

PART 3 - COMMERCIAL FRAMEWORK

Note to respondent: A draft Base Services contract (including Attachments) has not been provided as part of the RFP and will be issued to shortlisted respondents as part of the resulting RFT.

1. OVERVIEW

- 1.1. This Part 3 of the RFP is intended to provide supplementary information to assist the respondent to understand the requirements as set out in Attachment A to the COP in Part 1.
- 1.2. Part 3 consists of the following documents:
 - a. Attachment A: Contract Overview;
 - b. Attachment B: Partnering, Collaboration, Integration and Alignment with Defence Values and Behaviours;
 - c. Attachment C: Performance Management Overview;
 - d. Attachment D: Continuous Improvement and Innovation Program Overview; and
 - e. Attachment E: Defence Background and Base Personas Overview.

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CONTRACT OVERVIEW

1 INTRODUCTION

- 1.1
- This Contract Overview sets out at a high-level the key principles and requirements that Defence intends to reflect in the Conditions of Contract (and associated Attachments) for a resulting Package contract following the RFT (Stage 2).
- 1.2
- This table is not intended to be an exhaustive list of all terms that will be reflected in a Package contract. This Contract Overview is indicative only and is subject to change during the procurement process. The full suite of contract documents will be released in the RFT (Stage 2) of the procurement process.

2 CORE PRINCIPLES

Item	Clause Heading	Principle / Requirement
Contract Framework		
1	Initial term and renewal terms	<div>The indicative Initial Term of the Contract is proposed to be 6 years.</div> <div>Defence may extend the initial term by exercising options taking into account a range of factors, including the Contractor's performance and value for money for Defence not to exceed a maximum Term of 15 years.</div>
2	Non-exclusive arrangement	<div>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.</div> <div>The Contractor will be required to ensure that its arrangements with Subcontractors are non-exclusive arrangements.</div>
Provision of the Services		
3	Subcontracting	<div>The Contractor may be required to seek Defence's approval before Subcontracting any Services (or part of a Service) and entering into a Subcontract will not reduce or limit the Contractor's obligations or liabilities under the Contract.</div> <div>Defence will require subcontracts to flow down specific obligations which may include obligations concerning intellectual property, access, privacy, Defence security and work, health and safety.</div> <div>Defence will require transparency of the Contractor's subcontracting arrangements, including with respect to costs that are passed through to Defence.</div>
Facilities		
4	Facilities	<div>Defence may provide the Contractor with access to Facilities and the arrangement for such access will be on a non-exclusive licence to occupy and use GFF (if required).</div>
Security		
5	Security	<div>Contractor personnel accessing Defence Sites will be required to comply with any security requirements and the Defence Security Principles Framework (DSPF).</div> <div>The Contractor will also be required to:</div> <div><div>1.</div><div>ensure that contractor personnel undertake any security checks, clearances or accreditations as required by Defence to perform the Services;</div><div>2.</div><div>provide a written undertaking in respect of security or access to Defence Sites in the form required by Defence;</div><div>3.</div><div>ensure no security classified information is released to a third party; and</div><div>4.</div><div>report any security incident.</div></div>

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Item	Clause Heading	Principle / Requirement
		<p>In accordance with the Defence Security Principles Framework (DSPF) Principal 40.1, security clearance requirements for Contractors are determined on the basis of need to access classified information, networks, assets or secure areas.</p> <p>All contractors delivering a Package will be required to have, or be able to obtain Defence Industry security Program (DISP) membership at the “Entry Level”.</p> <p>A breach of security obligation will be an event of default which may result in contract termination.</p>
Intellectual Property		
6	Intellectual Property	Defence requires the ability to use IP to exercise its rights under resulting contracts. These IP rights will also need to be used (as appropriate) by other contractors supporting Defence, including those who supplement Defence workforce and provide goods or services to Defence.
Access		
7	Access	<p>The Contractor will be required to provide Defence, and any person authorised by Defence, with timely and sufficient access to its premises, records and accounts for any purpose related to the Contract.</p> <p>The Contractor will also be required to ensure that Defence has the same access rights with respect to the Contractor's Subcontractors.</p> <p>The Contractor will be required to acknowledge and agree that the Auditor-General has the power under the <i>Auditor-General Act 1997</i> (Cth) to conduct audits (including performance audits) of the Contractor and Subcontractors in relation to the Contract.</p>
Defence Information and Data		
8	Confidentiality	<p>Each party to the Contract must ensure that Confidential Information is not disclosed, other than in accordance with the terms of the Contract.</p> <p>Confidential Information must be returned to Defence or destroyed if no longer required for the purposes of the Contract.</p>
9	Protection of Defence Data	The Contractor will not be able to use Defence Data except otherwise permitted under a Contract which includes the purposes of fulfilling its contractual obligations.
Performance Management		
10	Performance Management Framework	The Performance Management Framework will be structured to encourage successful delivery of a Package and will incentivise the Contractor to meet particular performance measures.
11	Step-in rights	<p>Defence intends to include a Step-in rights provision under the contract.</p> <p>The scope of the Step-in rights provisions will be detailed in a resulting contract and agreed with the Contractor during RFT (Stage 2).</p>
Pricing Framework		
12	Price and Payment Terms	<p>The Contractor will be entitled to make a claim for payment on achieving a milestone or satisfactory performance of the Services.</p> <p>Defence will pay an accepted Contractor claim for payment within 20 calendar days.</p> <p>Defence expects that the Contractor will flow through the same (or better) payment terms to each of its Subcontractors.</p>
13	Volume of work and suspension	<p>Defence will not guarantee that any minimum or maximum volume of Services will be required.</p> <p>Defence may make decisions that alter the volume, location, or suspend the Services required.</p>

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Item	Clause Heading	Principle / Requirement
Risk Management		
14	Insurance	<p>The Contractor will be required to have and maintain policies for the following types of insurances:</p> <ol style="list-style-type: none"> 1 public and products liability; 2 professional indemnity; 3 property or Industrial Special Risk; 4 transit insurance; 5 motor vehicle insurance; 6 workers compensation; 7 cyber insurance; 8 loss of or damage to Defence property; 9 contract works (construction); 10 aircraft hull / marine hull; 11 hangarkeepers; 12 ship builders; 13 marine liability; and 14 aviation liability. <p>Insurance coverage and amounts will be advised to respondents shortlisted to participate in the RFT (Stage 2) process.</p>
15	Liability and Indemnity	<p>The liability framework (including liability caps and indemnity) will be developed during the procurement process which includes any liability caps.</p> <p>A liability cap will not apply in respect of:</p> <ol style="list-style-type: none"> 1 death, personal injury, disease or illness of any person; 2 loss or damage to tangible property; 3 infringement of intellectual property rights or moral rights; 4 breach of confidentiality; 5 fraud or any illegal act or omission; 6 breach of any data, privacy or Defence security obligations; and 7 any wilfully wrong act or omission.

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Item	Clause Heading	Principle / Requirement
16	Securities	The Contractor may be required to provide to Defence a bank guarantee for an amount that will be specified by Defence and set out in the Contract. The Contractor may also be required to provide Defence with a Deed of Guarantee and Indemnity executed by the Contractor's guarantor.
Compliance with Commonwealth requirements, policies and law		
17	Policy and law	<p>The Contractor will be required to comply with:</p> <ol style="list-style-type: none"> 1 the laws in force in the State and/or Territory in which any part of the Contract is to be carried out (including if applicable, any overseas jurisdiction); and 2 the following policies: <ol style="list-style-type: none"> a. Defence Instruction Administrative Policy (DI ADMINPOL); b. Gifts, hospitality and sponsorship as detailed in DI(G) PERS 25-7; c. ADF alcohol policy as detailed in DI(G) PERS 15-1; d. Public Interest Disclosure policy; e. Defence Youth Policy Manual (YOUTH POLMAN); f. Annex C, AG5 – Conflicts of interest and declarations of interest and the Integrity Policy Manual; g. Workplace Gender Equality policy; and h. Black Economy Procurement Connected Policy.
18	Privacy	<p>The Contractor will be required to comply with its obligations under the <i>Privacy Act 1988</i> (Cth).</p> <p>The Contractor must not do any act or engage in any practice which, if done or engaged in by Defence, would be a breach of the Australian Privacy Principles.</p>
19	Work Health and Safety (WHS)	<p>The Contractor will be required to:</p> <ol style="list-style-type: none"> 1 comply with and ensure its Subcontractors comply, with WHS legislation, which includes: <ol style="list-style-type: none"> a. the <i>Work Health and Safety Act 2011</i> (Cth) and the <i>Work Health and Safety Regulations 2011</i> (Cth); b. any corresponding WHS law as defined in section 4 of the <i>Work Health and Safety Act 2011</i> (Cth). 2 have a WHS Management System to ensure that Services performed under the Contract: <ol style="list-style-type: none"> a. complies with applicable legislation and Commonwealth policy; and b. on Defence Sites is consistent with the WHS Management System procedures and instructions in operation on the applicable Defence Site.
20	Child Safety Framework	<p>Where it is relevant to a Package, the Contractor will be required to:</p> <ol style="list-style-type: none"> 1 comply with all relevant legislation in relation to the employment or engagement of contractor personnel involved with the Services who as part of that involvement may interact with Children (Child-Related Personnel), including all necessary Working With Children Checks described by the relevant State or Territory; and

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Item	Clause Heading	Principle / Requirement
		<p>2 ensure that Working With Children Checks obtained remain current and that all Child-Related Personnel continue to comply with all relevant legislation for the duration of their involvement in the Services.</p> <p>The Contractor must notify Defence of any failure to comply with this framework and provide annual statements of compliance. The Defence may conduct at any time a review of the Contractor's compliance with the Commonwealth Child Safety Framework.</p>
21	Use of Government Furnished Material	Defence may deliver or provide access to, and the Contractor will be required to manage and keep safe and secure, Government Furnished Material (GFM) in accordance with the Contract. GFM will be set out in an Attachment to the resultant Contract.
22	Australian Industry Capability	The Contractor will be required to comply with the requirements of the Australian Industry Capability (AIC) Program.
23	Indigenous Procurement Policy	<p>The Contract will be subject to the Indigenous Procurement Policy (IPP).</p> <p>The Contractor will be required to meet the mandatory minimum requirements for the IPP, including by preparing an Indigenous Participation Plan.</p>
24	Modern Slavery	For relevant contracts, Defence's model clauses on Modern Slavery will be used.
25	Conflicts of Interest	<p>1 The Contractor will be required to warrant that no conflict of interest exists or is likely to arise in connection with the performance of its obligations and promptly notify and fully disclose to Defence, any event or occurrence actual or threatened which may materially adversely affect the Contractor's ability to perform any of its obligations under a contract.</p> <p>2 If a conflict of interest arises, the Contractor will be required to take steps to resolve the issue. If Defence considers those steps are inadequate, it may direct the Contractor to resolve the issue in a manner proposed by Defence. If the issue is not resolved in the required manner, Defence may give the Contractor a notice of termination for default.</p>
26	Public statements	<p>The Contractor will be restricted from making public statements (including dealings with the media and providing information to third parties) that concern:</p> <p>1 the Commonwealth or Defence (as the case may be);</p> <p>2 the Services;</p> <p>3 the relationship between the parties; or</p> <p>4 any other matter related to the Contract.</p>
27	Prohibition of advertising	<p>The Contractor will be required to obtain the written consent from Defence before:</p> <p>1 advertising its organisation in any location where a Package is performed;</p> <p>2 using its own corporate identification marks on any advertising related to a Package; or</p> <p>3 releasing any advertising which uses Defence imagery or implies any Defence endorsement of its goods or services.</p>
28	Complaints	<p>1 The Contractor will be required to take specific action, as directed by Defence, if any third party makes a complaint to an external body (such as the Commonwealth Ombudsman or the Australian Human Rights Commission) in relation to the delivery of any part of a Package.</p> <p>2 Such action may include providing to Defence and the external body with access to, and copies of, any relevant information.</p> <p>3 The resultant Contract will include detailed provisions with respect to the Contractor's obligations for managing and investigating complaints.</p>

Item	Clause Heading	Principle / Requirement
Termination		
29	Termination for default	<p>Defence may terminate the Contract for the Contractor's default without notice.</p> <p>Default events may include (and are not limited to):</p> <ol style="list-style-type: none">1 failing to remedy a breach of the Contract;2 a breach of Defence Security;3 a breach of the Contract that in Defence's opinion, is not capable of remedy;4 the occurrence of an insolvency event; or5 consecutive / persistent failure to meet performance measures
30	Termination for convenience	<p>Defence will have the right to exercise its discretion at any time to terminate the Contract or reduce the scope of the Contract for convenience by notifying the Contractor.</p>
Transition Out		
31	Transition Out	<p>The purpose of transition out activities is to enable an orderly transition of all or part of a Package being transitioned to Defence (or another contractor) on expiry of the Contract or termination of part or all of a Package.</p> <p>The Contractor will be required to prepare a transition out plan and will implement and manage the overall transition out of a Package(s) (or part of a Package) in accordance with a transition out plan that is approved by Defence.</p>

ATTACHMENT B**PARTNERING, COLLABORATION, INTEGRATION AND ALIGNMENT WITH DEFENCE VALUES AND BEHAVIOURS****1. INTRODUCTION**

- 1.1. This Attachment B sets out Defence's intent and expectations for the type of partnering arrangement and relationship model required to achieve the outcomes and objectives, as described in Part 2, the Statement of Expectation (SOE).
- 1.2. This Attachment B also sets out Defence's requirements and expectations in relation to the principles, commitment and obligations to build a Team of Teams, and enhance interactions between Defence and its Industry Partners in the provision of the Base Services.
- 1.3. The approach taken by Defence will be to establish partnering principles underlying the delivery and management of Packages to deliver an integrated solution to the delivery of Base Services.
- 1.4. The partnering principles will be developed to create a Team of Teams approach using the following concepts:
 - a. consistent with Defence Values and Behaviours;
 - b. work co-operatively and productively to achieve a best for Defence outcome;
 - c. share and test expectations, requirements and priorities to avoid conflict;
 - d. undertake regular engagement activities to share information in a meaningful, timely and commercially sensitive manner;
 - e. know and accept responsibilities, and deliver on them;
 - f. where appropriate, manage risks jointly;
 - g. be flexible and continuously explore innovative approaches to conducting and improving the delivery of the Services;
 - h. act professionally and respectfully; and
 - i. agree when things are not working, so remediation can commence.

2. PARTNERING PRINCIPLES – TEAM OF TEAMS

- 2.1. Defence's goal in developing the Team of Teams is to ensure that the parties will at all times:
 - a. act in good faith and in an open, transparent and trusting manner;
 - b. value the skills, and respect the experience and responsibilities, of each other; and
 - c. resolve potential issues early and in a proactive manner so as to avoid dispute.
- 2.2. Defence expects Industry Partners to have a culture of collaboration and partnering with:
 - a. other Industry Partners;
 - b. all levels within its own organisation;
 - c. its supply chain; and
 - d. a range of Defence stakeholders as the primary users of Base Services.
- 2.3. It is the intention of Defence that partnering principles will be developed with respondents during CDA.
- 2.4. Defence expects Industry Partners to commit to a Team of Teams approach, and in achieving this Defence and Industry Partners should ensure there is ongoing, regular interaction, including the following:
 - a. Defence and Industry Partners should:
 - i. review priorities and ensure alignment with the partnering principles and outcomes when appropriate, particularly where the strategic environment changes;

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- ii. agree key strategic and operational priorities over the short, medium and long term; and
- iii. review any significant issues that have been escalated to the executive and agree an action plan for resolution.
- b. Defence will:
 - i. review the Industry Partner's achievement of its commitments;
 - ii. review progress on resolution of significant issues; and
 - iii. provide guidance on the implementation of emerging strategic and operational priorities.

3. DEFENCE VALUES AND BEHAVIOURS

3.1. Defence expects all Industry Partners to adhere to all Defence Values and Behaviours.

3.2. Defence values being:

- a. Service: the selflessness of character to place security and interests of the nation and its people ahead of others;
- b. Courage: the strength of character to say and do the right thing, always, especially in the face of adversity;
- c. Respect: the humanity of character to value others and treat them with dignity;
- d. Integrity: the consistency of character to align thoughts, words and actions to do what is right; and
- e. Excellence: the willingness of character to strive each day to be the best I can be, both professionally and personally.

3.3. Defence behaviours being:

- a. act with purpose for Defence and the nation;
- b. be adaptable, innovative and agile;
- c. collaborate and be team-focused;
- d. be accountable and trustworthy;
- e. reflect, learn and improve; and
- f. be inclusive and value others.

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.

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- 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 meet Defence's required recruitment outcomes.

- 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.

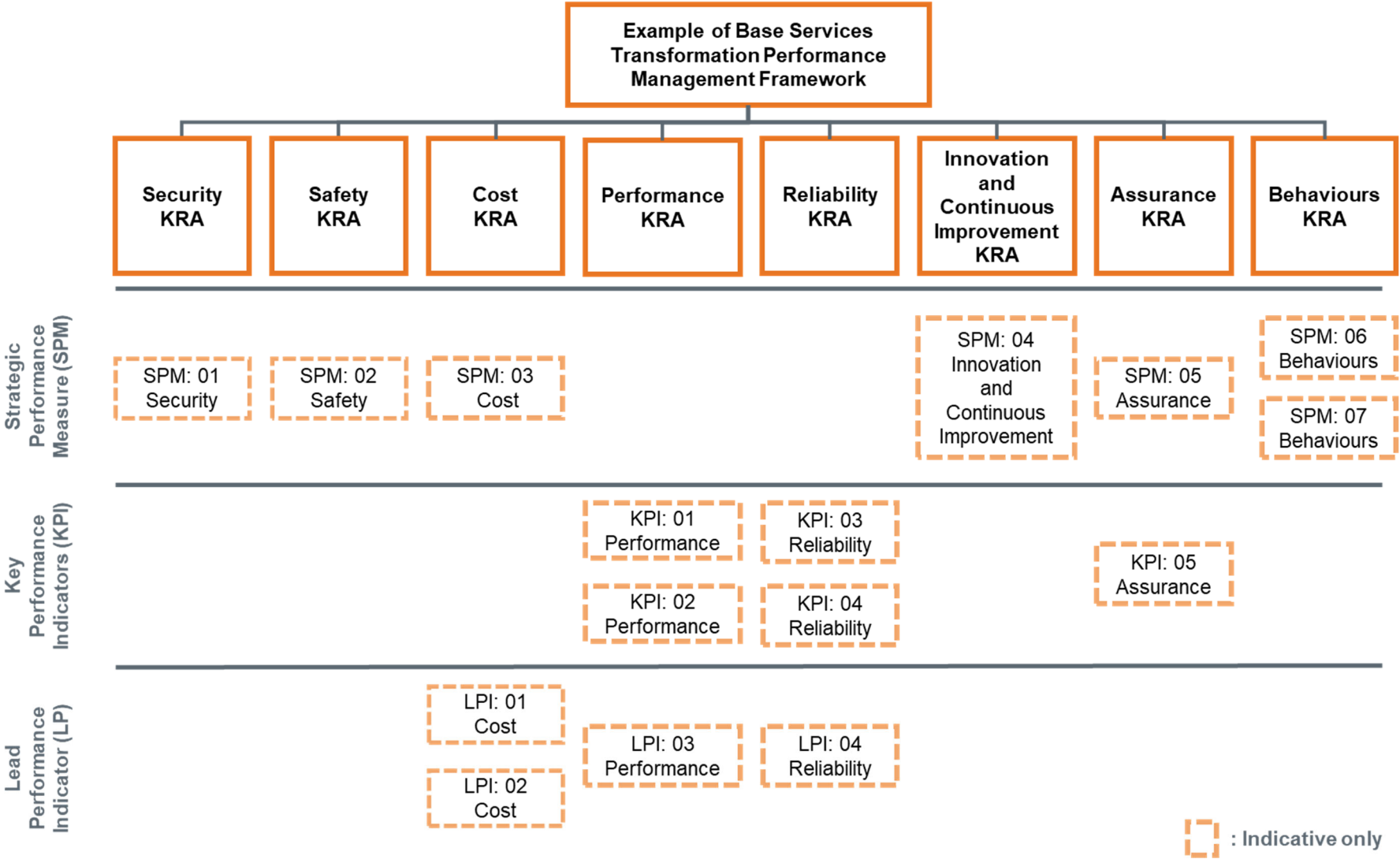
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- c. Lead Performance Indicators (LPI) will be established to provide assurance that both the KPI and SPM will be achieved. Lead indicators will provide early warning of a downward performance trend when they are continuously and collectively measured,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

Table C-2

Potential Performance Management Framework – Base Services Transformation



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ATTACHMENT D

CONTINUOUS IMPROVEMENT AND INNOVATION PROGRAM

1. INTRODUCTION

- 1.1. The ability of Industry Partners to deliver an effective program of Continuous Improvement and Innovation (CII) is seen as an important component to providing a value proposition to Defence.

2. GENERAL

- 2.1. In the context of the Base Services Packages, the concepts of CII have the following meaning:
- a. **Continuous Improvement** is the regular evaluation and subsequent improvements of processes and arrangements to ensure individual Services and Packages are delivered in a way that is relevant, efficient, effective and flexible; and
 - b. **Innovation** is more than improving existing methods and processes. It includes finding the best solution to achieve defined and agreed service delivery outcomes.
- 2.2. Defence operates in a dynamic and evolving strategic environment that has a direct impact on the capability priorities and by extension priorities relating to the delivery of all Packages. Defence expects Industry Partners to take advantage of enhanced industry capabilities, such as technological advancement, and implement change to optimise its value to Defence
- 2.3. Defence requires Industry Partners to drive change to improve the value proposition, meet the challenges and exploit the opportunities of a changing internal and external environment.

3. CONTINUOUS IMPROVEMENT AND INNOVATION PROGRAM

- 3.1. Industry Partners will be required to design and implement a CII Program that achieves the following:
- a. improves the delivery of Services within Packages;
 - b. efficiency, effectiveness and economy in the provision of Packages, while ensuring that:
 - i. the Packages are provided in accordance with a resultant Base Services contract; and
 - ii. the outcomes and performance requirements of any resultant Base Services contract, including those measured by the PMF are being, and continue to be, achieved.
- 3.2. It is anticipated that governance of a CII Program will reflect the overall collaborative nature of the partnership between Defence and its Industry Partners.
- 3.3. Defence will agree with Industry Partners for a CII Program framework and then regularly review the CII Program as reasonably required by Defence with parties working collaboratively to discuss and assess initiatives for further development and progression.
- 3.4. Each Industry Partner's performance against its CII Program will be continually monitored and assessed by Defence, and the outcomes of this assessment will be part of overall PMF.

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4. IMPLEMENTATION OF AN INNOVATION INITIATIVE

- 4.1. Industry Partners and Defence will collaboratively determine if an innovation initiative is to be progressed and a more detailed business case developed.
- 4.2. Innovation initiatives should be implemented upon agreement between Defence and Industry Partners.

ATTACHMENT E

DEFENCE BACKGROUND AND BASE PERSONAS OVERVIEW

Note to respondent: Attachment E is intended to provide the respondent with a number of illustrative (non-exhaustive) examples of day to day and annual Defence operational situations. The examples are for context only. The respondent is instructed not to address any of the examples in this Attachment E as part of its proposal.

1. DEFENCE PREPAREDNESS**1.1. General**

1.1.1. As outlined in the 2020 Defence Strategic Update, emerging international and Government priorities, Defence is expected to grow and evolve in capabilities (personnel, infrastructure and equipment) and locations. Defence Preparedness is ensuring sufficient forces are postured and available at the planned levels of readiness for present and future contingencies.

1.1.2. In addition to the current challenges faced by Base Services and ability to scale Services based upon operational requirements, future changes anticipated through Defence's strategic objectives and force posture initiatives include:

- a. known and evolving workforce pressures across metropolitan, regional and remote locations;
- b. known and evolving supply chain pressures; and
- c. increasing significant weather events requiring support to Australian Defence Force (ADF) emergency responses.

1.2. Planning for and supporting Defence Preparedness

1.2.1. Defence Preparedness is central to Defence and is part of all Defence activity planning. Defence Preparedness has a direct impact on how and where Base Services are delivered. Examples of Defence Preparedness include:

- a. increasing the size of the ADF over time resulting in more ADF Personnel training, living and working on Defence Sites;
- b. changing the roles and functions of Defence Bases and moving ADF Units between Defence Sites (including interstate) which reduces or increases the demand for Base Services across impacted Defence Sites; and
- c. Ensuring that Defence Sites are well equipped to enable expanding training areas and ranges, to meet future needs of the ADF and its international partnerships with other foreign Defence organisations, to facilitate unilateral training exercises at Defence Sites across Australia with foreign Defence organisations.

1.2.2. As the Defence Estate evolves to support current and future capability through both facility and capability upgrades, the delivery of Base Services must be able to scale to meet Defence Preparedness priorities as required by the Commonwealth.

2. DEFENCE MILITARY EXERCISES**2.1. General**

2.1.1. The ADF regularly conducts exercises to rehearse how the ADF and its allied partners can work together under various (war-like/operational) situations, using different capabilities, assets and platforms to conduct air, land, and sea-based training. Exercises simulate challenging environments across multiple Defence Sites, training areas and ranges.

ATTACHMENT E**2.2. Planning and Supporting Defence Military Exercises**

2.2.1. An annual military exercise could result in participant numbers surging to over 10,000 in a single month-long period of activity, across a number of Defence Sites in various States and Territories. Industry Partners providing Packages of Base Services would be required to support exercises by:

- a. sourcing and erecting temporary fencing for restricted areas;
- b. establishing temporary laundry and ablutions facilities to accommodate the influx of ADF Personnel;
- c. assembling temporary accommodation such as 'tent lines' and camps;
- d. building temporary wash points on training areas and ranges to minimise biosecurity risks;
- e. acquiring alternate transport solutions to meet ADF Personnel movement requirements;
- f. maintain access control measures;
- g. provide quality meal solutions to meet exercise and training needs;
- h. maintain a safe and hygienic environment; and
- i. provide waste management solutions.

2.2.2. Industry Partners would be required to support this planned surge activity to enable the ADF and its allied partners to focus on meeting training objectives. While considerable planning occurs behind the scenes with Industry Partners, the nature of the exercises means that changes do occur. Industry Partners are required to remain flexible and collaborate across Base Services Packages to resolve issues that present including resource challenges in remote areas.

2.2.3. Industry Partners are required to collaborate and provide innovative solutions to assist Defence to achieve Defence Preparedness through these exercises while continuing to meet key performance requirements for Defence business-as-usual activity.

3. A MULTI-VENDOR ENVIRONMENT**3.1. General**

3.1.1. Delivering Packages across Defence Sites relies on Industry Partners building trusted relationships with one another which are based on principles of collaboration, cooperation and transparency to work collectively towards service delivery outcomes in a Team of Teams approach.

3.1.2. The Team of Teams approach is vital to ensuring the operation of Defence Sites with no two days really being the same. This approach ensures Industry Partners are perfectly positioned to anticipate, plan and respond to changing requirements on Defence Sites as well as changing Defence priorities to seamlessly redistribute effort and resources where it is required.

ATTACHMENT E**3.2. Planning and supporting Defence Events**

3.2.1. Examples of activities that may occur on Defence Sites include annual events such as the ceremonial event of ANZAC Day or a short notice visit by a VIP. Industry Partners are required to understand the reputational importance which such events have for Defence and are required to proactively work together to plan and ensure that sufficient resources are available to support such ceremonial events. This includes shifting priorities to ensure support to deliver reputationally sound outcomes for Defence. An example of this may include:

- a. Estate upkeep service requests are up to date for the locations of the event, including additional customer requests to support the event;
- b. grounds maintenance is ramped up in preparation for gardens and monuments to look their best;
- c. scheduled window cleaning on key buildings is programmed to occur before the event;
- d. pest and vermin are cleared, and areas cleaned;
- e. base security service arrangements are coordinated and streamlined;
- f. mess catering accommodates additional visitors, in addition to requirements related to formal functions;
- g. accommodation management and housekeeping services have prepared comfortable transit live-in accommodation rooms;
- h. transport solutions have been identified and are ready to mobilise when required; and
- i. waste collection and cleaning services are planned and conducted at appropriate times to ensure key buildings or facilities are presentable and disruption to the event is avoided.

3.2.2. A clear focus on delivering quality services, enhancing the experiences of the Defence Workforce and its visitors through transparent, collaborative and trusting relationships between Industry Partners is essential to the success of the Team of Teams approach.

4. DELIVERY OF AN ESTATE WORKS PROJECT**4.1. General**

4.1.1. With over 30,000 built assets, ensuring the Defence Estate remains compliant and fit for intended purpose is a critical requirement to supporting ADF capability. Defence Sites must be and remain safe working environments which requires infrastructure maintenance and upgrades to be prioritised, scheduled and routinely carried out across the Defence Estate.

4.1.2. The estate works three-year (3) rolling program focuses on restoring or sustaining capability and addressing safety and compliance requirements; including building refurbishments, replacement of fixed equipment, compliance and safety works, road grading and resurfacing, and electrical, water and security infrastructure works. Collectively, the estate upkeep (facilities maintenance) program delivers scheduled, routine and responsive maintenance, with a significant portion of this work subcontracted to local contractors, SMEs and Indigenous enterprises.

ATTACHMENT E**4.2. Planning and delivering a Refurbishment Project**

- 4.2.1. To successfully achieve project delivery outcomes with minimal impact to Defence capability and Defence Preparedness, Industry Partners must work together collaboratively and communicate effectively with each other and Defence stakeholders at various levels. An example of this may be in the course of a refurbishment project. The refurbishment project may require occupants of a building to vacate (decant) and relocate to another location on a Defence Site for the duration of the project. This may result in a mess hall being taken offline temporarily or cause access to part of a Defence Site or a facility to be disrupted, impacting training and capability outcomes.
- 4.2.2. A refurbishment project requires consideration across the breadth of Packages in the planning and delivery of estate works projects. This includes:
- a. project identification by Industry Partners through proactive planning to meet Defence capability requirements and allocated to parts of the estate that require investment;
 - b. customer-centric approaches adopted by Industry Partners that include early engagement with stakeholders to understand scheduling priorities, risks, delivery conflicts and capability requirements that could be impacted;
 - c. transparency of process and collaboration to ensure that resulting Base Services future delivery needs are identified, planned and implemented to support the infrastructure changes and any associated temporary or permanent movement of personnel to alternate locations on the base;
 - d. base security service arrangements to expedite and manage contractor and equipment movement on and off site;
 - e. planning and responding to the changing requirements of the base and seamlessly redistributing effort and resources to where they are needed;
 - f. proactively adjusting delivery of Packages through management processes and contract mechanisms such as:
 - i. cleaning schedules and locations;
 - ii. redistribution of hospitality and catering resources as needed;
 - iii. changes to waste collection points and / or frequency;
 - iv. ensuring firefighting Industry Partners are aware of response requirements; and
 - v. ensuring Base Support Contact Centre staff are appraised of any impact to actioning of facility maintenance Service Requests for impacted facilities.
- 4.2.3. To ensure that Defence and Industry Partners can identify risk and develop mitigation plans to achieve outcomes, Defence expects transparency and knowledge sharing from its Industry Partners to ensure minimal disruption to the Defence Workforce during a refurbishment project.

ATTACHMENT E**5. BASE PERSONAS****5.1. Role and Function of Bases and Sites**

5.1.1. To establish further understanding of the Defence Estate, Annex A to Attachment E provides a generalised, basic context for respondents to understand the role and function of Defence Sites across the Defence Estate including:

- a. Defence Bases and Sites – Supporting Capability;
- b. Operational Bases;
- c. Training Bases;
- d. Corporate, Administrative and Support Sites; and
- e. Forward Operating Bases and Training Areas.



Defence Bases & Sites - Supporting Capability

Overview

Defence Bases and Sites are fundamental to the generation and sustainment of Defence capability. Industry Partners delivering Base Services play a critical role in support to the achievement of Defence capability outcomes.

No two Defence Bases are the same as they support different capability outcomes or have nuances due to their specific population or geographic location. This results in a degree of variation in service delivery expectations in line with priority areas across Bases, Sites and/or geographic locations.

The following four main Base and Site types have been provided as general context for respondents to understand the role and function of Bases and Sites across Defence:

- Operational
- Training
- Forward Operating and Training Areas
- Corporate, Administrative and Support

It is important to note that single function Bases are uncommon, with many Bases containing a combination of headquarter elements, operational functions, training units and administrative and support personnel. Similarly, many capability and training outcomes are reliant on a network of Bases to achieve the required effect. Most Bases contain a mix of Navy, Army, Air Force and Joint Capability elements. It is therefore important for our Industry Partners to develop an understanding of the role and function of each Defence Base and Site and the key linkages between them in the generation of sea, land, air, space and cyber capabilities.

These Defence Base and Site descriptions should be considered in concert with the full suite of Request for Proposal documents.

The deployment of military power fundamentally depends on access to secure and operable Bases to generate and conduct missions. The ADF must be able to generate sufficient Bases in the right locations with the required capabilities to enable air, land and sea support to the joint force.



We value Industry Partners who understand the common and unique aspects of Defence Bases and Sites, demonstrate values-based behaviours and who do their part to ensure Base Services are prioritised and delivered to support Defence capability and its people.





Overview

Operational Bases provide daily contributions to Defence's operational activities, including the functions required to maintain the level of preparedness to meet government directed outcomes and often house command and administrative elements. Operational Bases rely heavily on functional and available estate, infrastructure and Base Services to meet daily needs and expectations of a high level of agility to meet the tempo of activities occurring at each location. Importantly, Operational Bases are likely to experience additional surge activity in preparation for major exercises and may act as a staging or force concentration point for domestic and regional operations, including supporting emergency responses both in Australia and overseas.

Priorities for the delivery of Base Services vary between Operational Bases and include a keen focus on maintenance of equipment and infrastructure to ensure assets supporting capability are operational and safe to operate. Operational Bases rely on a strong network of support across a range of enabling organisations, including Base Services Industry Partners; working together to achieve a coordinated effect that is responsive to short notice change.

Base operating hours vary however, most conduct core activities seven days a week and often during the evening or early morning. Base Services need to be flexible to meet these varying requirements and support both the capability effect and those living and working on Base. Operational Bases are an important part of the community and are likely to host non-Defence personnel as part of community events and visiting VIPs.

Supporting Capability

Operational Bases support critical capability effects of Navy, Army, Air Force or Joint Capability elements. While all Bases are home to a mix of units across several Defence Groups and Services, the main capabilities supported are:

Navy: Wharves - critical for the Fleet to berth alongside. Provision of reticulated services and the maintenance of infrastructure and equipment, such as cranes, is critically important.

Army: Training Areas and Ranges (TARs) are either on, adjacent to, or some distance from the Base. TARs will be used for training exercises and domestic operations and must be maintained and sustained to maximise availability.

Air Force: Airbases containing an aerodrome and infrastructure that supports the generation and projection of air power in support of the joint force. Compliance with legislation, aviation regulations and Defence policy is required.

Joint: Support multiple Groups and ADF Services. Joint Training Areas and Ranges used by Joint ADF and allied partners.

Demographics

Size: Large

Tempo: High tempo planned and reactive, with routine surge expected

Operating Hours: 7 days a week, with operating hours dependant on base operational profile

Locations: Capital and regional cities



Robertson Barracks

Size: 950ha (incl adjacent training area)

Population: 5000 ADF, 70 APS and contractors

Operating Hours: 7 days a week

Location: Palmerston area, Darwin, NT,

Resident Units: >30

Key Capability Features:

Headquarters, Infantry, Artillery, Armour and US Marines

HMAS Stirling

Size: 1,274ha

Population: >2500 ADF, 300 APS and contractors

Operating Hours: 7 days a week

Location: Garden Island, Rockingham, WA.

Resident Units: 75

Key Capability Features: Operational, logistics, maintenance, training and administrative support of Navy ships, submarines and helicopters

RAAF Base Amberley

Size: 2,200ha

Population: >5000 ADF, APF and contractors

Operating Hours: 7 days a week, night flying

Location: 50km west of Brisbane, QLD

Resident Units: 56

Key Capability Features: Defence Certified Military Aerodrome, Headquarters and Training, Combat Support, Joint Logistics, Army Elements





Overview

In support of the Defence mission, ADF personnel can be required to operate in volatile, uncertain and complex environments which demands agility, adaptability, problem solving and resilience in time-poor, high-pressure situations. Training is the critical element that supports the development of ADF personnel to achieve this edge and respond with credible force when required. Individual and collective training is crucial to enable capability and ensure these workforce skills are built to meet current and emerging capability requirements. Training is a highly planned process to shape the knowledge, skills, attitudes, values and behaviours of ADF personnel so they can achieve their best.

Training Bases play an integral role in the generation of suitably trained and qualified ADF personnel. Training Bases vary and deliver outcomes ranging from initial general recruit/officer training, through to further specialist skills/job role training, promotion/career advancement, and highly specialised/advanced technical training.

While Training Bases operate at a high tempo, they are coordinated with a planned schedule of activities that is forecast well in advance, offering more certainty in the ability to forecast delivery of Base Services. Training Bases have a continual high turn-over of student population, who are generally required to live on the Base during their training which can range from short (1-12 weeks) to long

term (up to 3+ years) durations. While there, opportunities to leave Base are often limited, resulting in a high reliance on the **Living and Working Services** by personnel.

Training Bases are complemented by Training Areas that contain the infrastructure required by the resident Navy, Army, Air Force or Joint Capability user groups. Training Areas can include land, sea or air where military maneuvers or simulated wartime operations are carried out for the purpose of training and evaluation. As such, **Property and Asset Services** in support of aerodromes, wharves and training areas are important.

Supporting Capability

Training Bases have a high number of Living In Accommodation (LIA) rooms, large messes, extensive gyms, recreational facilities, sporting fields and open spaces. Training Bases generally adopt a precinct style layout to delineate the LIA, messing and recreational, theoretical (classroom style) and practical (ranges, driving areas) training areas.

Key Base Services include:

Hospitality and Catering - most students live on the base for the duration of their training and attend the mess for meals.

Housekeeping and Cleaning - significant student throughput and movement requires close management to ensure rooms are clean and available.

Training Area and Range Management - generally high-use facilities requiring careful timetabling sequencing of training activities. Maintenance and sustainment of Training Areas and

Ranges, including deconfliction with training activities is critical to maximising availability.

Land Management and Estate Upkeep - many Training Bases have high environmental national significance and heritage value and require considered maintenance in accordance with legislation.

Transport - the movement of students on Base, between Bases, and adjoining Training Areas is pivotal.

Sports and Recreation - students require facilities and equipment to attain and sustain high levels of fitness.

Demographics

Size: Medium to Large

Tempo: High tempo and fixed routine

Operating Hours: 7 days a week

Locations: Mostly regional locations

Variables: Student numbers, staff availability, regional suppliers, recruitment levels



Key Locations

Initial Entry Training: HMAS Cerberus, HMAS Creswell, Kapooka, Duntroon, RAAF Wagga, RAAF Point Cook, Australian Defence Force Academy

Specialist Training: HMAS Penguin, Puckapunyal Military Area, RAAF Pearce, Albury-Wodonga Military Area





Corporate, Administrative & Support Sites

Corporate Sites

Defence Corporate Sites are office buildings or precincts located in most capital cities. Their size can vary greatly in terms of both their physical scope and the number of personnel they house (e.g. may be single building accommodating a few hundred people, to larger precincts accommodating a few thousand people). Corporate Sites are either leased or Defence-owned buildings and support an integrated work environment of ADF, APS and Industry Partner staff.

Corporate Sites contain ADF administrative headquarters and supporting Groups and Services. As these prominent Sites frequently host interactions with leaders, visiting dignitaries and the wider community, presentation and security impacts on and reflects Defence's reputation and standing. Facilities in these Sites can include auditoriums and conference rooms, office spaces, cafes, and gymnasiums. In addition, these Sites may have heritage value.

The provision of **Base Security Services and Living and Working Services** at Corporate Sites contributes to secure, clean, healthy, well-maintained and functional office environments in support of Defence's administrative requirements. **Estate Upkeep** and **Land Management** of building exteriors that are highly visible and accessible to visitors and the wider community are important reputationally to Defence.

Corporate Site Demographics

Size: Small to Large

Tempo: Constant and high, reducing to low outside typical office business hours

Operating Hours: Monday to Friday during typical office business hours, with reduced levels of staffing outside these hours and on weekends

Locations: Capital cities



Administrative & Support Sites

Defence owns a number of small-scale Administrative and Support Sites located in remote and regional areas as well as major capital cities.

Like Corporate Sites, those in capital cities frequently host interactions with leaders, visiting dignitaries and the wider community. They often also have historic or heritage value and are of reputational importance to Defence. Provision of **Living and Working Services, Estate Upkeep** and **Land Management** are very important in these locations.

Remote and regional Sites typically have a prominent local profile, serving as the local Defence interface with communities and performing administration, logistics, and personnel support functions for Defence. Some of these regional and remote Sites support smaller reserve and/or cadet units, consisting of multi-user administration and training

buildings. Delivery of Base Services at these Sites reflects the smaller scale, generally low tempo and routine use. Due to their regional and remote locations, these Sites can surge to become critically important during times of natural disasters and extreme weather events in support domestic operations that can involve large numbers of Defence personnel and the community.

Across the range of capital city, regional and remote Sites, facilities may include auditoriums and conference rooms, office spaces, logistics support facilities, vehicle and training shelters, messes, sports fields, classrooms, transport depots, gymnasiums, live-in and transit style accommodation.

Supporting Capability

Corporate Sites support capability through:

- Accommodating high-level Command teams that plan and execute Defence operations and exercises
- Accommodating Defence Groups who administer Defence projects and programs
- Providing enabling functions that support Defence capability
- Providing administrative support functions for Defence personnel

Administrative & Support Sites support Defence capability through:

- Providing facilities and staging points for the provision of Defence assistance to the civil community during an emergency, allowing ADF members to mobilise quickly to respond when needed
- Supporting ADF Reservists and providing facilities for ADF Cadets to undertake activities
- Supporting critical infrastructure



Administrative & Support Site Demographics

Size: Small

Tempo: Scalable. Can be required to surge quickly in response to unplanned events. Ranges from skeleton staff to 100% capacity

Operating Hours: Monday to Friday during typical office business hours, with reduced levels of staffing outside these hours and on weekends

Locations: Capital cities, regional and remote locations





Forward Operating Bases & Training Areas

Overview

Forward Operating Bases within Australia are mostly used in the context of air operations. An airbase operating as a Forward Operating Base (FOB) will be the location from which air operation missions are launched in support of the joint force. RAAF Base Learmonth is identified as a permanently assigned FOB whereas RAAF Bases Scherger and Curtin are maintained at a contingency level of readiness, routinely activated as FOBs during exercises and operational activities.

FOBs are used to support operations and exercises (surge) and need to maintain a minimum level of readiness to support short notice activities. They operate with minimal ADF personnel in location and with established infrastructure that allows for surge to increased levels within a short timeframe, as they provide a critical role in the conduct of air operations. FOBs must maintain compliance with Defence aviation safety regulations, which includes maintenance of aircraft runways and pavement areas, and management of vegetation and wildlife around the aerodrome.

Training Areas usually consist of large open areas of vegetation with sparse built infrastructure

and limited resources. These Training Areas support the ADF deploying its personnel to conduct a wide range of training activities for groups of anywhere between 10 personnel to 5000 or more using a range of weapons and equipment. Some Training Areas are located adjacent to bases (and tend to be smaller in size), while others are in isolated regional or remote areas.

Key locations include:

- Bradshaw Field Training Area, NT
- Greenbank Training Area, QLD
- Shoalwater Bay Training Area, QLD
- Townsville Field Training Area, QLD
- Cultana Training Area, SA

Demographics

Size: Small to medium

Tempo: Low to surge

Operating Hours: Sporadic and uncertain ranging from caretaker to ongoing 24/7 operations

Locations: Regional cities or remote locations

Supporting Capability

Forward Operating Bases

FOBs are a critical part of generating air capability for most operational or exercise activities. Defence and Industry Partners work together in ensuring that these Bases are maintained to a minimum level of readiness to quickly stand-up a base capability effect that can support a range of aircraft and ground support functions. As such, **Estate Upkeep, Land Management** (and at applicable locations, **Remote Operations**) are key Base Services to be constantly maintained. The facilities on these FOBs need to be ready to accommodate Defence and Industry Partners who will live and work at these locations, often for weeks at a time. Once activated, **Base Security Services, Living and Working Services and Waste Management and Resource Recovery** are also required. It is important that supply chains are managed and available to stand up FOBs at short notice, noting the complexity of access to the remote sites where these Bases are generally located.

Training Areas

Training Areas are characterised by broad acre land expanses with extensive road and fence networks. They require significant **Estate Upkeep** and **Land**



Management resources to continually maintain their accessibility, availability and sustainability.

Training Area and Range Management is a key Base Service in these high-use facilities. This requires careful sequencing of training activities to meet capability demands, while also ensuring safety, maintenance and sustainment of Training Areas, Ranges and targetry.

Land Management is a key focus and includes management of biosecurity risks to neighbouring properties; pest/weed management and vehicle hygiene; native species and ecological communities; sites of cultural significance; soil, erosion and contamination management; bushfire management and response; pollution prevention; water preservation and treatment including potable and non-potable and sewerage; waste and recycling.

Estate Upkeep on Training Areas and Ranges includes high levels of road maintenance due to the nature of the heavy vehicles that operate there.

