3:** Defence acknowledges the inconsistency introduced in Addendum 4, Question 19 on the word limit for Annex D to Attachment A, Part 1. Annex D to Attachment A has a 10,000 word limit in accordance with the note to respondent.  
(refer Annex D to Attachment A to Part 1)

**Question 4:** Addendum 3 question 9 indicates that a tenderer can write up to 5,000 words for Annex C –Proposed Package Delivery Approach for each location. Further the addendum states “Defence is not looking for replication of content in responses. The added State of Territory content should focus on articulating differences across the geographic regions.”

Can Defence provide guidance for respondents with respect to providing a compliant response to Annex C in the case where a Tenderer is tendering across multiple locations?

Would it be compliant to provide a 5,000 word response to Annex C, then provide Attachments by location that set out any specifics relating to that geography only (responding to the same questions set out in Annex C) to be read in conjunction with Annex C?

**Answer 4:** Refer to Addendum 7 Question 1.

**Question 5:** In regard to the recent release of Addendum 6 on the 7/11/22, and Defence’s response to Question 5 in regard to the word limit of Annex C noting the limit of no more than 5,000 words per Package.

We seek clarity on the word limit as this seems to not align to Defence’s response in Addendum 3, Question 9 which states that 5,000 words per State or Territory will be permitted per Package for Annex C.

Could Defence please confirm if the response to Addendum 6 in relation to Annex C word count overrides Addendum 3.

**Answer 5:** Refer to Addendum 7 Question 1.

**Question 6:** Ref: Annex I to Attachment A – Past Performance

Please confirm whether respondents are able to provide up to 5 examples for each State and Territory that they nominate for in the PDS package.

**Answer 6:** The respondent is required to provide at least two examples but not more than five examples of its relevant past experience and performance providing Services in a Package regardless of how many State and Territories that it nominates for under each Package.  
(refer Annex I to Attachment A to Part 1)

**Question 7:** Will a single inclusive response to the BST RFP via the Austender portal with a caveat of FOUO or Official: Sensitive be acceptable for evaluation under the Conditions of the RFP as defined in Part 1 BST RFP Conditions of Proposal Section 3?

**Answer 7:** In accordance with paragraph 7.22 of the Commonwealth Procurement Rules, the Commonwealth will treat proposals as confidential. Any information that is OFFICIAL: Sensitive, should be marked in accordance with the Defence Security Principles Framework (DSPF). FOUO is not a recognised Protective Marking under the DSPF.  
(refer clause 4.1.2 of Part 1 – Conditions of Proposal)  
(refer DSPF : Control 10 [www.defence.gov.au/security](http://www.defence.gov.au/security))

**Question 8:** Section 4 provides protection to confidential information from the Commonwealth to Defence Industry for the purposes of the RFP. Can respondents rely on these protections to be extended to them providing confidential information to the Commonwealth as evidence of related past performance on similar programs?

**Answer 8:** Yes, in accordance with paragraph 7.22 of the Commonwealth Procurement Rules, the Commonwealth will treat proposals as confidential.  
(refer clause 4.1.2 of Part 1 – Conditions of Proposal)

**Question 9:** Commonwealth buyers can purchase directly from Indigenous businesses for contracts of any size and value using the Indigenous business exemption (Exemption 17) in the Commonwealth Procurement Rules. Does the base services panel acknowledge this exemption for Indigenous certified companies?

**Answer 9:** Defence acknowledges Exemption 16 (not 17 as identified in the question) of the Commonwealth Procurement Rules (CPRs) may exempt Defence from complying with the rules of Division 2 of the CPRs, and from paragraphs 4.7, 4.8 and 7.6 of Division 1 when procuring goods and services from an SME with at least 50 per cent Indigenous ownership. The other rules in Division 1 still apply to the procurement, including the core requirement to achieve value for money.

Defence is complying with the Commonwealth's Indigenous Procurement Policy (IPP) – refer Part 1 Annex H to Attachment A of the RFP. The open approach to market, under the BST program RFP, requires each respondent to comply with the Commonwealth's IPP requirements /targets. Defence considers this provides greater opportunities, through either service providers or direct ongoing employment, for First Nations People. Indigenous businesses are encouraged to respond to the RFP.

**Question 10:** Can you please provide clarification as to whether Defence would consider using Exemption 16 under the Commonwealth Procurement Rules (CPR), in awarding a package or multiple packages of work in this process? Exemption 16 provides a potential way to support the objectives of the Indigenous Procurement Policy (IPP), aiming to stimulate Indigenous business and economic development, providing Indigenous Australians with more opportunities to participate in the economy.

**Answer 10:** Refer to Addendum 7 Question 9.

**Question 11:** In Part 1 BST RFP ANN C to ATT A, a respondent can propose to deliver a package in an individual State or Territory (which may be more than one). However, Part 1 BST RFP ANN A APP A Package and Geographical Location seems to indicate you cannot deliver to ACT and VIC exclusively and must combine them with NSW and TAS, respectively. Is this the case?

We note that, in Addendum 4 at Question 23, Defence may allow geographic disaggregation at the RFT phase, but it is not outlined whether respondents in the RFP can just propose to deliver in VIC, TAS, ACT, or NSW on an individual basis (e.g., ACT without NSW).

**Answer 11:** It is an essential requirement for the RFP that the respondent must be able to deliver all of the Service(s) in the Package across all designated Defence Sites in that jurisdiction. For the purposes of compliance with the BST RFP, the Packages have been geographically aggregated in Appendix A to Annex A to Attachment A.

A proposal to deliver a Package in VIC, TAS, ACT or NSW on an individual basis would not be compliant against the essential requirements for that Package.

Defence may consider alternate levels of geographic aggregation at the Request for Tender phase in accordance with the principles of the Commonwealth Procurement Rules.

(refer Appendix A to Annex A to Attachment A, Part 1 – Conditions of Proposal)

(refer Attachment B to Part 2 – Statement of Expectation)

(refer Addendum 4 Question 23)

**Question 12:** For the Base Security Services Package, is the list at Service Scope on page 2 of Part 2 BST RFP ANN A APP A Base Security Services, combined with the list of services outlined in the BST Base Security Services v2 Dashboard, exhaustive i.e.: are there any other, potentially more minor, services that are expected from successful respondents that are not listed at either of these two locations?

**Answer 12:** Appendix A: Base Security Services to Annex A to Attachment B to Statement of Expectation – Part 2, is not contractually binding or designed to be statements of works. Instead, it is intended to assist respondents in understanding the general requirements for a Service and encourage innovative service delivery proposals. The virtual data room is to assist all respondents in their due diligence in respect of the RFP.

For the purposes of the RFP, a respondent must be able to deliver the Service in this Package across all designated Defence Sites within a nominated State and/or Territory.

(refer clauses 2.9 and 5.8 of Part 1 – Conditions of Proposal)



(refer Annex A to Attachment B of Part 2 – Statement of Expectation

-----END OF ADDENDUM NO. 7 -----

**ATTACHMENT C****PERFORMANCE MANAGEMENT OVERVIEW****1. GENERAL**

- 1.1 This Attachment C sets out the intent and expectation of Defence for the Performance Management Framework (PMF) to ensure that performance expectations are clear, performance is monitored, and results are measured and reported. For the purposes of this attachment the PMF is defined as a suite of performance measures and the associated contract reward and remedy linkages.
- 1.2 The approach taken by Defence will be to establish an outcomes-oriented contracting model that attracts a variety of monetary and non-monetary incentives to the performance of Industry Partners based on the achievement of measurable requirements.
- 1.3 The PMF will be designed and further developed in accordance with the following principles;
- a. contract outcomes are traceable to user needs and align with Defence's strategic objectives;
  - b. the components are integrated and aligned to motivate Industry Partners to deliver all of the service outcomes;
  - c. be as simple and straightforward as circumstances allow;
  - d. encourage collaboration, innovation in service delivery, and continuous improvement;
  - e. PMF should not adversely impact cost visibility and transparency principles; and
  - f. subject to regular review and adjustment to ensure it remains effective and appropriate.
- 1.4 The contract may contain a range of contractual mechanisms related to performance including;
- a. performance measures;
  - b. at-risk amounts;
  - c. incentive payments;
  - d. performance reporting;
  - e. milestones or acceptance criteria;
  - f. liquidated damages;
  - g. innovation and gain share;
  - h. quality management provisions including process, product and compliance audits;
  - i. suspension of payment;
  - j. scope change;
  - k. award term extensions; and
  - l. warranties.

**2. OVERVIEW**

- 2.1 Defence's goal in implementing a PMF is to achieve consistent service delivery through the measurement of performance by the way of performance measures.

## ATTACHMENT C

- 2.2 Defence expects Industry Partners to work collaboratively towards achieving the outcomes sought against each of the Key Result Areas (KRA). In no particular order, the proposed KRA in Table C-1 highlight the main areas of importance and connect the performance measures to the required outcome.

**Table C-1: Key Result Areas**

Key Result Area	Outcome sought
Security	The proactive management of the security requirements under the contract and in accordance with the DSPF.
Safety	More than simply complying with legislation, rather, it focuses on all aspects of safety management through the proactive management of a safety system that enables more effective and successful outcomes.
Cost	Understanding the total cost of ownership, and the underlying cost drivers, in order to optimally balance user requirements with budget.
Performance	Delivery of timely and quality Base Services Packages to optimise support to Defence capability.
Reliability	The successful delivery of an integrated and seamless service.
Innovation and Continuous Improvement	Proactive consideration of all aspects of the Base Services Packages, with the intent to improve any and all elements of the process and deliver greater value for money to Defence.
Assurance	Delivery of timely and relevant information that enables effective risk management and decision making.
Behaviours	The development and management of partnerships based on openness, transparency and trust, where the contractor consistently works to demonstrate strategic alignment to Defence's values and behaviours.

- 2.3 Defence's approach to the measurement of KRA centres on these three (3) distinct types of measures:
- Strategic Performance Measures (SPM) will be established to measure enterprise outcomes and Industry Partner behaviours. Some SPM may be qualitatively measured and SPM will not be linked to financial incentives.
  - Key Performance Indicators (KPI) will be established to measure performance against specified requirements. KPI should be quantitatively measured (with numbers). KPI are commonly linked to performance payments. KPI will be drafted to ensure that the Industry Partners are only held accountable where under-performance is as a result of their own acts or omissions.

**ATTACHMENT C**

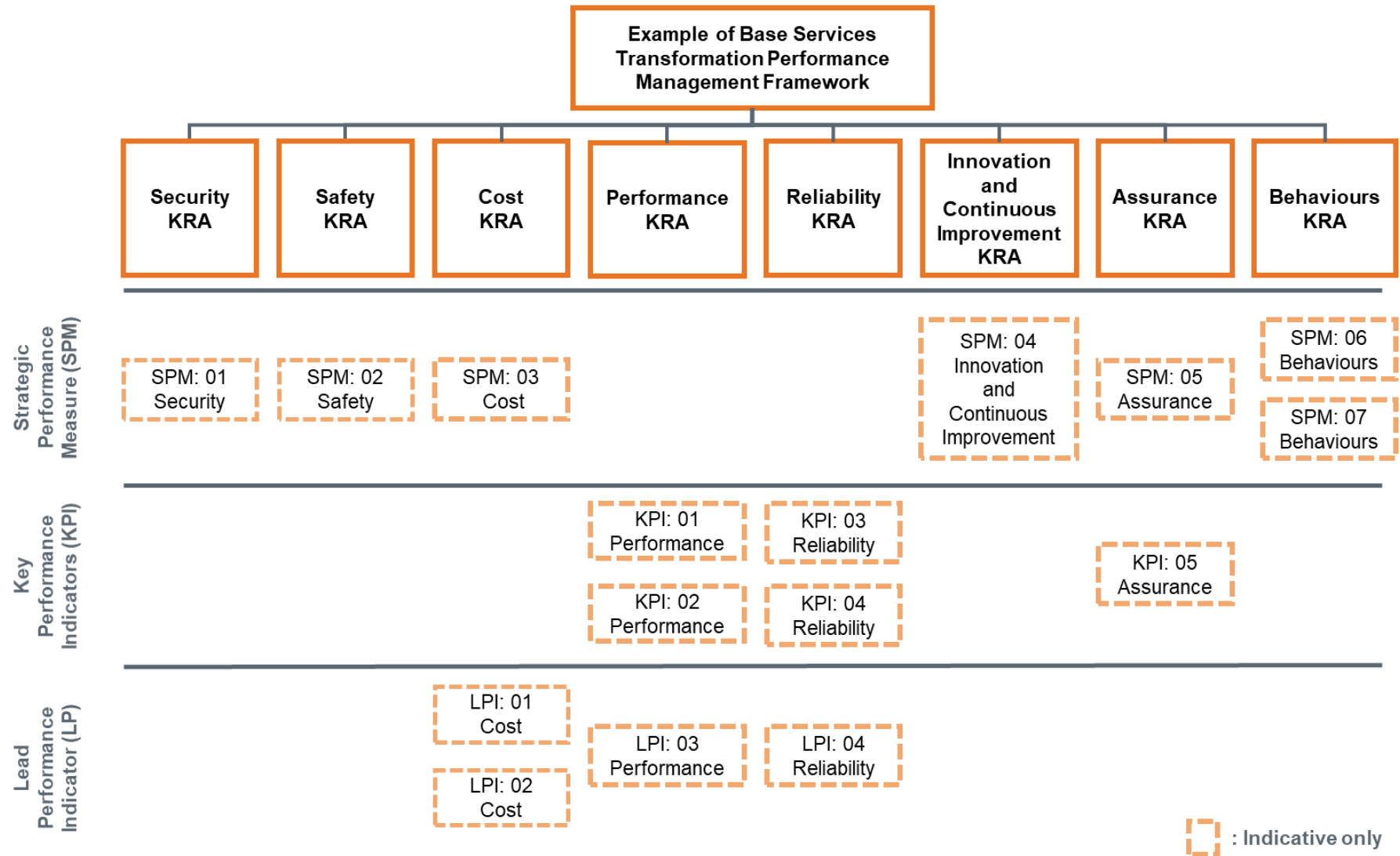
- c. Lead Performance Indicators (LPI) will be established to provide assurance that both the KPI and SPM will be achieved. Lead indicators will provide early warning of a downward performance trend when they are continuously and collectively measured, acting as risk-mitigation for both Industry Partners and Defence.

2.4 It may not be necessary or appropriate for all three types of performance measures to be included in each Package. An example of the relationship between the KRA and the measures is depicted in Table C-2 and is intended for illustrative purposes only.

## ATTACHMENT C

Table C-2

## Potential Performance Management Framework – Base Services Transformation



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**Department of Defence**  
**(ABN 68706814312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 8**

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**ADDENDUM NO. 8**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01 Defence provides the following responses to proposal questions.

**Questions and Answers:**

**Question 1:** If we wish to form a Joint Venture in accordance with clause 4.9.2 of the Conditions of Proposal, does Defence require parties to tender as an incorporated joint venture or is Defence willing to consider unincorporated joint ventures?

At the time of submitting the RFP does Defence expect that the Joint Venture will have been formally formed? Or is Defence happy with a Joint Venture Bid Agreement which binds the parties to form the Joint Venture in the event the tender is successful?

**Answer 1:** It is up to the parties involved to determine the best way to manage a consortium proposal.

A Joint Venture Bid Agreement which binds the parties to form the Joint Venture in the event the tender is successful is acceptable, noting the requirements for a consortium proposal in the Conditions of Proposal. (Refer Part 1 – Conditions of Proposal clause 4.9.2)

**Question 2:** Will figures and tables be included or excluded from the word count limits?

**Answer 2:** Word limits are inclusive of figures and tables.

**Question 3:** Does the 5,000 word count per package includes words from graphics?

**Answer 3:** Refer to Addendum 8 Question 2.

**Question 4:** With reference to section 1.6c and 1.7c of Annex H to Attachment A – Indigenous Procurement Policy, can Defence please clarify whether direct wages or salary paid to Aboriginal and Torres Strait people be reported as “value of work performed under the contract”?

**Answer 4:** Please refer to the Indigenous Procurement Policy (IPP) Guide 2: Potential Suppliers for information on how to meet the mandatory minimum requirements (MMR) under the Indigenous Procurement Policy (IPP).

<https://www.niaa.gov.au/resource-centre/indigenous-affairs/ipp-guide2-suppliers>

**Question 5:** RE: Annex I to Attachment A1. Past Performance  
Can Defence confirm if a respondent can use themselves as the referee for the Subcontractor's Past Performance record?

**Answer 5:** Yes

**Question 6:** In preparation for our response to the BST RFP, we have engaged with a number of potential suppliers that have indicated that they have been asked for exclusive arrangements with another tenderer and therefore they are not able to consider being a part of our or any other potential tenderers teams for the purpose of the BST RFP.

Can Defence please confirm the requirements in Attachment A (Contract Overview) to Commercial Framework that articulates; “The Contractor will be required to ensure that its arrangements with Subcontractors are non-exclusive arrangements”, is applicable to the RFP phase of the procurement.

This will help to build the team of teams and also ensure some SME's are not potentially excluded should the tenderer who allegedly wants them to be exclusive does not make it through the RFP Phase.

**Answer 6:** As per Attachment A (Contract Overview), the Contractor is not an exclusive provider of services of the type to be provided under the Contract and Defence may from time to time procure such services from other third parties or provide the services itself.

Similarly, the Contractor will be required to ensure that its arrangements with Subcontractors are non-exclusive arrangements.  
(Refer Attachment A to Part 3)

-----END OF ADDENDUM NO. 8 -----



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**Department of Defence**  
**(ABN 68706814312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 9**

OFFICIAL

**ADDENDUM NO. 9**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01 Defence provides the following information and responses to proposal questions.

**Request for Proposal Inquiries**

As per clause 2.5.3 of the Conditions of Proposal, respondents may submit questions or concerns to the Contact Officer up until *12.00pm (noon) local time in the Australian Capital Territory (ACT) on Friday 2 December 2022.*

Any questions received after this time will not be answered.

**Questions and Answers:**

**Question 1:** We are currently tendering for the NPS and PDS services. At present our team carries out work for both PDS and NPS under panel arrangement. Would the successful tendering for either NPS or PDS roles preclude the team from tendering for EWP future works (through the panel arrangements)?

**Answer 1:** Defence's intent is that there is clear separation between our National Program Services (NPS) provider (who will be managing the Estate Works Program), our Project Delivery Service (PDS) provider/s (who will be managing the individual works projects of the Estate Works Program) and any entity engaged by the Commonwealth to deliver individual EWP projects. This intent is to ensure that any actual, possible or perceived conflicts of interest are appropriately managed and that works deliverers have an equitable opportunity to compete for and be awarded works contracts.

Other than for circumstances where extra capacity may be required for works contracts, Defence would prefer, but not exclude, NPS or PDS from delivering EWP projects however these circumstances would be limited and are likely to require Commonwealth approval before proceeding.

As part of its RFT, Defence will include draft Conditions of Contract and Statements of Work which will confirm Defence's intent.

**Question 2:** In the packages, Defence refers to ability to generate Package information in 'real time'. Can defence clarify the expected frequency of update for 'real time' e.g. every minute, hourly, daily?

**Answer 2:** One of the key themes of the BST program (Reference Our Ambition Statement) is to adopt 'Digitally-Centric' methods to:

- Improve customer interaction by leveraging smarter systems, and
- Encourage digital service augmentation to enhance the quality, effectiveness and/or efficiency for both access to and the delivery of Base Services.

Defence looks forward to working with industry to explore opportunities for the provision of real time data to support analytics, contract performance and transactional data/information. Ideally data should be available immediately.

**Question 3:** Can Defence describe any systems that are in place or will be in place that the service provider will need to work with to deliver the packages?

**Answer 3:** The Garrison and Estate Management System (GEMS) is a single integrated system to manage the Defence estate and service delivery and support the Defence Estate Lifecycle.

Defence will provide more information on systems that service providers will need to work with to deliver packages during the Co-Design Activity and in the RFT stage.

Respondents can find more information on Defence systems at the following link: <https://defence.gov.au/estatemangement/Default.asp>

**Question 4:** Does the Property and Asset Services section include Valuation services? Or is valuation services covered in another section of the contract.

**Answer 4:** There is no specific requirement for Valuation services in the Base Services Contract Scope.

**Question 5:** There doesn't seem to be an opportunity to respond to methodology. Will Defence be looking for methodology like responses?

**Answer 5:** Defence does not seek in-depth methodology responses for the Request for Proposal (RFP) stage. Please refer to Conditions of Proposal, Annex C To Attachment A, Proposed Package Delivery Approach to develop your response.

**Question 6:** RE: Inclusion of Design Consultants in PDS Contract

The scope of services for PDS Providers does not explicitly require the provision of Design Services as part of the providers' offer.

Question 1: Could Defence please confirm Yes/No if all respondents need to include Design (via internal capacity or as subconsultants) in their responses?

Question 2: If no to question 1, does Defence have a preference or not for firms that bring Design Capability as part of their team or as part of their Subconsultant team?

**Answer 6:** Yes, respondents need to include Design (via internal capacity or as subconsultants) in their responses, noting that Defence will provide more specific scope details through the Request For Tender phase.

**Question 7:** We seek clarification on Waste Management and Resource Recovery Services, if responding for a state package for example SA. Does this include Remote SA Woomera? Or is a separate response required under Remote Operations?

Under A-4 Package and Geographic Locations Part 1 BST RFP ANN A APP A Package and Geographical Location it states either a "National" or "Remote Location" however, the drop down does not include a "either"/ "or" response.

**Answer 7:** Yes, a response for a State or Territory Package will include any remote site listed for that State and Territory.

The remote package is an optional Package and Defence will consider whether this Package may form part of any future Co-Design Activity or RFT process based on the responses received and any other relevant circumstances.

In accordance with Annex H to Attachment B Para 1.3, Defence requires respondents to provide all Services in a Package in one or more Remote Location/s, including:

- a. Woomera, South Australia (RAAF Woomera, Woomera Range Complex);
- b. Tindal, Northern Territory (RAAF Tindal); and
- c. Learmonth, Western Australia (RAAF Learmonth).

Defence will not accept proposals for individual services such as Waste Management and Resource Recovery in the Remote Package.

**Question 8:** As a Tendering entity for PDS only we have formed a large team in order to satisfy the Commonwealth's Tender Requirements. A number of the parties that have joined our team as sub consultants have agreed (voluntarily) to work exclusively with our team, on the basis of supporting a unique strategic proposition we have developed for the purpose of this Tender. Some have also done so because they specifically only want to work with the team that has formed. These arrangements have been mutually agreed voluntarily and agreed in Teaming Agreements for a collective stated purpose. We also have companies involved in our team that are non exclusive, choosing to tender with other parties which we have also mutually agreed in Teaming Agreements.

We don't believe that our Teaming Arrangements establish cartel behaviours for which the ACCC rules against exclusive arrangements. We have done so to establish a unique strategic proposition whilst ensuring we can demonstrate the requisite capability and capacity that the commonwealth requires (in Annex C).

We appreciate that the reference to non-exclusive arrangements in Attachment A to Part 3, Core Principle Item 2, may have been written in the broadest sense of various other services under the BSTP.

We seek clarification from Defence on the approach we have outlined:

- a) Where parties have agreed to enter into exclusive arrangements voluntarily for an agreed purpose. Does Defence deem this non compliant?
- b) Where parties have agreed to enter into exclusive arrangements voluntarily because they prefer to only work with the parties to the Teaming Agreement. Does Defence deem this non compliant?
- c) Where the exclusivity is necessary to enable a Tenderer to demonstrate capability and specifically capacity to deliver the services as required by Annex C. Does Defence deem this non compliant?
- d) We believe that as it stands we are compliant with the RFP requirements to form a Team in the way we have described, so long as the Sub Contracts we execute (in the event we are successful) have non-exclusive provisions within them. Can Defence confirm that this is compliant with the RFP requirements?
- e) Alternately, do we need to unwind all Teaming Agreements to remove exclusivity to satisfy Defence's expectations?

**Answer 8:** The reference at item 2 in Attachment A (Contract Overview) to Part 3 of the RFP is a reference to a contract condition that the Commonwealth will require for any resultant contract at the conclusion of the procurement process. The submission of an RFP response, however arranged between parties (which might include exclusivity for the purposes of a RFP response) is a commercial matter for a respondent to determine having regard the Conditions of Proposal and the Commonwealth's requirement that any resultant contract to be entered into at the end of the procurement

process will be on a non-exclusive basis and will preclude any exclusive arrangements at the subcontractor level.

**Question 9:** In reference to Annex H to Attachment A - Australian Industry Capability Question 2.1.a - What are the Defence Industry Programs they are referring to for this question and where is the website link to participate in these programs?

**Answer 9:** The “Defence industry programs” referred to in the question are any existing Defence contracting activities requiring AIC plans.

The response to the question could include your experience in any current or previous contracts with Defence involving AIC plans or alternatively any AIC achievements in similar services to Base Services outside of Defence.

**Question 10:** Annex G to Attachment A – Performance Management - Section 1.2 notes that the respondent is required to detail its proposed approach to establishing and managing performance of each Service in a Package and to provide up to five (5) suggested performance measures.

Can Defence please clarify whether the 5 performance measures are for a package (e.g. PAS) or whether up to 5 performance measures are required for each service within the package, i.e. 5 for Estate Upkeep, 5 for land management etc. which would make it up to 20 performance measures for the PAS package.

**Answer 10:** In relation to the request for “up to five (5) performance measures”, this means that you may provide up to five (5) for either each service or as part of a package as a whole. The limitation of numbers was established to indicate that we are not requiring a completely developed Performance Management Framework, but rather an indication of measures demonstrating an understanding of the intended framework.

Defence’s focus for the Performance Management Framework response is a recognised understanding of the framework and the use of and interaction of the different levels of measurement, some of which won’t be at the service level.

**Question 11:** Can you please confirm that we may account for contribution to veteran and indigenous owned businesses if our procurement is through for example a distributor of their products.

**Answer 11:** Veterans' Employment Program. The respondent should structure its response in accordance with Section 3 of Annex H to Attachment A of Part 1 Condition of Proposal. For clarity the respondent is to demonstrate how it will support greater employment opportunities for Veterans in the provision of the services

Indigenous Procurement Policy. The respondent could frame its response by providing examples of its supply chain as discussed in Section 1 of Annex H to Attachment A of Part 1 Condition of Proposal.

**Question 12:** Will referencing separate proposal volumes be acceptable? That is, will separate proposal volumes be read by the same assessor?

**Answer 12:** It is acceptable to cross reference responses in different Proposal Volumes. Any referencing needs to be clear and easy to follow.

-----END OF ADDENDUM NO. 9 -----

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**Department of Defence**

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**Department of Defence  
(ABN 68706814312)**

**Request for Proposal**

**Base Services Transformation Program**

**RFP/SEG/BSTP/2022/01**

**Addendum Number 10**

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**ADDENDUM NO. 10**

In accordance with clause 2.5 of the Conditions of Proposal of RFP/SEG/BSTP/2022/01 Defence provides the following information and responses to proposal questions.

**Questions and Answers:**

**Question 1:** We note Addendum 8 Question 1 and Answer 1. We also note clause 4.9.2 of Part 1 – Conditions of Proposal. The latter indicates the ‘intent of the Commonwealth was to enter into a contract with a single legal entity’. However this statement does not appear to be definitive. Can Defence advise if it will accept an Unincorporated Joint Venture which complies with all other aspects set out in clause 4.9.2 whilst not being a single legal entity, as has been accepted by Defence on the recent Defence Infrastructure Panel? Or is the wording intended to be definitive, requiring a Joint Venture to be incorporated to be compliant with the intent for the Commonwealth to enter into a contract with a single legal entity?

**Answer 1:** Clause 4.9.2 of Part 1 – Conditions of Proposal is Defence’s intent, but this is not definitive. Defence may consider a response which proposes an unincorporated joint venture. A respondent submitting a response as an unincorporated joint venture should ensure that all of the information requirements in clause 4.9.2.a to 4.9.2.d (inclusive) of Part 1 – Conditions of Proposal are addressed with sufficient information to enable Defence to make an informed assessment about the operational, legal and corporate structure for the unincorporated joint venture in respect of the provision of any nominated Base Services Package.

**Question 2:** Noting that words in diagrams will be included in the word count, how does Defence propose to police the word count. Would Defence consider a page limit with a nominated font size rather than a word limit?

**Answer 2:** Respondents are expected to submit proposals in accordance with the requirements in each Annex and as required under clause 2.3 of Part 1 – Conditions of Proposal. Defence has applied word limits to encourage a focus on key/material issues when responding to questions contained in each Annex. In turn this will assist Defence to evaluate RFP responses in a timely and effective manner.

Word limits that have been applied to each Annex cover all questions in an Annex collectively. All word limits include information contained in a table. Defence will rely on a respondent to exercise its own judgment when addressing responses within requested word limits. Defence reserves the right to exclude any part of a proposal that it considers have unreasonably exceeded the word limit stated in an Annex.

**Question 3:** Can you please advise if hyperlinks are allowed in the response documents.

**Answer 3:** Hyperlinks included by a respondent in its proposal will not be reviewed and will not be considered as part of the evaluation.

Defence requests that any information a respondent considers material to its proposal is included as part of the response to the RFP. Any information will be subject to applicable word limits.

Respondents will have the opportunity to provide further detail on their proposal(s) as part of the response to Stage 2 – Request for Tender.

**Question 4:** Can Defence please clarify what the acronym used in Annex G to Attachment A - Performance Management PMF stands for:

1.1 The respondent is required to detail its experience in adhering to a PMF, providing relevant examples and reference sites (as applicable).

The acronym list provided by Defence does not have PMF.

**Answer 4:** The acronym 'PMF' in Annex G to Attachment A refers to 'Performance Management Framework'.  
(refer Annex G to Attachment A, 'Note to respondent')

**Question 5:** Can you please confirm whether Exmouth, WA is included as Remote Operations location?

**Answer 5:** Exmouth has not been specifically mentioned as a Remote Operations location for the future contract; however, the Statement of Expectation on Remote Operations outlines that:  
1.2.1 Defence is open to receiving proposals for a Remote Operations model to be delivered in additional Remote Locations. Models from respondents and Defence will be discussed during the CDA.  
(refer Part 2 – Annex H to Attachment B – Remote Operations Package)

-----END OF ADDENDUM NO. 10 -----