

PART 2 – STATEMENT OF EXPECTATION**1. OVERVIEW**

- 1.1. This Part 2 of the RFP provides information to respondents on the Base Services and the Packaging of Base Services as set out in the documents listed below:
- a. Attachment A: Statement of Expectation Our Ambition;
 - b. Attachment B: Statement of Expectation Overview;
 - c. Annexes A to I to Attachment B: Base Service Packages; and
 - d. Appendices to Annexes A to I: Statement of Expectation.

Statement of Expectation

Our Ambition

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ATTACHMENT A

Defence's mission is "To defend Australia and its national interests in order to advance Australian security and prosperity". As part of the Defence Enterprise, Security and Estate Group (SEG) develops and sustains the Defence Estate through the provision of services that enable Australian Defence Force capabilities that project sea, land, air and joint power. Our success is a collective effort and not possible without the valuable support provided by our future Industry Partners who will deliver the vital products, skills and expertise that Defence needs to achieve an ambitious capability program as we adapt to significant shifts in geo-strategic circumstances. SEG is seeking Industry Partners who are willing to contribute to the defence of Australia through demonstrated values-based behaviours and contribution of key enabling services that link to the delivery of Defence capability.

The Defence Base Services Transformation (BST) Program is offering an exciting opportunity for prospective Industry Partners to work alongside Defence and other Industry Partners to share insights into industry trends, capacity and ideal enabling conditions to shape and deliver service excellence for the fourth generation of Base Services contracts. Base Services are essential on the ground estate maintenance, living services and sustainment services that support Defence workforce, including our ADF Personnel,

An exciting opportunity for prospective Industry Partners to work with Defence and other Industry Partners to share insights into industry trends, capacity and ideal enabling conditions to shape and deliver service excellence.

the Australian Signals Directorate and ADF Cadets, to strengthen our Defence capabilities.

We want to be leaders in positive transformation, improving outcomes and service deliverables for our people in their mission to support our communities and nation. Outcomes from the new base services contracts will focus on simple and personal approaches that encompasses customer-centred design principles. Service delivery will be modernised, incorporating digitally centric innovative technologies and user experience preferences such as mobile application enabled functionality to log, track and receive status updates for base service requests.



As the Commonwealth's largest procurer, Defence supports whole of government priorities, including economic and supply-chain resiliency. Defence and future Industry Partners will work together to support the provision of Base Services to our people and Sites throughout Australia, particularly those who support and leverage small to medium enterprises in local and regional areas to bring diversity to the supply chain. Defence is also proud to take a leading role in increasing opportunities for Indigenous businesses.

This Statement of Expectation is intended to provide respondents with background information and service details to support a submission to the Request for Proposal (RFP). Defence will shortlist respondents who demonstrate an organisational capability, capacity and proven past performance to deliver services which meet Defence expectations, and whose demonstrated values-based behaviours complement our own.

As the Defence operating environment, estate landscape and workforce evolves, we seek to collaborate with future Industry Partners with the agility and resilience to join us on this journey, placing the security and interests of our nation and its people ahead of our own.

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Program Overview and Themes

Collectively Base Services is a portfolio of contracts worth greater than \$1.5 billion annually. Defence is seeking to transform how Base Services are delivered by innovating and modernising Base Services across all service lines. The BST Program is expected to transform the Base Services contracts to enhance service delivery across the Defence Estate to support Defence capability through the following transformational themes:

'Making Defence Life Like Community Life' by:

- Focusing on modernising the service offerings available to the Defence Personnel
- Providing modern and contemporary services and customer experiences consistent with what is broadly available to the community today, and in the future
- Helping ADF Personnel and their families transition into and between Sites

Adopting 'Digitally-Centric' methods to:

- Improve customer interaction by leveraging smarter systems for Defence Personnel to engage with Security and Estate Group (SEG) and its future Industry Partners
- Encourage digital service augmentation to enhance the quality, effectiveness and/or efficiency for both access to and the delivery of Base Services.



Values, Behaviours and Strategic Alignment

Our values, behaviours and strategic alignment is the foundation of our success.

We are seeking to partner with like-minded respondents who:

- Understand their contribution is in **service** to Australia and its people, working alongside Defence to place the security and interests of the nation and our community at the core of what they do
- Will be accountable and trusted in the delivery of service **excellence** across the Defence Estate, striving each day to deliver the best possible outcomes including reflecting and learning from past experiences, collaborating, and sharing knowledge and expertise across the Enterprise
- Have the **courage** to constructively challenge Defence on how we can do better and not always agreeing with our position or approach. Embrace, adapt and respond to evolving operating environments and strategic direction, innovatively creating solutions to overcome challenges
- **Respect** their staff, the supply chain and other future Industry Partners; building meaningful partnerships, treating everyone with dignity and valuing diversity. This includes growth-focused opportunities to enhance economic contributions by maximising indigenous, veteran, local and small to medium enterprise participation
- Always act with **integrity**, maintaining and upholding performance expectations through robust and transparent assurance and reporting activities to ensure the Defence Estate is operationally fit to support capability



It is critical to our success that Defence and our future Industry Partners remain flexible, agile and adaptable in responding to our evolving operational environment.

Current Operating Environment

Defence occupies a vast footprint across Australia, with over 100,000 Defence Personnel located at Defence Sites across all states and territories. The Base Services contracts provide industry employment for over 6,000 people across Australia.

Our operating environment is evolving in both complexity and geographic focus, as highlighted in the [2020 Defence Strategic Update](#). Defence contractors provide planned and responsive Base Services and are relied upon to provide short notice surge support to both planned and unplanned Defence activities and operations to support Government directed activities. This includes enabling support to enhance Defence's capacity and support to civil authorities in response to domestic, national and regional crises.



It is critical to our success and security of our nation that the delivery of Base Services remain flexible, agile and adaptable in responding to evolving operational environments around us. This includes relying on our future Industry Partners to meet operational needs for Base Services continuity.

The Defence Estate is a complex operating environment with a range of factors that influence requirements. Future Industry Partners will be required to understand, adapt to, and navigate these factors across all services in the Base Services contracts.

Factors include:

Business Continuity

- Defence faces a range of situations that could result in significant business disruptions (loss of access to buildings and workplaces, outages of communication and information technology, supply chain failures) and is increasingly relied upon to provide support and assistance to the Australian civil community to support an emergency response (such as a natural disaster).
- Future Industry Partners are expected to have solid relationships with industry and well-developed contingency plans to implement effective business continuity arrangements to ensure Base Services continue to be delivered, to support agreed minimum level of services during challenging times.

Security Requirements

- Complex security arrangements to access Defence Sites and facilities at some locations, including sites where staff may be required to be escorted to perform work, and/or hold a high-level security clearance.
- Undergoing security clearance processes can take time, especially for high-level security clearances.

Remote and Regional Locations

- Some Defence Sites may not be occupied on a regular basis by Defence Personnel.
- Some Defence Sites are in remote and regional areas, requiring future Industry Partners to build capability and networks with locally placed industry to meet Defence outcomes.

Operating Tempo

- Defence operational tempo can fluctuate at short notice in response to planned and unplanned events and activities. Our future Industry Partners will need to consider how each base service could surge and be capable to respond to evolving requirements, across a variety of locations.

Youth Safety

- Defence has sites that operate with youth present, including ADF Cadets, work experience students and permanent ADF personnel who are not yet 18 years of age. Defence will work closely with future Industry Partners to help navigate these complexities and will look to industry to develop solutions to ensure a safe, informed and service-excellence focused working environment which addresses the specific needs and policy requirements to working in an environment where youth may be present

Enterprise Insights

The BST Program engaged widely with internal and external stakeholders. Defence customers shared feedback on their experiences and interactions with current Base Services, as well as opportunities to transform the next generation of Base Services contracts. Market scans, conversations with industry, national and international peer organisations and responses to the Approach to Market - Request for Information (RFI) provided unique insights and a deeper market awareness for the BST Program.



From this extensive engagement, five key themes emerged:

- **Trust** – Our engagement activities identified a lack of trust from some customers and stakeholders in the delivery and management of Base Services not adequately supporting capability due to a number of internal or external constraints.
- **Agile & Responsive** – Our contractors have demonstrated they can be agile and responsive; we want to draw on the benefits of providing contractors more autonomy and flexibility to solve problems and innovate.
- **One Size Doesn't Fit All** – BST Program identified that most services should be delivered consistently across locations, however there are examples of where tailoring of contracts and delivery method is required to meet unique capability requirements or local challenges (such as environmental or geographic).
- **Management System** – It's sometimes unclear to our customers and contractors where authority and accountability sits within the SEG structure. We need to remove ambiguity and encourage the right behaviours within SEG to improve consistency of service delivery nationally.
- **Industry Partnerships** – We sought insights from industry, peer organisations, state government agencies and our international Defence counterparts to understand different operating models, lessons learned and better practice suggestions on contract design and contractor management.

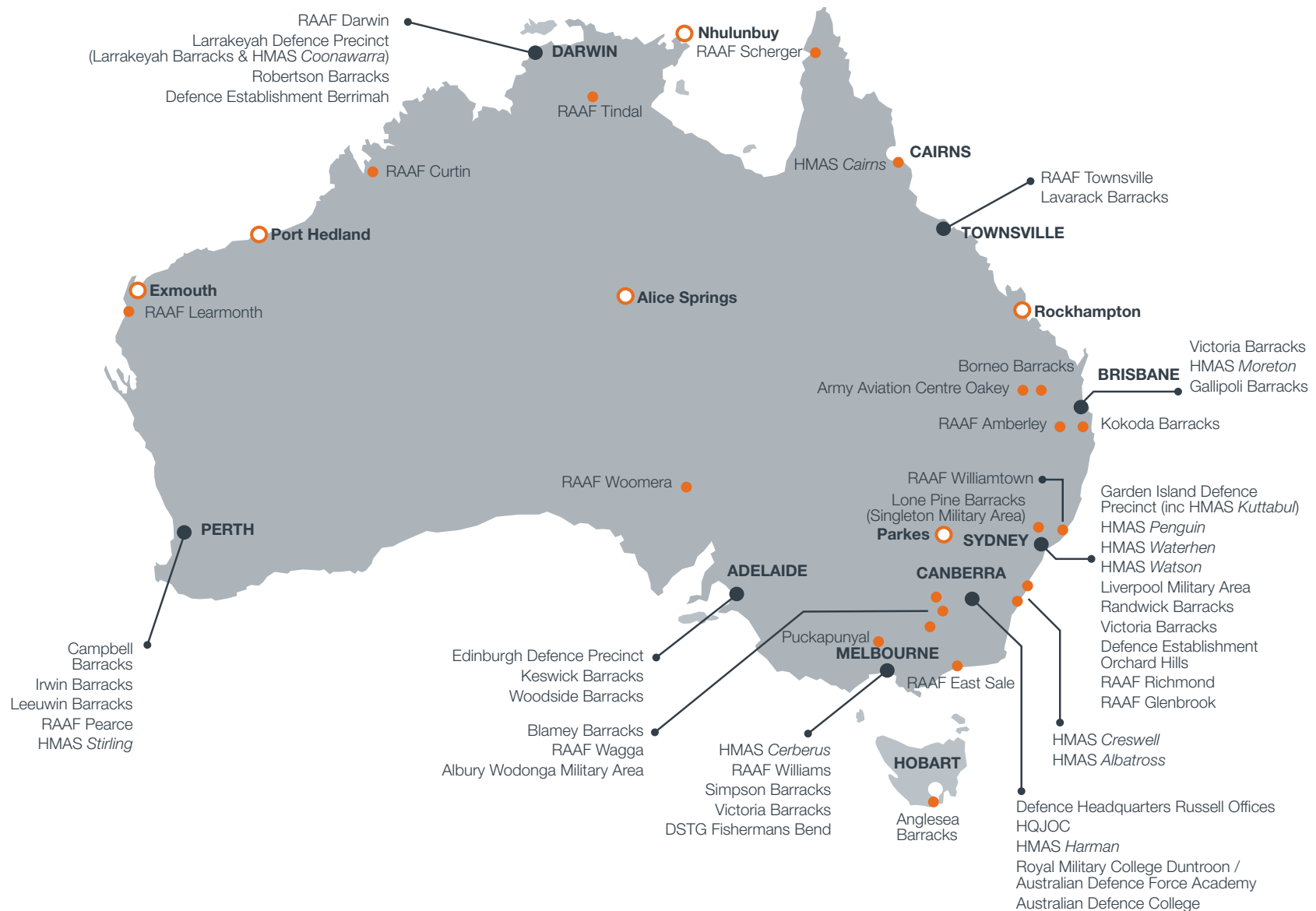


Future Program Requirements

Defence is more than an Enterprise; it is a community of Groups and Services, and industry, working together to contribute to the achievement of Defence outcomes. We will build upon lessons learned, and together with a group of respondents, create an innovative, knowledge sharing community to work collaboratively to deliver the next generation of base service outcomes.



Current Operating Information - Defence Base Locations



ATTACHMENT B

STATEMENT OF EXPECTATION OVERVIEW

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1. GENERAL

1.1 Introduction

- 1.1.1 Defence requires delivery of a range of essential property, building and infrastructure, and people services that are fundamental to the organisational, operational and military capability of Defence (Base Services).
- 1.1.2 The process for delivery of Base Services and the scope of Base Services being delivered are now undergoing a change through the Base Service Transformation program (BST) which is being undertaken by Defence through its Security and Estate Group (SEG).
- 1.1.3 Following earlier industry engagement by way of a Request for Information (RFI) released to the market in 2021, Defence undertook analysis and review of the feedback that it received from that process. Through the RFI, Defence sought to understand a range of factors in readiness for the next generation of Base Services contracts, including:
- a. the varying Base Services market sectors;
 - b. industry appetite to deliver Base Services differently;
 - c. challenges impacting some market sectors for Base Services; and
 - d. opportunities for innovation and improvement in the range and manner of delivery of Base Services across the Defence Estate.
- 1.1.4 This Statement of Expectation (SOE) summarises how the Base Services have been packaged and where each Package is required to be delivered.

1.2 BST Program Intent

- 1.2.1 The two guiding themes of the BST are:
- a. 'Making Defence Life Like Community Life' by: focusing on modernising the service offerings available to the Defence Personnel; providing modern and contemporary services and customer experiences consistent with what is broadly available to the community today, and in the future; and helping Defence Personnel and their families transition into and between Defence Sites.
 - b. Adopting 'Digitally-Centric' methods to: improve customer interaction by leveraging smarter systems for Defence Personnel to engage with Security and Estate Group (SEG) and its Industry Partners; encourage digital service augmentation to enhance the quality, effectiveness and efficiency for both access to and the delivery of Base Services.
- 1.2.2 Together with the guiding themes above, the following BST objectives are summarised as:
- a. Scalable and adaptable. As Defence needs are not static, and Base Services will need to be adjusted in accordance with Defence priorities and capability needs, the Base Services must contain contemporary services offerings that consider the needs of Defence's current and future workforce and enterprise requirements.
 - b. Transparent and collaborative. Base Services rely on strong relationships between Defence and industry to achieve high levels of trust, transparency, and performance, which in turn enhances enterprise performance and accountability.
 - c. Reducing Defence risk. In the provision of Base Services to people, property, and infrastructure through an alignment of strategic priorities between Defence and industry partnerships. Industry partners that embrace Defence people, bases and spaces as their own, and value optimising participation from Indigenous Business, Local Business and SMEs.
 - d. Value for money. Providing optimised outcomes for Defence represented through its investments in and total cost of ownership for the delivery of Base Services for its people, property, and infrastructure.

1.3 BST Program Approach

- 1.3.1 Industry Partners are fundamental to supporting Defence capability. The delivery of Base Services outcomes requires a commensurate level of service integration and collaboration to ensure that multiple Industry Partners can holistically, consistently and seamlessly deliver the Base Services across the country.
- 1.3.2 In delivering Base Services, Industry Partners will be expected to exercise stewardship over the Defence Estate by implementing and complying with a wide range of Defence management policies, processes and practices in delivering contracted Base Service Packages. Effective collaboration is the key to successful delivery of seamless Base Service Packages across Defence. The service integration, coordination role and function places obligations on all Industry Partners to collaboratively plan and schedule with each other, consulting with all stakeholders, industry and Defence to harmonise Base Service Package delivery to optimise Defence capability.
- 1.3.3 Defence values proactive and engaged Industry Partners who will collaboratively bring people and teams together to develop solutions and achieve Defence desired outcomes. The requirements for service integration and coordination should improve service delivery and the value proposition for Defence.
- 1.3.4 Defence seeks service delivery resilience that can be leveraged from relationships developed between contracted providers that fosters a Team of Teams approach. As a member of the Team of Teams, Industry Partners will need to demonstrate an ability to deliver the Base Service Packages in an integrated working environment with Defence and other Industry Partners.
- 1.3.5 This collaborative model seeks to have a 'one team' approach, where customers see our team of providers as just another arm of SEG, not as individual brands, but a Team of Teams, delivering fit for purpose Base Services to Defence. The service integration and coordination role and function require Industry Partners to develop relationships and management processes and procedures that create an environment conducive to forming and building a Team of Teams. This will be further explored during the planned CDA and will be defined in an ultimate Base Service Package contract.
- 1.3.6 Industry Partners are expected to be invested in the service integration and coordination role and functions. The CDA process will consider each Industry Partners' role or share in the delivery of Base Services and how best to develop a robust framework that encourages and sustains a collaborative culture.

1.4 Co-Design Activity

- 1.4.1 Successful respondents to this RFP will be short-listed and required to participate in a CDA with the Defence.
- 1.4.2 As part of the CDA, Defence expects Industry Partners to work collaboratively to develop mutually agreed operating principles and identify lead contract management roles to oversee and manage service delivery outcomes, performance expectations and support integration and coordination across all Base Service Packages. A robust industry relationship management environment requires strong values and mission alignment between each party, enduring through the contract, maximising cooperation for the common good in achieving outcomes to support Defence's mission. It is expected that each Industry Partner, including other providers as part of the wider supply chain, will consider how to share risks and rewards when working with Defence, including design of any integrated service delivery system
- 1.4.3 Providing a response to this RFP does not entitle or qualify a respondent to be invited to participate in the next stages of the procurement process, that being the CDA process or the Request for Tender (RFT). Only respondents short-listed as a result of this RFP will have the opportunity to participate in the CDA and any resulting RFT conducted by Defence.
- 1.4.4 Together with shortlisted respondents, Defence will create an innovative, knowledge sharing community to work collaboratively to design the next generation of Base Services outcomes and commercial arrangements.
- 1.4.5 The inclusion of an approach to market and a CDA phase demonstrates Defence's commitment to transform and do business differently, valuing feedback, and encouraging greater involvement from industry prior to release of the RFT. In the first phase of this

procurement, Industry Partners will be required to align to Defence values and behaviours. It is central to this procurement process that shortlisted respondents are able to demonstrate alignment with Defence values and behaviours during CDA.

2. SCOPE OF REQUIREMENT

2.1 Overview of the current Base Services

2.1.1 Base Services are currently delivered across 18 individual categories which are divided into two core services groups, referred to as:

- a. Estate Maintenance and Operations Services (EMOS); and
- b. Miscellaneous Services Packages (MSP).

2.1.2 Table 1 below sets out the scope of Base Services covered between the current EMOS and MSP service packages.

Table 1 – Current Base Services

Service Package	Base Service
Estate Maintenance & Operations Services (EMOS)	Accommodation Management
	Airfield Management
	Base Services Support Centre
	Cleaning Services
	Estate Upkeep
	Land Management (includes Grounds Maintenance)
	Laundry and Dry Cleaning
	Management, Integration & Coordination
	Pest and Vermin Management
	Sport and Recreation Services
	Training Areas and Ranges Management
	Transport Services
Miscellaneous Service Packages (MSP)	Access Control (Security Services)
	Rescue and Fire Fighting
	Hospitality and Catering
	National Program Services
	Project Delivery Services
	Waste Management

2.2 Supporting Defence Requirements

- 2.2.1 Base Services provide essential and enabling support to a range of readiness and sustainability outcomes for Defence by supporting the operations of the wider Defence Estate. The Defence Estate is a complex operating environment, and Industry Partners will need to have resilience to navigate through these complexities to deliver Base Services.
- 2.2.2 With over 70 major Defence Sites, many remote sites, multi-user depots, training areas and leased premises, the daily stewardship of the Defence Estate is a significant undertaking with the delivery of over 18 individual Base Services, thousands of construction and building projects and various other activities. Providing reliable and consistent service with the ability for a scalable effect to meet operational requirements is paramount. Simultaneously, with the provision of daily Base Services, Defence regularly undertakes training exercises and military activities that require additional or varied service delivery.
- 2.2.3 Together with Defence values and behaviours in Attachment B in Part 3, and strategic alignment outlined in Attachment A in Part 2, Industry Partners are required to develop collaborative relationships and fulfil mutual obligations to support Defence capability through:
- a. providing a reliable, consistent, “business as usual” service;
 - b. supporting Defence operational outcomes by providing responsive, scalable and flexible Base Services that can support varied tempos through well-developed business continuity and contingency plans; and
 - c. When required, contribute to planning and actively participate in:
 - i. Base exercises, including for emergency management and security response scenarios;
 - ii. Military training exercises, including provision of Base Services off-site in remote and regional locations; and
 - iii. Operational activities, including supporting Defence to respond to emergency and non-emergency events, contributing to preparedness activities for military elements to deploy outside of Australia and other operational activities directed by the Australian Government.
- 2.2.4 More information regarding Defence training [exercises](#) and [operations](#) can be found on the Defence website. Additional information relating to estate management, including relevant legislation, policy, and end-to-end life cycle and support tools can be found via the [Defence Estate Quality Management System \(DEQMS\)](#) website.

2.3 Surge Requirements

- 2.3.1 In the context of Base Services, the term 'surge' refers to the requirement to provide Base Services above anticipated service levels in support of planned and unplanned Defence activities.
- 2.3.2 Defence activities often fluctuate in size, scope and location, with our Base Service contractors providing fundamental support to enable this surge capability. It is essential that our Base Services are scalable to adapt, respond and support Defence activities as required.
- 2.3.3 Surge will be discussed further during the CDA. This will include developing an understanding to support planning, expected locations and timeframes for activation (where known). A list of specific Base Services will be identified as requiring a surge capacity.

2.4 Inclusion and Diversity

- 2.4.1 Defence is the largest Australian Government department buying goods and services from enterprises of all sizes across Australia and overseas. Defence is keen to support businesses of all sizes right across Australia, including businesses based in regional and remote areas, businesses supporting disability, Indigenous Business and the Veteran and Defence spouse employment sector.
- 2.4.2 Defence is committed to lowering barriers for Indigenous Business participation and to stimulate economic and business development for Indigenous enterprises as outlined in the Commonwealth's [Indigenous Procurement Policy](#).
- 2.4.3 Responses to the RFP and the evaluation of responses will be against delivery of the Packages identified below and not individual Services. As part of this competitive procurement process, shortlisted respondents who are selected to participate in the CDA will be expected to demonstrate their commitment in supporting SMEs, local business and their diversity and inclusivity through Indigenous Business, Veteran and disability employment opportunities.
- 2.4.4 There are over 3,000 SMEs throughout Australia providing services for Defence and the defence industry. Many of these businesses do not work directly with Defence, but as part of a supply chain assisting larger companies with Defence contracts.
- 2.4.5 Defence encourages SMEs with capacity and capability to support Packages and build connections directly with other Industry Partners and identify opportunities where supply chain relationships could be explored.
- 2.4.6 A list of potential partners who have expressed an interest in supporting the next generation of Base Services contracts can be found on the [Base Services Transformation Program website](#).

2.5 Packaged approach to Base Services

- 2.5.1 As part of the Request for Proposal documentation, supporting information about the Base Services Packages has been divided into three sections:
- a. **System Level:** 'Our Ambition' represents the overarching expectations at a whole of Base Services level. It outlines our transformational aspirations for the Base Services contracts through values and strategic alignment of behaviours, outcomes and purpose.
 - b. **Package Level:** This document outlines how some Services have been grouped (or bundled) into Packages, including the rationale for the approach and explanation as to why some Services have been proposed as a single Service Package. It also outlines how Services are geographically aggregated between prime contractors across Australia. The proposed Packages are:
 - (i) Base Security Services;
 - (ii) Base Services Contact Centre;
 - (iii) Firefighting Services;

- (iv) Living and Working Services (bundled package);
 - (v) National Program Service;
 - (vi) Project Delivery Services;
 - (vii) Property and Asset Services (bundled package);
 - (viii) Remote Operations; and
 - (ix) Waste Management and Resource Recovery.
- c. **Service Level:** Supporting this document is a Statement of Expectation for each individual Service which outlines the scope and scale of each Service and describes key transformational themes identified through extensive stakeholder engagement. The SOE documents are not contractually binding or designed to be statements of works. Instead, the SOEs are intended to assist respondents in understanding the general requirements for a Service and encourage innovative service delivery proposals.

2.6 Managing the Contract

- 2.6.1 Defence will seek delivery of a range of obligations and performance of the Base Services from Industry Partners. Industry Partners will need to demonstrate commitment to the following:
- a. continuous improvement and service optimisation;
 - b. innovation throughout the life of the contract;
 - c. value for money contracting outcomes;
 - d. developing and proposing changes to the contract resulting from change to demand; and
 - e. managing all contractual obligations.
- 2.6.2 Industry Partners may be required to integrate and support Defence Workforce capability outcomes including embedded Defence Personnel, access to trade training and supporting Defence and Defence events with provision and augmentation of labour and resources.
- 2.6.3 Industry Partners may be offered GFF, GFM and GFE to perform work and support the contracted scope of works.
- 2.6.4 Defence and Industry Partners will work collaboratively to support information management principles and practices, including data management, data analytics and record keeping in support of contracted outcomes.

2.7 Managing performance and assurance

- 2.7.1 High quality relationships between Defence and Industry Partners are valued and critical to the successful management of contracts and delivery of quality outcomes. The future Base Services contracts will be managed and measured on principles that are based on collaboration, cooperation, and shared values and behaviours. Collaboration principles include:
- a. honest and open communication;
 - a. trust and accountability between Defence and Industry Partners performance to the requirements and intent of the contract; and
 - b. resolution of issues at the lowest level possible.

- 2.7.2 Defence will seek to develop an assurance model with Industry Partners based on risk and criticality. The assurance model should ensure services are delivered safely, in accordance with value for money, meet customer needs, and are compliant with relevant legislation, policies and procedures at all times.

2.8 Systems, data and analytics

- 2.8.1 Defence is transforming its approach to governing its large data assets including the establishment of the Defence Data Division, the appointment of a Chief Data Integration Officer and the release of the [Defence Data Strategy 2021-2023](#). Defence is embedding data literacy as a cultural norm and putting useful and trusted information at the centre of everything we do to deliver the Defence mission.
- 2.8.2 Defence is in the early stages of implementing an Enterprise Resource Program and leveraging the data assets created and maintained by our Industry Partners will be an important requirement in the future RFT and resulting Base Services contracts. Defence will require Industry Partners to integrate and/or supply information and data through various technology platforms.
- 2.8.3 Defence has commenced work on the ServiceConnect program. The ServiceConnect program is developing a digital service delivery experience for administrative and transactional services across Defence. This online platform will modernise access to Base Services and enable our people to access key information and Base Services seamlessly.
- 2.8.4 Once implemented, the ServiceConnect platform will make daily administrative tasks performed by the Defence Workforce and Industry Partners more efficient.

3. THE PACKAGES

3.1 Understanding Package Structure

- 3.1.1 Defence have developed the following nine (9) Packages noted in Table 2 below. Two (2) Packages, Living and Working Services and Property and Asset Services, consist of multiple Base Services in each Package. The remaining Packages are single Base Service Packages.

Table 2 – Base Services Packages

Package	Services	Geo-Aggregation
Base Security Services	(a) Base Security Services	State/Territory
Base Services Contact Centre	(a) Base Services Contact Centre	National
Firefighting Services	(a) Firefighting Services	National
Living and Working Services	(a) Cleaning Services (b) Hospitality and Catering (c) Housekeeping Services (d) Laundry and Dry Cleaning Services (e) Pest and Vermin Services (f) Sports and Recreation Services (g) Transport Services	State/Territory
National Program Service	(a) National Program Service	National
Project Delivery Services	(a) Project Delivery Services	State/Territory
Property and Asset Services	(a) Aerodrome Operations (b) Estate Upkeep Services (c) Land Management Services (d) Training Area and Range Management Services	State/Territory
Remote Operations	(a) Remote Operations	Location specific
Waste Management and Resource Recovery	(a) Waste Management and Resource Recovery	State/Territory

- 3.1.2 For all Packages except Remote Operations, the respondent(s) will deliver Services to all Defence Sites within their nominated State and/or Territory, including identified remote sites in that jurisdiction. Respondents may bid for one or more packages in one or more locations.
- 3.1.3 Remote Operations Package is an optional delivery method that Defence has identified. Respondents are invited to respond against this Package and Defence will then consider whether to progress the Package as part of the CDA and/or future RFT process having regard to the responses received and any other relevant circumstances. The nominated remote sites are:
- a. Woomera, South Australia (RAAF Woomera and Woomera Range Complex);
 - b. Tindal, Northern Territory (RAAF Tindal); and
 - c. Learmonth, Western Australia (RAAF Learmonth).
- 3.1.4 The Package solution looks to provide integrated services, drive efficiency in delivery with the core aim to improve an overall experience for our customers. Defence values seamless customer interfaces and creating single touch points.
- 3.1.5 Defence expects that the packaging of these services will provide through-life benefits, creating business improvement opportunities and options for innovation and service efficiencies. As the Base Services contracts mature it is expected that business improvements will increase the overall value proposition for Defence.
- 3.1.6 Noting the changing strategic environment, respondents should be able to leverage the benefits of these Packaged Services to enhance support to Defence in both operational and training environments. Defence expects that Industry Partners are cognisant of the requirement to improve the provision of Services in regional and remote locations, focusing on building robust supply chains, developing local industry capacity, support small businesses, and develop robust labour solutions which are all critical to our success and support to Defence capability.
- 3.1.7 Defence is proud of the Defence Estate and through maintaining a high standard of service and estate presentation, Defence upholds its professional reputation as a leading regional and international military partner. Through the provision of these critical services, Defence Personnel can focus on their core roles – enabling them to do, and be, their best.

3.2 Package Summaries

- 3.2.1 Annex A through to I of this Attachment B, and its appendices contain the Statement of Expectation for the Base Services, which appear in the corresponding order as set out in table 2 of this Attachment B.

ANNEX A TO ATTACHMENT B**BASE SECURITY SERVICES PACKAGE****1 GENERAL****1.1 Package Overview**

- 1.1.1 Base Security Services is proposed as a single Service Package.
- 1.1.2 Defence is open to this Service being delivered by multiple Industry Partners.

1.2 Essential Requirements

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

1.3 Package Summary

- 1.3.1 This Package contributes to the protection of Defence assets and infrastructure and deterrence from damage or theft. On most occasions, it is the first interaction for Defence Personnel and visitors when entering a Defence Site.
- 1.3.2 Please refer to Appendix A of this Annex A for further information.

1.4 Key Package Outcomes

- 1.4.1 The Industry Partner must be capable of providing Base Security Services to protect Defence Sites, assets, information and people through sophisticated management systems, technological solutions with professional and competent personnel.
- 1.4.2 The Industry Partner must be capable of delivering the service ensuring an understanding of the DSPF defined through clear assignment instructions and operating procedures that allow for appropriate responses to security situations.
- 1.4.3 Deliver an effective integrated Base Security Service solution by building collaborative relationships with other Base Services contractors, base management teams, Defence security, and other security providers.
- 1.4.4 Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

ANNEX B TO ATTACHMENT B

BASE SERVICES CONTACT CENTRE (BSCC) PACKAGE

1 GENERAL**1.1 Package Overview**

- 1.1.1 Base Services Contact Centre (formerly known as Base Services Support Centre) 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

Note to respondent: For the purpose of this RFP, a respondent can submit a response to the Base Services Contact Centre Package and other Packages. If successful under any subsequent RFT, a respondent will only be able to provide either Base Services Contact Centre Package or other Package(s) (and not both). The respondent can inform Defence of its Package preference in its RFP response.

- 1.2.1 This Package must be delivered as a stand-alone Service only. This Package cannot be delivered in conjunction with any other Package.
- 1.2.2 This Package must be delivered within Australia. All Defence Data must be hosted in Australia.

1.3 Package Summary

- 1.3.1 This Package is intended to be the primary access point for the Defence Workforce to initiate service requests across all Base Services, delivered by Industry Partners.
- 1.3.2 Please refer to Appendix A of this Annex B for further information.

1.4 Key Package Outcomes

- 1.4.1 Defence is seeking a respondent to deliver the Service in a manner that achieves customer satisfaction in all aspects of service delivery which is typically achieved by having first contact resolution, minimising the requirement for customers to re-contact the organisation, avoid transferring to another department, or place additional effort on the customer to seek further resolution.
- 1.4.2 The Service must provide for multiple channels for customers to contact and access Base Services by utilising innovative technology to facilitate service delivery solutions that results in a high level of customer satisfaction.
- 1.4.3 Deliver the coordination of all inbound contacts (work request, request for information and triaging of requests between multiple providers); ensuring that each contact is attended to and resolved in accordance with agreed key result areas developed during CDA.
- 1.4.4 Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

ANNEX C TO ATTACHMENT B

FIREFIGHTING SERVICES PACKAGE

1 GENERAL**1.1 Package Overview**

- 1.1.1 Firefighting Services is proposed as a single Service Package.
- 1.1.2 Defence is requesting proposals from Industry Partners who can deliver a national based Service.

1.2 Essential Requirements

- 1.2.1 The respondent must be able to deliver all of the Service in this Package across all designated Defence Sites in that jurisdiction.

1.3 Package Summary

- 1.3.1 This Package delivers Airfield Rescue and Firefighting and Structural Rescue and Firefighting at designated Defence Sites.
- 1.3.2 Please refer to Appendix A of this Annex C for further information.

1.4 Key Package Outcomes

- 1.4.1 Defence requires Industry Partners to provide the Services with the understanding of the criticality of protecting human life and the need to protect Defence assets to maintain Defence capability.
- 1.4.2 Ensure that Firefighting Services are provided in accordance with Commonwealth, State, Territory and local legislation, Australian Standards and Defence policy.
- 1.4.3 Deliver effective integrated Firefighting Services by building collaborative relationships with base management teams, local and state firefighting authorities, emergency services and other Industry Partners.
- 1.4.4 Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

ANNEX D TO ATTACHMENT B**LIVING AND WORKING SERVICES PACKAGE****1 GENERAL****1.1 Package Overview**

1.1.1 Living and Working Services Package comprises the following:

- a. Cleaning Services;
- b. Hospitality and Catering;
- c. Housekeeping Services;
- d. Laundry and Dry Cleaning Services;
- e. Pest and Vermin Services;
- f. Sports and Recreation Services; and
- g. Transport Services.

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

1.2 Essential Requirements

1.2.1 The respondent must be capable of delivering all of the Services in this Package at all designated Defence Sites within a nominated State and/or Territory.

1.3 Package Summary

1.3.1 Living and Working Services are designed around the individual needs of Defence Personnel to support both operational capability and provide amenity for individual wellbeing. Every ADF member will in some form have regular interaction with contracted Living and Working Services. Our people are our greatest asset and ensuring they have the best amenities and services available to support them to do their job, contributes to Defence capability.

1.3.2 Provision of Living and Working Services rely on understanding the customers' needs. For example, a customer arriving on a Defence Base for a training course should be able to easily travel around base with their luggage, find their accommodation room and receive their keys without travelling to separate locations.

1.3.3 Accommodation (room) should be maintained, cleaned and ready, the lights and fan work, they have a towel and toiletries, they are able to iron their uniform with serviceable equipment and should anything be wrong with their room, the customer has a simple point of contact to get the issue rectified or their room changed. Their meals are booked without having to contact different Industry Partners, the gym is available for use and the training rooms including the technology and furniture are fully serviceable. Simple, seamless services that are customer focused, nationally consistent and supported through smart digital solutions.

1.3.4 Please refer to Appendices A through G to this Annex D for further information.

1.4 Key Package Outcomes

1.4.1 Defence expects that respondents provide successful service delivery outcomes through an integrated and coordinated approach to the delivery of Living and Working Services. Service success is based on the customer experiencing ease of access through a single touch point.

1.4.2 Respondents are required to:

- a. demonstrate efficient and effective service delivery through a modern and innovative approach to service delivery, harvesting efficiency through commonality in service design;
- b. achieve individual Service Statement of Expectation outcomes that relate to the Living and Working Services Package; and

ANNEX D TO ATTACHMENT B

- c. implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

ANNEX E TO ATTACHMENT B

NATIONAL PROGRAM SERVICE PACKAGE

1 GENERAL**1.1 Package Overview**

- 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

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

1.3 Package Summary

- 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

- 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**

- 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

- 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.

1.3 Package Summary

- 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

- 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:
- a. deliver approved projects in accordance with Defence, State, Territory and Commonwealth legislation;
 - b. 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
 - c. 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**

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 service being delivered by multiple Industry Partners.

1.2 Essential Requirements

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.

1.3 Package Summary

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.

1.4 Key Package Outcomes

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;

ANNEX G TO ATTACHMENT B

- 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.

ANNEX H TO ATTACHMENT B

REMOTE OPERATIONS PACKAGE

1 GENERAL**1.1 Package Overview**

Note to respondent: 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.

1.1.1 Remote Operations is an optional Package that may include some or all of the Services contained in the following Packages at a Remote Location:

- a. Base Security Services;
- b. Firefighting Services;
- c. Living and Working Services;
- d. Property and Asset Services; and
- e. Waste Management and Resource Recovery.

1.2 Other Requirements

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.

1.3 Package Summary

1.3.1 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).

1.3.2 Please refer to Appendix A to this Annex H for further information.

1.4 Key Package Outcomes

1.4.1 Defence expects that respondents provide successful service delivery outcomes through an integrated and coordinated approach to the delivery of Remote Operations Package through:

- a. demonstrated efficient and effective service delivery through a modern and innovative approach to service delivery, harvesting efficiency through commonality in service design;
- b. achievement of Service outcomes that relate to the Remote Operations Package; and
- c. implementation of effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

ANNEX I TO ATTACHMENT B

WASTE MANAGEMENT AND RESOURCE RECOVERY PACKAGE

1 GENERAL**1.1 Package Overview**

- 1.1.1 Waste Management and Resource Recovery (formerly known as Waste Management) is proposed as a single Service Package.
- 1.1.2 Defence is open to this Package being delivered by multiple Industry Partners.

1.2 Essential Requirements

- 1.2.1 Respondents must deliver the Package at all designated Defence Sites within a nominated State and/or Territory.

1.3 Package Summary

- 1.3.1 Please refer to Appendix A of this Annex I for further information.

1.4 Key Package Outcomes

- 1.4.1 Defence expects that respondents ensure that Waste Management and Resource Recovery services contribute to environmentally sustainable practices through:
- a. adherence to the Commonwealth Waste Policy;
 - b. developing processes and procedures that allow for greater customer compliance and participation;
 - c. ensuring transparency of all Defence resource recovery and waste activities;
 - d. implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics including reporting processes to provide (at a minimum):
 - (i) waste volumes across all waste categories;
 - (ii) details of waste streams; and
 - (iii) information that confirms compliance with legislation and policies,
 to enable Defence to rely on Service related business information and data to manage and plan resource recovery and waste management services and costs.
- 1.4.2 The respondent is expected to deliver highly effective integrated Waste Management and Resource Recovery Services by building collaborative relationships with other Industry Partners and Defence.



Statement of Expectation

Base Security Services

OFFICIAL

APPENDIX A

Overview

Base Security Services are provided on designated Defence Sites such as bases and training areas across Australia. Base Security Services is a component of the [Defence Security Principles Framework](#) (DSPF). The DSPF is a principles-based framework intended to support a progressive security culture, where risks are understood and managed, leading to robust security outcomes that protect Defence personnel. Base Security Services contribute to the protection of Defence assets and infrastructure from theft or damage.

To enable the Defence mission to keep Australia safe, Defence requires a safe and secure operating environment across the Defence Estate, underpinned by an integrated, innovative and responsive Defence workforce.

Enterprise Insights

Defence has largely relied on the physical guarding presence for deterrence, to control entry and exit and undertake perimeter surveillance. Defence is seeking Industry Partners who will, in addition to this, take advantage of modern surveillance technologies, using innovative solutions and continuous business improvement strategies to streamline processes and provide greater collection of real-time intelligence and threat information. Defence also requires Industry Partners to be able to overcome any industry workforce challenges to support surge and future enterprise growth.

Base Security Services is heavily reliant on a physical guarding presence with majority of the services being performed by contracted security guards. The Service augments other security services provided by Security Agencies, State, Territory and Federal law enforcement agencies, Defence Policing and ADF Security Forces. Defence seeks clearer delineation between security providers to ensure accountability. Being threat aware and agile to adjust delivery of Base Security Services to changing and dynamic threats and strong, collaborative relationships between security service providers on Base, both ADF and Industry Partners, is essential to ensure a coordinated and seamless approach, during security incidents and emergency situations.

Base Security Services Officers are, on most occasions, the first interaction Defence Personnel or visitors have when entering a Defence Site. Customer service skills, combined with being trustworthy, qualified, knowledgeable (of the Defence Site), are critical to maintaining an efficient, effective and credible service.

Defence will support and enable Industry Partners to work in an integrated service delivery environment. We recognise that industry has the expertise to inform access control and security service solutions. Defence values Industry Partners that are proactive, agile and responsive to ensure the ongoing protection of Defence assets, information and people.



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Service Scope

Defence expects Industry Partners with demonstrated experience and qualifications to:

- manage Defence Common Access Cards and other passes to authorised personnel and vehicles
- control designated access points
- monitor, detect and respond to unauthorised access, suspicious and/or threatening incidents
- conduct patrols of designated areas
- monitor and respond to alarm surveillance systems
- monitor and manage issuing of facility keys
- contribute to the prevention of unauthorised removal of Defence physical assets and information
- contribute to integrated emergency exercises
- contribute to the prevention of entry of unauthorised weapons and prohibited items
- contribute to and support other agencies in response/reconstitution after incidents

Services are required on Defence Sites across Australia through both physical and technological solutions. Industry Partners will be trusted colleagues, and should be well-equipped to provide, consistent security services whilst being able to quickly adapt to evolving situations. Collaboration is key, with Industry Partners and Defence Personnel working as a team of teams to deliver integrated services. Defence expects Industry Partners will be subject matter experts, bringing innovative and future focused solutions to support Defence's mission throughout the life of the contract. On a day-to-day basis for most locations, Base Security Services will be provided as a reliable, routine and well-planned service. During high tempo times, such as responses to natural disasters and domestic emergency events to supporting large training activities, Base Security Services will need to be agile, adjusting services to suit Defence requirements.

Defence seeks Industry Partners who are able to demonstrate their experience in providing similar services, and who also have the business capacity to meet both current and future demand as requirements evolve over time. Our Partners will include those who can help Defence navigate evolving security requirements and technology, leveraging off opportunities to proactively develop innovative solutions to overcome challenges and reduce security risks.

With over 240 Defence Sites requiring one or more Base Security Services deliverables, it is essential that a nationally consistent and collaborative service is delivered to ensure success.





Defence expects Industry Partners will be subject matter experts, bringing innovative and future focused solutions to support Defence's mission throughout the life of the contract.

Key Service Outcomes

1. The Industry Partner must be capable of providing Base Security Services to protect Defence Sites, assets, information and people through sophisticated management systems, technological solutions with professional and competent personnel.
2. The Industry Partner must be capable of delivering the service ensuring an understanding of the Defence Security Principles and Framework defined through well developed assignment instructions and operating procedures that allow for appropriate response to security situations.
3. Deliver an effective integrated Base Security Service solution by building collaborative relationships with Base Service contractors, Base Management teams, Defence Security, and other security providers.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.



FY 21/22 - Contract Spend

Variable Spend	→	\$26.3 Million
Fixed Fee	→	\$142.6 Million
Total	→	\$168.9 Million

FY 21/22 Contract Insights

- Base Security Services accounts for nearly 9% of the overall value of the Base Services contract in FY 21/22.
- 70% of variable work orders were for an itemised value of less than \$10,000 and were mainly attributed to additional labour requirements for patrols or guarding.



Statement of Expectation

Base Services Contact Centre

OFFICIAL

APPENDIX A

Overview

The Base Services Contact Centre (BSCC) is the amalgamation of the three Estate Maintenance Operations Services (EMOS) Base Services Support Centre functions. The BSCC is intended to become the primary access point for customers to initiate Service Requests for all Base Services delivered by our future Industry Partners. The BSCC will be responsible for receiving, recording, triaging, referring, and monitoring Base Services Requests and feedback in relation to the delivery of the Base Services. The BSCC operates as a 24-hour, 7 day a week service.

Enterprise Insights

Defence has relied on the existing BSSC to provide access to the range of base services delivered under a Base Services contract. The existing BSSC is an essential conduit for customers to access Base Services, provide feedback and seek information on the delivery of Base Services. The current model is aligned to the scope of the Estate Maintenance Operations Contract, with most of the customer interaction being actioned through inbound calls and web-based work orders submitted by customers to initiate work requests.

Our stakeholders value contact or support services that are responsive, value add, focused on integrated service delivery, and most importantly focussed on achieving high level of customer satisfaction. Of high importance is the ability to provide the status of requested works, target first contact resolution, provide timely advice, and be accessed through multiple channels.



Of high importance is the ability to provide the status of requested works, target first contact resolution, provide timely advice, and be accessed through multiple channels.

Service Scope

The new BSCC will be the conduit of how customers will engage with the Base Service Industry Partner. Defence is keen to work with an Industry Partner who can demonstrate their experience in providing similar contact centre and support services, and who also have the business capacity to meet both current and future demand as the contract and service evolves over time.

Defence intends to establish one consolidated contact centre contract to service the requirements of the Base Services contract. Defence requires this to be operated in Australia but will not prescribe any specific location. It must be noted that the operator of the contact centre must be an independent operator not aligned with future Industry Partners of any other Base Services.

Defence is seeking an Industry Partner who can coordinate services for routine “business as usual” activities, but also respond to other events or activities including planned exercises and emergency events. The provider is to seamlessly contribute to outcomes, working as a part of an integrated service delivery team, collaborating closely with other Industry Partners of Base Services to provide a coordinated delivery approach achieving high-quality and timely outcomes.

Defence requires an Industry Partner who can help customers navigate through multiple channels with leading edge technology, proactively develop innovative solutions to overcome challenges and importantly improve customer experience. This will require the Industry Partner to support large volumes of service requests that require timely and regular processing. The processing of jobs logged, and services requested can be complex at times, especially when the request falls into the scope of different services managed by multiple contracts and at several different base service areas simultaneously.

Defence is seeking to improve the quality of data and analytics as part of the contact centre’s remit. Leveraging off integrated platforms and systems to improve real-time data accuracy, remove duplication of effort, support escalation processes and generate meaningful business intelligence and reporting, will be an expectation.

Defence will be looking to engage with an Industry Partner who is able to deliver a contemporary contact centre operation, having the technology, technical capability, and resources to integrate with multiple Service Providers in a complex communication environment. The contact centre service will need to introduce a knowledge management system for effective response and management of enquiries.



Seamlessly manage outcomes, working as a part of an integrated service delivery team, collaborating closely with other Industry Partners to provide a coordinated delivery approach achieving high-quality and timely outcomes.

Systems, Data and Analytics

Defence will require an Industry Partner across a range of base services to have effective systems to effectively manage performance, data and reporting.

Defence has commenced work on the ServiceConnect Program, which is a digital service delivery experience for administrative and transactional services across Defence. This online platform will modernise access to key information and Base Services seamlessly to the Defence Workforce. The service design process for the platform focuses on the user experience. The Industry Partners' system will need to integrate with Defence's existing systems.

Defence will explore other functional opportunities through the Co-Design Activity. These could include centralised customer portals, management of mass messaging systems and the use of intelligent applications. There will also be a requirement to be able to interact with Defence's information management systems.

Key Service Outcomes

1. Deliver Base Services Contact Centre service that achieves customer satisfaction in all aspects of service delivery which is typically achieved by having first contact resolution, minimising the requirement for customers to re-contact the organisation, avoid transferring to another department, or place additional effort on the customer to seek further resolution.
2. Provide multiple channels for customers to contact and access Base Services by utilising innovative technology to facilitate service delivery solutions that results in a high level of customer satisfaction.
3. Deliver the coordination of all inbound contacts (work request, request for information and triaging of requests between multiple providers); ensuring that each contact is attended to and resolved in accordance with agreed key result areas developed during the Co-design Activity.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

FY 21/22 - Contract Spend

Variable Spend	→	\$0.0 Million
Fixed Fee	→	\$3.7 Million
Total	→	\$3.7 Million

FY 21/22 Contract Insights

- The current call centre structure has a value of less than 1% of the overall Base Services contract in FY 21/22.
- Approximately 20,000 service requests are submitted nationally every month (via phone or electronically).





Statement of Expectation

Firefighting Services

OFFICIAL

APPENDIX A

Overview

Firefighting Services contribute to the protection of human life, assets and capabilities (buildings, aircraft, and ships alongside) in order to maintain capability, minimise the physical and environmental impact of fires, and maintain fire safety regimes (including bushfire management such as first response capability). Firefighting Services comprises of Airfield Rescue and Firefighting (ARFF) and Structural Rescue and Firefighting (SRFF), training development and response to incidents.

Firefighting Services are provided at 25 Defence Sites across Australia. These services currently include ARFF at 11 airfields and SRFF at all 25 Defence properties. The delivery of Firefighting Services is a blended service provided by Defence Personnel and Industry Partners, including civil emergency response services when required. Defence seeks innovative Industry Partners who adopt a proactive approach in the provision of Firefighting Services and who value safety, performance, and support compliance with relevant legislation.

Defence has transitioned to using fluorine free foam on all appliances. Industry Partners have a responsibility to adhere to the Defence Environmental Framework and Environmental Management Plan to minimise risk and reduce the likelihood of environmental exposure occurring.

As our Estate evolves to support current and future capability, including the establishment of new facilities and upgrades to existing ones, our Firefighting requirements may evolve over time. We will look to our Industry Partners to help inform Firefighting requirements as the Estate develops, ensuring services are maintained appropriately.



Enterprise Insights

To continue to deliver Firefighting Services, Industry Partners will need to adapt and evolve with Defence as requirements may change over the life of the contract. Strong relationships between Defence, Industry Partners and regulatory bodies will ensure Firefighting Services meet customer expectations.

Industry Partners will need to be agile to changes in Defence activities and the introduction of new capabilities.

- ARFF Services will need to adapt to meet new International Civil Aviation Organization (ICAO) requirements for new aviation capabilities, and changes to Civil Aviation Safety Regulations and the Defence Aviation Safety Regulation
- SRFF Services may expand, or need to accommodate services with the acquisition of new sea and land capabilities

Appropriately trained, resourced and equipped Industry Partners within this niche service, with training and equipment tailored to the requirements of individual locations is essential.

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Service Scope

Firefighting Services deliver response and training to support Defence capability and provide contemporary industry practice across a range of roles such as:

- management and coordination (responsibilities of Incident Controller & Fire Controller)
- fire station watch room services
- participating in on/off base emergency response exercises
- monitoring alarm panels and smoke detectors
- liaison with Air Traffic Control and relevant local civilian/emergency authorities
- provision and operation of communication systems and equipment
- coordinate ARFF and SRFF for emergency response
- provide basic fire training for Defence personnel including fire services continuation training, bushfire awareness/ fighting training, flight-line firefighting training, basic firefighting training and fire prevention training.
- provision of firefighting equipment vehicles, portable firefighting appliances, HAZCHEM/HAZMAT equipment and spills kits
- cooperate with and provide assistance to accident investigation authorities



Firefighting Services are expected to respond to incidents including:

- fires (including 'first response' to bushfires)
- building/facility emergencies
- storms, gas leaks and burst water mains
- motor vehicle accidents
- response to emergencies and incidents; bomb threats, threats of a chemical, biological or radioactive (CBR) nature, decontamination tasks
- respond to, contain and clean HAZCHEM and HAZMAT incidents

Airfield Rescue Firefighting, in line with the specified ICAO Category (for Civil and Military aircraft), provide response to incidents (such as fixed and rotary winged, manned and unmanned aircraft) and services to support military exercises, trials and domestic deployments.

ARFF also turn out/remain on standby to support:

- Aeromedical Evacuation (AME)
- Priority Aircraft Notifications (PAN)
- arrestor cable/barrier engagements
- VIP aircraft movements
- aircraft carrying explosive ordnance during loading, unloading or tarmac movement operations
- deployments and standby services (e.g., 'hot' aircraft refuels, engine runs etc.)

Structural Rescue Firefighting services are provided in response to a range of incidents including:

- berthed ships/ submarines (support services from wharf)
- heavy vehicle field rescue response service
- evacuations and drills, standby for controlled demolitions and training activities

Defence requires Industry Partners with demonstrated capacity, experience and qualifications to:

- understand the building types, critical assets (and purpose) and aircraft being operated on Defence bases being serviced
- embrace technology and innovations that offer efficient and effective surveillance, monitoring and reporting outcomes
- provide the necessary vehicles and appliances to deliver Firefighting Services

Key Service Outcomes

1. Provide effective Firefighting Services understanding the criticality and interdependencies of protecting human life and assets to maintain Defence capability.
2. Ensure that Firefighting Services are provided in accordance with Commonwealth, State, Territory and local legislation, Australian Standards and Defence policy. Note that the implementation of Defence Aviation Safety Regulation 139 (DASR139) could impact on the provision of the Firefighting Service.
3. Deliver effective integrated Firefighting Services by building collaborative relationships with Base Management teams, local and state firefighting authorities, emergency services and Industry Partners.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.



FY 21/22 - Contract Spend

Variable Spend	→	\$0.08 Million
Fixed Fee	→	\$55.87 Million
Total	→	\$55.95 Million

FY 21/22 Contract Insights

- Accounts for around 3% of the overall value of the Base Services contract in FY 21/22.



Statement of Expectation

Cleaning

OFFICIAL

APPENDIX A

Overview

Cleaning is a critical service to Defence, directly supporting capability by promoting occupational safety to support work force preservation, and by also providing a clean, safe, hygienic and healthy workplace encouraging a sense of pride in the spaces Defence occupies, and for those visiting Defence sites. Cleaning services are provided at the majority of Defence's properties, which equates to over 30,000 structures and approximately 5.2 million square metres of commercial and industrial floor space located across Australia. Cleaning services range from generalist office and living accommodation cleaning to more specialist cleaning such as complex medical facilities, scientific laboratories, aircraft hangars, internal areas of naval vessels and museums.

Promoting occupational safety to support workforce preservation, and providing a clean and welcoming workplace.



Enterprise Insights

Defence requires Industry Partners who are able to deliver the required scope of services to improve customer satisfaction levels and service consistency across the Defence Estate. Defence seeks Industry Partners to reflect values of service excellence, with an increase in proactive problem solving – where Industry Partners are empowered to resolve facility and services issues autonomously. This includes early identification of issues that may impact facility occupants and regularly communicating with Defence customers with progress updates until issue resolution.

Cleaning services in Defence have a tactile link to the people and occupants using the facilities where value is created by gaining trust through engagement and developing understanding of what, how and when the services will be delivered. Defence values simple resolution at the lowest possible level.

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Service Scope

The cleaning requirements across the Defence Estate are determined based on the needs of a Defence Site. The Services are generally divided between 'generalist cleaning' and 'specialist cleaning', necessitating a flexible approach and understanding that 'one size doesn't fit all', but it does 'fit most'.

Examples of generalist cleaning locations include:

- office, living and working areas and amenities
- general building exterior cleaning
- sporting facilities
- air terminal facilities

Examples of specialist cleaning locations include:

- hospital wards, medical and dental surgeries, clinical areas, operating theatres, and medical laboratories
- forensic cleaning
- museums and museum artefacts
- computer/electronic equipment rooms
- scientific laboratories and clean rooms
- aircraft hangars and shelters
- air traffic control facilities
- maintenance facilities and workshops
- armouries and magazines
- HAZMAT storage areas
- indoor and outdoor training, trial, and range facilities
- Special Forces Training Facilities
- naval vessels (including heads (ablutions), decks, deckheads, bulkheads, passageways, sculleries, mess decks, flats, office spaces, ladders, ladder wells/bays, cafes, pantries, scuttles, sickbays, cabins, hangars, and storerooms)
- military dog kennels

Defence requires a contemporary and sustainable cleaning service from Industry Partners that demonstrates responsive and proactive behaviours. Defence is also seeking Industry Partners who will consider smart solutions to improve efficiency, streamline workflows, undertake on-site assurance activities with real time data solutions, and work collaboratively with other Industry Providers and Base Services Providers.

At times, Defence will require its Industry Partners to be able to deliver tailored solutions over and above agreed services and standards. This may include additional or alternative approaches used at cleaning locations with harsh environmental conditions, special events and activities or when necessary due to capability requirements such as unplanned surge activities (such as a national emergency responses). Defence expects Industry Partners to identify and develop solutions to emerging issues, including developing contingency plans to support large unplanned activities at short notice. Whilst the locations, work conditions and requirements change, it will be essential for Industry Partners to ensure all work undertaken has regards to health and safety protocols in the workplace.

Defence is committed to being a leader in sustainable environmental management, including improving efficiency of resource consumption and managing environmental impacts arising from Defence activities, including cleaning services provided by the Industry Partner.



Key Service Outcomes

1. Provide a cleaning service that is reliable and seamlessly delivered with little or no customer interaction. Industry Partners must aim to achieve high customer satisfaction through the implementation of contemporary cleaning practices that provide clean and safe working and living spaces for the Defence Workforce.
2. Deliver Cleaning services that focus on sustainability and developing sustainable initiatives. The Defence Environmental Strategy sets Defence's direction to lead in sustainable management in support of ADF capability in defending the national interests of Australia.
3. Provide professional and specialised cleaning services to ensure a safe and healthy environment for the Defence Workforce and Defence activities. Industry Partners will be required to ensure that cleaning services are delivered to a high standard noting the diverse requirements of Defence, including geographic locations of Defence Sites and the requirement to provide specialised cleaning services which includes medical and research areas as well as high security buildings and facilities.



FY 21/22 - Contract Spend

Variable Spend → \$37.9 Million

Fixed Fee → \$107.9 Million

Total → \$145.8 Million

FY 21/22 Contract Insights

- Accounts for over 7% of the overall value of the Base Services contract in FY 21/22.
- Over 90% of all variable work orders were for an itemised value less than \$10,000.

Note: Under the current contract Cleaning & Housekeeping is recorded as a single service and data cannot be distinguished between cleaning activities and housekeeping activities.



Statement of Expectation

Hospitality & Catering

OFFICIAL

APPENDIX B

Overview

Hospitality and Catering Services form a fundamental part of our capability, providing the nutrition and sustenance for our people to do their job wherever they may be. Hospitality and Catering is currently provided in 150 Defence Messes on 95 Defence Sites; producing 8.8 million meals per year for both on and away from base. The services are varied and include the provision of meals, beverages, bar services, functions, dietary supplements and forage for Defence animals, operational support to Defence Messes, labour support for ADF managed catering services (including off-base during Exercises and training activities), cafeteria services and in-flight meal services for air crew and passengers.

Defence Messes are an important part of the military tradition and culture and are an important amenity for Defence Personnel. Messes are frequently visited by other military forces, Commonwealth and State Government and Parliamentary Officials. For these reasons Messes have a high profile presentation and hospitality services (such as bars and functions) are important to the reputation of Defence.

The next generation of Hospitality and Catering Services will align with our vision of 'Defence life like community life', providing nutritional and appealing menu options that are suitable for both traditional in-Mess dining and for deployable field locations, with the ability to offer meal options that meet active duty and training requirements, and a variety of lifestyle, cultural, medical and other dietary needs.

The provision of Hospitality and Catering Services is an extension of their home-life where they can look forward to a welcoming environment.



Enterprise Insights

From the provision of every-day meal service through to formal and official ceremonial events across a variety of platforms, a high-quality food and hospitality service offering. A friendly and personable service provided by Industry Partners resonates with the Defence workforce. Collaboration and service excellence are key drivers to achieving outcomes, in turn supporting and enabling capability.

The working hours of Defence personnel are varied. The delivery of Hospitality and Catering Service standards across Defence sites should be consistent, aligned and flexible with daily routines, quality, and choice in meals with a focus on nutrition and delivery options, to ensure customer satisfaction.

Defence activities and support to communities is expected to grow, from large field training exercises through to providing support in response to natural disasters. Defence requires Industry Partners to be proactive in day-to-day problem solving, including engagement and collaboration with Defence to support activities and exercise planning. We expect our Industry Partners to be experts in their field, encourage innovative ideas and solutions, and work collaboratively to overcome challenges, including meeting unplanned surge activities at short notice.

OFFICIAL

Service Scope

Defence seeks a contemporary Hospitality and Catering Service with a focus on quality, choice, nutrition and meal options to meet various dietary requirements. Defence will rely on its Industry Partners to be responsive to Defence Personnel needs and have the flexibility and agility to evolve to adapt to consumer preferences through building strong working relationships and continuous stakeholder engagement.

For most locations, Hospitality and Catering Services will be provided as a reliable, routinely scheduled service that:

- is well planned and proactive
- is delivered seamlessly through integrated and coordinated management
- accommodates surge periods and responds to heightened demand
- achieves service excellence through collaboration

Whilst some activities are planned, we will look to our Industry Partners to have well developed contingency plans that can meet unscheduled increase in demand at short notice and provide meals to accommodate different climatic conditions (e.g. tropical), and non-traditional mealtimes in a variety of locations, including away from the Defence Estate (e.g. mobile field kitchens, hot boxes and inflight meals).

Defence is committed to work, health and safety responsibilities. Hospitality and Catering will need to comply with legislative requirements including food safety systems as required in each State and Territory. Industry Partners will be responsible for ensuring best practice across food standards and maintaining safe and hygienic premises to support Defence Workforce preservation as our people are our greatest capability.

Defence is committed to being a leader in sustainable environment management and through this service we can drive behavioural change by reducing food wastage, improving waste disposal options, identifying efficiencies in resource consumption, and managing environmental impacts from the Hospitality and Catering Services. Defence will look to our Industry Partners for smart solutions that improve energy and operational efficiencies, provide economical and logistic benefits.

Messes are an important amenity for Defence Personnel and in many cases, this is their lounge room whilst visiting or living on a Defence base.

Unique to Hospitality and Catering is the provision of commercial services at Woomera, South Australia. Services are provided to local and visiting Defence personnel, official visitors, local population, and tourists, which include the operation of the Eldo Hotel (including Hospitality and Accommodation), Heritage Centre (including Café and Visitor Centre), bowling alley, and the Woomera Village Store. Defence seeks innovative and contemporary solutions that provide quality services in a remote region that acknowledges the importance of the community and their key role in supporting and maintaining critical Defence capability. These locally available services and facilities contribute to a better overall lifestyle and can provide greater activities for Defence Personnel living in the region. Commercial services delivered at Woomera also provide additional benefits that could attract a labour force that want to live and work in the area and contribute to the high-quality service delivery that Defence expects.



With Woomera being in a remote area, there can be a sense of isolation and Defence has identified that the commercial operations aspect of Woomera is critically important to support a strong, safe, resilient, and liveable community.

Key Service Outcomes

1. Provision of a consistent high-quality Hospitality and Catering Services that focuses on contemporary customer experience providing superior standard of support and catering services being mindful of customer preference, convenience, and accessibility.
2. Deliver Hospitality and Catering Services that provide Defence Personnel with appropriate nutrition to sustain their physical and cognitive performance.
3. Provide responsive and fit for purpose Hospitality and Catering services to support the ADF when operating away from their home base on operations or on training activities.

FY 21/22 - Contract Spend

Variable Spend → **\$173.6 Million**

Fixed Fee → **\$34.5 Million**

Total → **\$208.1 Million**

FY 21/22 Contract Insights

- Accounts for around 11 % of the overall value of the Base Services contract in FY 21/22.
- Approximately 8.8 million meals are produced per year



95 Defence Sites



150 Defence Messes



8.8 Million Meals





Statement of Expectation

Housekeeping

OFFICIAL

APPENDIX C

Overview

Our transformation theme to make Defence life like community life directly links to Defence personnel enjoyment and comfort when staying on a Defence Base. The expectation of a high-quality, proactive and responsive service mirroring those found in the wider community is key to this theme. Housekeeping Services encompass reception and housekeeping management of Defence accommodation facilities including conducting condition reporting, provision of reception and cleaning services, provision of equipment and consumables and coordinating scheduled and periodic services (e.g., carpet cleaning).



It is essential that our Industry Partners understand that routine tasks, such as building maintenance, can have an impact on building occupants.

Enterprise Insights

Throughout their career, Defence Personnel spend large amounts of time staying in Defence provided accommodation, whether it be transiting through for work-related activities or staying for extended periods of time for training courses. Defence expects high standards of housekeeping services and seeks increased consistency in the delivery of these standards and levels of services.

Defence encourage proactive day-to-day problem solving from Industry. Where a facility issue is identified, Defence expects that our Industry Partners' staff are empowered to resolve the issue quickly whilst keeping Defence Personnel informed of the progress. It is essential that our Industry Partners understand that routine tasks, such as building maintenance, can have an impact on building occupants. Defence expects Industry Partners to liaise with contractors to minimise disruption to Personnel.



OFFICIAL

Service Scope

The Defence Estate includes a variety of accommodation types ranging from self-contained facilities to dormitory style accommodation.

Defence expects Industry Partners with demonstrated experience to:

- provide reception services including;
 - key management in accordance with booking agent
 - key management collection and return service (including after-hours)
 - providing local service availability and mess timings
- maintain room functionality including room inventory and condition inspections, coordinate the loan of portable equipment and report damage and defects
- provide and dispose of accommodation supplies (for example linen, towels and toiletries)
- remove, relocate, transport and/or store accommodation furniture and supplies
- provide regular reports and audits in accordance with governance requirements

The operational nature of Defence means Housekeeping Services are required to be flexible and responsive in providing surge support for planned activities (such as major exercises, and special events) and unplanned activities (such as responding to natural disaster and emergency situations).



Key Service Outcomes

1. Customer focused Housekeeping Services that are supported by well-defined management processes and delivered through effective collaboration with other contractors and Base Management teams.
2. Housekeeping Services are high-quality, proactive and responsive mirroring those found in the wider community to align with Defence life like community life.
3. Establish contemporary and innovative processes that allow for seamless customer interaction.

FY 21/22 - Contract Spend

Variable Spend → **\$37.9 Million**

Fixed Fee → **\$107.9 Million**

Total → **\$145.8 Million**

FY 21/22 Contract Insights

- There are over 40,000 Living In Accommodation (LIA) beds across the estate with over 130,000 check ins to rooms during FY 21/22.

Note: Under the current contract Cleaning & Housekeeping is recorded as a single service and data cannot be distinguished between cleaning activities and housekeeping activities.



Statement of Expectation

Laundry & Dry Cleaning

OFFICIAL

APPENDIX D

Overview

The provision of clean and serviceable medical linen and gowns, to accommodation linen and personal field equipment (uniforms and sleeping items) contributes to health, hygiene and safety for Defence Personnel in support of workforce preservation. The Service also includes sewing and repair of garments, such as uniforms, and a collection and delivery service for personal laundry and dry cleaning on a 'user pays' basis, such as to ships and visiting forces.

Enterprise Insights

Defence has identified that the delivery of Laundry and Dry Cleaning Services is operating well and currently meeting Defence Personnel expectations. We are keen to ensure it remains consistent and reliable with the ability to meet unscheduled surge activities. Defence encourages innovative solutions to enhance service delivery.

Some Defence Sites are remote which can affect supply chains and delivery times. We will look to our Industry Partners to provide innovative or alternate service solutions to meet Defence's requirements.



OFFICIAL

Service Scope

This Service encompasses laundry (excludes self-service laundries), dry cleaning, and treatment services in accordance with manufacturer's directions, Defence policy and Australian Standards for:

- linen, curtains, clothing, and equipment
- protective linen and clothing
- hospital, medical, dental and theatre linen (including contaminated items)

Defence seeks Industry Partners capable to provide a contemporary Laundry and Dry Cleaning Service by being reliable, responsive, proactive, and which is environmentally sustainable. The Laundry and Dry Cleaning Services are to be delivered seamlessly, where Defence can trust Industry Partners to collaborate with key stakeholders and Industry Partners in provision of the Service. This includes having contingency plans to accommodate requests during times of high operational tempo including Defence support to the civil community during times of emergency.

Defence requires digitally centric improvements which can easily track the progress of requests for the Service and is seeking smart solutions to improve operational efficiencies.

Industry Partners must work with Defence to meet all governance and statutory requirements. This includes all laundry and dry cleaning agents being non-allergenic and not leave toxic, irritating, offensive odours or residue.

The Laundry and Dry Cleaning Services are to be delivered seamlessly, where Defence can trust Industry Partners to collaborate with key stakeholders and Industry Partners in provision of the service.

Key Service Outcomes

1. Provide efficient laundry, dry cleaning and treatment services for linen, clothing, medical linen, and equipment in compliance with relevant standards.
2. Provide responsive collection and delivery in support of Defence activities.
3. Provide laundry, dry cleaning and treatment services that are customer centric, innovative and focused on environmentally sustainable practices.

FY 21/22 - Contract Spend

Variable Spend → **\$1.9 Million**

Fixed Fee → **\$0.3 Million**

Total → **\$2.2 Million**

FY 21/22 Contract Insights

- Accounts for less than 1% of the overall value of the Base Services contracts in FY 21/22.



Statement of Expectation

Pest & Vermin

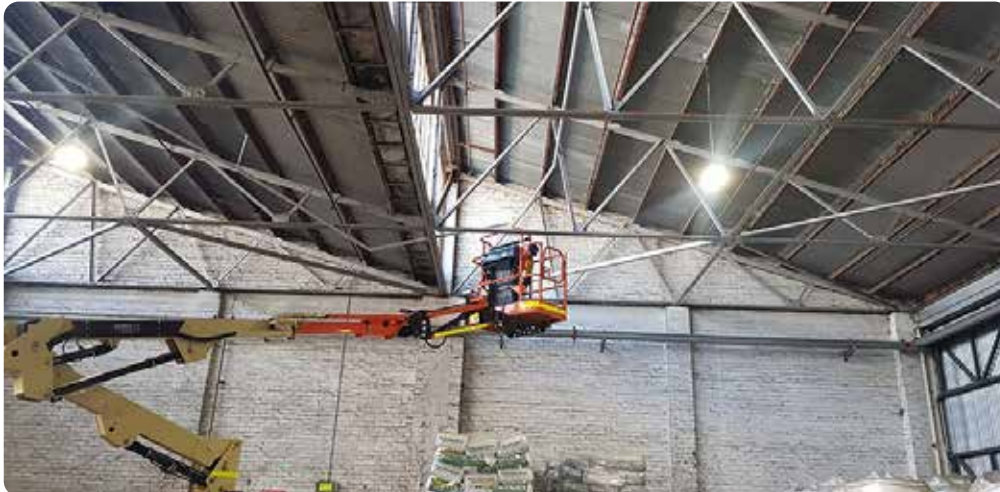
OFFICIAL

APPENDIX E

Overview

Pest and Vermin Services are essential to prevent the infestation of small pests and vermin and maintaining safe workplaces and operating environments, whilst being sustainably focused with regards to chemical usage. Defence want Industry Partners that understand the impact of pest and vermin across the Defence Estate using integrated pest and vermin management approaches.

Defence want Industry Partners that understand the impact of pest and vermin across the Defence Estate using integrated pest and vermin management approaches.



Enterprise Insights

Defence seeks a reliable Service delivered in a timely manner, where Industry Partners recognise the health and safety risks posed by pest and vermin and are quick to respond. Defence will empower Industry Partners to proactively identify and resolve service issues during the course of their work, including registering jobs and liaising with other base services to deliver required service outcomes.

Through Defence stakeholder engagement, it was identified that Pest and Vermin Services are closely linked with Cleaning and Estate Upkeep, with regard to cleaning bird faecal matter in aircraft hangars, and developing solutions to mitigate or prevent bird infestations.



Service Scope

Defence expect Industry Partners to provide expert pest and vermin management advice, using integrated management techniques and programs to maximise the use and longevity of Defence assets with an outcomes-focused approach that prevents infestations on a risk-assessed basis.

This service is delivered to Defence properties including:

- medical facilities
- catering facilities
- accommodation and living amenities
- office facilities and work sites
- outdoor facilities
- storage areas

Defence seeks contemporary pest and vermin planning, management, monitoring, control, and treatment service that is ethical, responsive, proactive, and is environmentally sustainable.

Defence expect Industry Partners to provide expert pest and vermin management advice, using integrated management techniques and programs to maximise the use and longevity of Defence assets with an outcomes-focused approach that prevents infestations on a risk-assessed basis.

Key Service Outcomes

1. Ensure that Pest and Vermin Services are delivered compliant with relevant legislation, policies and standards.
2. Develop proactive and reactive pest and vermin management services through well-developed planning and treatment processes and procedures that identifies problem or potential problem species through inspections, treatment schedules and the use of trend analysis
3. Develop processes to gather and provide data to assist in understanding service performance, cost and future planning for service requirements.

FY 21/22 - Contract Spend

Variable Spend → **\$5.8 Million**

Fixed Fee → **\$1.8 Million**

Total → **\$7.6 Million**

FY 21/22 Contract Insights

- Accounts for less than 1% of the overall value of the Base Services contract in FY 21/22.
- Around 6,000 variable work orders were raised in FY 21/22. Majority of these work orders were for an itemised value less than \$5,000.





Statement of Expectation

Sports & Recreation

OFFICIAL

APPENDIX F

Overview

Sports and Recreation Services directly support Defence capability by providing the required facilities and equipment to train for and maintain operational readiness for Defence Personnel. Our workforce is our greatest asset and we require Industry Partners to ensure that reliable, safe and quality Sports and Recreation Services are provided as it is fundamental to ensuring physical, mental health and wellbeing for our people. These facilities also provide comradery through sporting events and activities and at some locations are accessible to Defence family members and other local community groups.

Defence takes safety seriously and seeks Industry Partners who share a strong focus on compliance with safety standards and equipment serviceability.

Our workforce is our greatest asset and we require Industry Partners to ensure that reliable, safe and quality Sports and Recreation Services are provided as it is fundamental to ensuring physical, mental health and wellbeing for our people.

Enterprise Insights

Military values and training requirements drive expectations for a high level of physical fitness, with Sports and Recreation key to upholding and promoting expected fitness levels. Stakeholders reiterated the importance of physical health and its contribution to positive mental health.

The provision and availability of these services is a fundamental input to capability. For example, a pool is used for more than just swimming, it's a component to support training for combat survival, clearance diving and underwater escape activities.

Collaboration through an integrated workforce is key to the success of delivering Sports and Recreation Services such as contracted gym and pool attendants working alongside physical training instructors (PTIs) to deliver outcomes. Defence expects that our Industry Partners' staff are empowered to proactively manage day to day issues that arise, such as repairs, maintenance and replacement of gym equipment in line with relevant Defence guidelines and frameworks, allowing the PTIs to continue with their core role.



Service Scope

Defence will work with Industry Partners to transform Sports and Recreation Services, finding efficiencies in resource consumption, such as energy, water, and other consumables, improving waste disposal options through the preservation of our natural environment in outdoor spaces. Defence seeks to partner with trusted Industry Partners where maintaining governance and accountability of equipment and items is a high priority.

Defence seeks a Sports and Recreation Service that is reliable, responsive and proactive with a focus on our needs.

Collaboration through an integrated workforce is fundamental to the success of delivering Sports and Recreation Services.



Broadly, this Service includes the management of:

- gymnasiums
- basketball courts
- beach volleyball courts
- tennis and squash courts
- swimming pools
- sporting fields

Defence requires Industry support to:

- provide appropriately qualified gymnasium attendants
- manage (issue and receipt) and maintain gymnasium stores and loan equipment
- provide and manage booking services for sports and recreation facilities
- undertake daily opening and closing duties for gymnasiums and pools
- provide pool lifeguards
- supply and maintain pool safety, cleaning equipment and consumables
- conduct pool and spa cleaning
- set up equipment for physical training classes
- provide timely reports and conduct regular audits



FY 21/22 - Contract Spend

Variable Spend → **\$0.1 Million**

Fixed Fee → **\$11.1 Million**

Total → **\$11.2 Million**

FY 21/22 Contract Insights

- Accounts for less than 1% of the overall value of the Base Services contract in FY 21/22.
- Variable services were primarily for procurement of duress alarms for gyms or provision of additional labour at pools or gyms.

When disruptions to services occur, we expect Industry Partners to proactively engage with stakeholders to develop alternative service solutions, including collaborating with wider industry and community partners, to ensure service continuity and availability.

For most locations, Sports and Recreation Services will be provided as a reliable, routinely scheduled service that is planned and proactive. Defence will look to Industry Partners to regularly engage with Defence stakeholders to ensure services offered meet Defence activities, including during periods of high tempo.

Key Service Outcomes

1. Ensure that our sports and recreation facilities are available for use.
2. Deliver Sports and Recreation Services that are compliant with safety standards and equipment serviceability.
3. Provide integrated service solutions and effective collaboration between all stakeholders to ensure successful service outcomes.



Statement of Expectation

Transport

OFFICIAL

APPENDIX G

Overview

We rely on our ground transport vehicle fleet to facilitate the movement of Defence Personnel on a daily basis. Transport Services provide essential fleet management and on-demand mobility services through vehicles, drivers and resources. Defence operates in a vast and varied environment, and our Industry Partners will need to be able to meet the challenge of providing services in a range of areas and settings such as city, rural and remote locations as well as provide vehicles that are appropriately suited to be safely operated.

Enterprise Insights

Defence seeks a nationally consistent approach to fleet management. Developing innovative solutions and providing a 'one touch' solution for all transport requests which can prompt alternative transport solutions, including options outside of the Defence vehicle fleet to guarantee that Defence Personnel arrive at their destination in a timely manner.

Due to the breadth and time-sensitive nature of Defence work, transport requests may need to be fulfilled at short notice. We expect our Industry Partners to be responsive, including providing timely responses and regular updates on the status of requests where they cannot be confirmed in the first instance. A flexible and agile approach is critical to the successful delivery of Transport Services and we will look to Industry Partners to identify business process improvements throughout the life of the contract and provide innovative and proactive solutions to meet the needs of Defence Personnel.



Defence operates in a vast and varied environment, and our Industry Partners will need to meet the challenges to provide Transport Services in a range of areas and settings.



OFFICIAL



Service Scope

Defence expects Industry Partners with demonstrated experience and qualifications to:

- provide management of commercial fleet vehicles
- manage a booking service for loan pool vehicles
- provide medical related transport including non-emergency patients, medical samples and documents
- transport personnel, including coaches for activities and events
- provide scheduled transport services including shuttle runs and internal base taxi runs
- manage vehicle wash points including the provision of consumables

A contemporary vehicle and transport fleet will include a service encompassing vehicle cleaning, servicing, re-fuelling and general vehicle management to align “Defence life with community life” as part of the Transport Service offering which aligns with services that are provided by other commercial vehicle hire businesses.

The Transport Service will include regular review of vehicle usage and recommend any adjustments to fleet requirements. Through well-developed relationships with other Industry Partners and Defence, we expect service continuity, development of contingency plans and solutions. This will ensure Transport Services continue to meet requirements, including during high operational tempo such as exercises and Defence support to the civil community during an emergency.

Defence requires digitally centric improvements to better plan, deliver and manage, including:

- ensuring the most efficient and economical use of vehicles and drivers
- implementation of a digital booking system
- reporting and data analysis to support decision making

Defence acknowledges the impact Transport Services can have on the environment and are looking to our Industry Partners to develop innovative solutions to minimise adverse environmental impacts.

Through well-developed relationships with other Industry Partners and Defence, we expect service continuity, development of contingency plans and solutions to ensure Transport Services continue to meet requirements.

Key Service Outcomes

1. Provide a transport management service that establishes solutions for optimised use of the Security and Estate Group (SEG) vehicle fleet.
2. Establish contemporary and innovative processes that allow for simple “one touch” customer interaction for all Transport Services.

FY 21/22 - Contract Spend

Variable Spend	→	\$8.35 Million
Fixed Fee	→	\$13.22 Million
Total	→	\$21.57 Million

FY 21/22 Contract Insights

- Accounts for around 1% of the overall value of the Base Services contract in FY 21/22.
- Nearly 8,000 variable work orders were raised for FY 21/22. Most were for an itemised value less than \$10,000.



Statement of Expectation

National Program Service

OFFICIAL

APPENDIX A

Overview

The National Program Service (NPS) develops and coordinates the delivery of the Estate Works Program (EWP), which undertakes facility and infrastructure projects aimed at restoring or sustaining capability and addressing safety and compliance requirements across the Defence Estate. Development of the EWP is managed on a three-year rolling program and provides flexibility and responsiveness to changing requirements. The EWP also provides for development of minor new capability and Sponsor Funded Works.

Defence will engage an Industry Partner to manage the estate maintenance and works activities program derived from customer-requested estate works, future projects developed from maintenance planning, capital development, and projects arising from compliance and assurance activities. This includes program development and approvals, aggregation of projects (bundling), scope and feasibility assessments, scheduling, design, delivery, analysis and review, budgeting, risk management, Handover / Takeover, reporting and measuring performance.

Approved projects are programmed by the National Program Service, aggregated into projects of like works and released to delivery agents.

Enterprise Insights

Defence identified transparency in prioritisation and planning, appropriate engineering and design processes, including design libraries that minimise project costs and time, are enablers to support Defence capability. Collaboration, consultation, consistent use of definitions and language across the business and rationalisation of data, are key to driving consistent and quality outcomes.

Defence expects our Industry Partner to be the subject matter expert, who confidently navigate stakeholder consultation and planning processes to ensure project delivery provides value for money and is aligned to Defence's strategic and evolving priorities. Relationships that encourage service delivery performance, provision of early and ongoing advice, deconflicting competing activities, while resolving issues and mitigating risks that arise, is the expectation.



OFFICIAL

Tracking and having ready access to project and delivery status information is core business and fundamental to success.

Service Scope

Defence expects that our Industry Partner has demonstrated experience and qualifications to provide a programmatic approach through:

- development and management of program approvals and project initiation activities
- development of works projects for the inclusion into the rolling program
- development of larger estate works projects by aggregating (bundling) smaller projects
- focusing on sustainability across the Defence Estate (energy efficiency, appropriate waste minimisation and resource recovery strategies)
- being effective in asset management and having an accurate understanding of the condition of the estate, and estate appraisal information:
 - achieving alignment between the physical condition of the estate and the prioritisation and direction of works across the estate

- program planning analysis
- program monitoring and review
- phasing of annual program budgets
- reporting and measurement of performance

EWP projects typically range in value from \$10K to \$15M, with the average project value being \$1.5-2M. Programmed works which may be delivered by the Industry Partner through the EWP include:

- building refurbishments
- replacement of fixed plant equipment
- building demolition
- compliance and safety works, in buildings and infrastructure
- civil works
- electrical, water and security infrastructure works
- minor construction
- environmental and heritage management works
- remediation works (e.g. asbestos, contamination works)



Key Service Outcomes

1. Delivering 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.
2. Delivering services that comply with Defence's asset management frameworks, that restore or sustain capability, support Defence's operational readiness, and ensure compliance and safety of the Defence Estate.
3. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.



Statement of Expectation

Project Delivery Services

OFFICIAL

APPENDIX A

Overview

Defence has a requirement to program manage and provide delivery of approved construction, maintenance and consultancy projects that requires a centrally coordinated approach across multiple sites. These projects are intended to restore and sustain infrastructure and undertake minor construction works focusing on safety, compliance and capability requirements. Defence delivers these projects through the Estate Works Program (EWP) which is managed on a three-year rolling program and provides flexibility and responsiveness to changing requirements.

The Project Delivery Services (PDS) manage and provide delivery of approved and programmed construction, maintenance and consultancy projects that requires a central, coordinated approach across multiple sites in Australia. PDS providers will be providing project management services on projects in all regions across Australia and are to sustain a continual program of works and other projects on an ongoing basis.

The Project Delivery Services manage a considerable pipeline of works, with over 1,900 projects in varying stages of delivery during 2022. Over the last three financial years there was an average of close to 300 projects published on AusTender. A typical project will have a lifecycle of approximately two and a half years.

Defence intends to have multiple PDS providers delivering these services across Australia.

Enterprise Insights

Transparency in prioritisation and planning, together with minimising unnecessary or duplicated project costs, are seen as enablers to capability. Collaboration, consultation and communication are critical to the success of project delivery; leveraging of relationships that encourage service delivery performance, provision of early and ongoing advice and contribute to de-conflicting of competing projects.

Defence expects our Industry Partners to be subject matter experts, who confidently navigate the stakeholder consultation and planning processes to negotiate outcomes. Achieving value for money and alignment with Defence's strategic and evolving operational priorities is important.

Industry Partners will resolve issues and mitigate risks as they arise.



300 Estate Works project opportunities were published in AusTender in FY 21/22.

Service Scope

Defence will engage multiple Industry Partners to deliver this Service.

PDS are responsible to:

- provide program and project delivery to lead and support the delivery of Defence's EWP
- manage the delivery of the phases of project delivery which are:
 - Scope and feasibility
 - Design
 - Manage and deliver
- manage project stakeholder engagement through collaboration in the planning, design, management, construction, commissioning of infrastructure and assets
- tender for the delivery of projects as a third party procurer in accordance with Defence procurement practices through AusTender
- manage project contractors that have been engaged to deliver projects
- manage project finalisation including handover coordination, commissioning, managing defects liabilities and updating of Estate data in conjunction with other Base Service providers

The types of projects programmed could include:

- building refurbishments
- replacement of fixed plant equipment
- building demolition
- compliance and safety works, in buildings and infrastructure
- civil works
- electrical, water and security infrastructure works
- minor construction
- environmental and heritage management works
- remediation works (e.g. asbestos, contamination works)

PDS providers will engage with project stakeholders, other Industry Partners and wider industry to be the primary point of contact and contract administrator for project delivery. A collaborative approach between all stakeholders, both internal and external to Defence, is critical to develop agreed scope of works, conduct scope, feasibility and design activities and ensure project delivery schedules and budget control are managed appropriately.

Defence expects PDS providers with demonstrated experience and qualifications to provide:

- stakeholder engagement and collaboration in the planning, design, management, construction, and commissioning of infrastructure and assets
- focus on environmental and heritage sustainability across the Defence Estate
- implement appropriate waste minimisation strategies throughout design and construction
- drive forward thinking and innovation for customer, commercial and social outcomes
- plan for and adapt to impacts of climate change and weather events with design and construction considerations
- use smarter information and technology to deliver enhanced capabilities and integration of energy, water efficiency and renewable energy to estate and infrastructure projects
- timely and quality data to inform planning and delivery of projects, through to the co-creation and implementation of solutions to reduce the effort in Handover/Takeover processes to Defence and the maintenance provider
- timely data, assurance and reports to meet Defence's environmental, heritage and cultural reporting requirements to government



Key Service Outcomes

1. Ensure 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.
2. Deliver approved projects in accordance with Defence, State, Territory and Commonwealth legislation.
3. 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.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

Small and medium regional businesses can benefit from participating in Estate Works projects. Our project delivery partners play a vital role in assisting these businesses to respond to tenders published on AusTender.



Statement of Expectation

Aerodrome Operations

OFFICIAL

APPENDIX A

Overview

Air operations are almost inevitably conducted as part of any major Australian Defence Force (ADF) operation. Operating from a vast island continent, the ADF is often required to project forces across great distances, even for Defence activities. The reach, speed and responsiveness of air power is critical for the successful conduct of operations. The employment of air power fundamentally depends on access to secure and operable airbases in order to generate and conduct missions.

Military aviation is a uniquely complex undertaking that necessitates the amplification of statutory WHS requirements. The amplification of safety obligations and provision is underpinned by the Defence Aviation Safety Framework which is contained in the Defence Aviation Safety Program and Defence Aviation Safety Regulation (DASR). Primary legislation also includes the Civil Aviation Safety Regulations (CASR); Australia aligns its civil rules with International Civil Aviation Organization (ICAO) standards and recommended practices.

ADF aerodromes are both certified and non-certified under a regulatory system (DASR139) focused on achieving essential requirements that seek compliance with safe operations, conformity to technical specifications, supporting organisation, monitoring, competence, conditions and procedures, and clarity of responsibilities. Industry Partners are to pursue best practices in aerodrome services from global industry experiences proportionate to the size, traffic, category and complexity of an aerodrome/s with the necessary flexibility for customised compliance.

Aerodrome Operations are currently provided at 22 Defence Aerodromes (ADF or shared civilian/commercial aerodromes) within Australia to ensure all airfields and supporting equipment are managed safely and are available to support air operations capability. The scope of services at each aerodrome varies greatly. In addition to 22 Defence aerodromes, services are currently provided when required at six commercial airports. Military and civilian operations on shared aerodromes are conducted through Joint User Deeds which delineate roles, responsibilities and how services are delivered. The delivery of Aerodrome Operations is an integrated service provided by Defence Personnel and Industry Partners.

As Defence's estate evolves to support current and future capability, including additional aerodromes and upgrades to existing, we will look to our Industry Partners to help inform requirements and ensure services are agile and responsive.



As Defence reshapes and enhances its aerodromes to meet the ADF's strategic requirements, our Industry Partners will need to be flexible to respond to those needs.

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Enterprise Insights

Aerodrome Operations are a critical capability effect for ADF aviation. As the ADF employ a high level of safety standards to aviation activities, it is expected that Industry Partners will be able to achieve and maintain the same high level of standard.

The current provision of Aerodrome Operations demonstrates variation in which elements of the Services are delivered across the Defence Estate. Airfield vegetation management, estate upkeep and wildlife management are currently delivered through different contracted service lines (for example Estate Upkeep for airfield lighting, Land Management for bird and wildlife hazards). Coordination of an integrated approach to airside management presents some challenges.

Industry Partners must deliver services to meet DASR and CASR requirements.



Service Scope

Aerodrome Operations require Industry Partners to ensure best practice is observed in the provision of airfield operations to optimise access, availability and safety to aerodromes and minimise aircraft turnaround times. For most locations and periods Aerodrome Operations will be provided as a reliable, routine service that is well planned and proactive. Aerodrome Operations require flexibility to be agile and responsive in providing support for planned activities (e.g., major exercises) as well as for unplanned or emergency responses (e.g., bushfires and flooding, international peacekeeping and aid operations).

In accordance with DASR and CASR, qualified Industry Partners are responsible for providing Aerodrome Operations (airside), including:

- conducting visual pavement inspections
- inspecting and sweeping movement areas free of foreign object debris (runways, taxi ways, aprons, hardstand areas and compass swing bays)
- management of pedestrian and vehicle movements to ensure safe use of the airfields (including escorting)
- provision of airfield support (e.g., clearing wildlife or operating airfield lighting)
- management of ground support equipment
- ground handling services for civilian and military aircraft (unloading, loading)
- air terminal operations (e.g., passenger, baggage X-Ray and baggage handling)
- removal of quarantine waste
- facilitation of VIPs through civilian airports
- liaising with civil authorities (e.g., Australian Border Force, Australian Federal Police, Civil Aviation Safety Authority and Airservices Australia)

To deliver Aerodrome Operations, Defence expects Industry Partners with demonstrated experience to:

- contribute to maintaining Defence's aviation safety reputation
- respond to increased demand for aerodromes domestically, including use by allied Defence organisations
- adapt to growth in new and emerging capabilities and technological changes (including new aircraft)
- embrace technology and innovations that offer efficient and effective outcomes

Industry Partners are required to work collaboratively and build productive relationships with Defence Personnel and other Industry Partners delivering Base Services to provide holistic management of the aerodrome, such as to address deficiencies to meet compliance requirements in order to effectively support capability, readiness and safety of the following:

- airside vegetation and land management
- wildlife hazard management
- environmental hazards
- airside infrastructure (e.g., airside maintenance, runways, hardstands, airfield lighting and windsocks)

Key Service Outcomes

1. Through collaboration with the ADF, other Industry Partners contribute to enabling capability through managing and maintaining safe and compliant aerodromes, with built in flexibility and agility to respond to unplanned and emergency activities that deliver on Defence's strategic role.
2. Deliver all services in accordance with Commonwealth, State, Territory, local legislation, Australian Standards and Defence policy (including DASR and CASR), for the conduct of aircraft operations.
3. Achieve outcomes through integrated service delivery partnerships, for implementation of services such as Land Management and Estate Upkeep, to deliver safe and compliant aerodrome.



FY 21/22 - Contract Spend

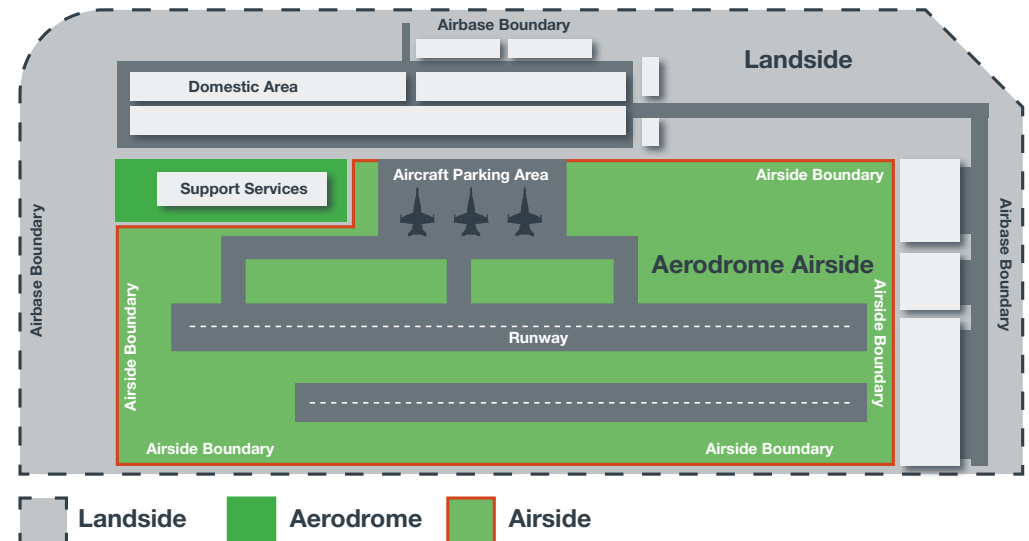
Variable Spend → **\$0.36 Million**

Fixed Fee → **\$2.68 Million**

Total → **\$3.04 Million**

FY 21/22 Contract Insights

- Accounts for less than 1% of the overall value of the Base Services contract in FY 21/22.
- Over 90% of the variable spend had an itemised value less than \$5,000. This was to primarily support aircraft movements outside of core business hours or additional labour.





Statement of Expectation

Estate Upkeep

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APPENDIX B

Overview

Together with our facilities management Industry Partners, we are required to ensure maintenance of the Defence Estate is carried out efficiently and effectively. The Defence Estate must enable a capable and agile force which supports healthy living and working environments for the Defence Workforce. The Defence Estate has a diverse national footprint across sites of various sizes and locations, ranging from metropolitan to remote with differing climatic conditions. The Defence estate consists of approximately 1,350 owned properties or leased buildings comprising approximately 30,000 structures, as well as over one million items of fixed plant and equipment.

The Defence Estate includes industrial areas (such as wharves and airfields), plant rooms, workshops, health care facilities, laboratories, multi-use office areas, sporting facilities, infrastructure (roads, paths and drainage) and large land holdings used for Defence training and operations. Equipment and systems such as building fitments, ship cradles, cranes, heating ventilation and air conditioning (HVAC), communications, safety, security and waste are distributed throughout.

Estate Upkeep (EU) Services is intended to sustain the Estate to support safe operation and capability. The Service includes responsive maintenance (unplanned, reactive, corrective, predictive, preventative and minor workplace adjustments); scheduled maintenance (for equipment and systems, including periodic certifications and renewal of compliance certificates) and performance-based maintenance (for equipment and systems requiring certain performance outcomes for example, maintaining temperature or pressure) at locations across the Defence Estate.

The development, implementation and maintenance of business continuity and recovery plans, and the management of critical spares and spare parts for critical systems, is crucial to supporting and enabling capability outcomes. Avoiding unnecessary delays through an understanding of critical infrastructure, critical parts and supply chain dependency mitigations is important, as is balancing responsive maintenance with end-of-life replacement (e.g., chillers and fire panels). An increase in preventative maintenance is of high value to Defence.

Defence uses an Estate Appraisal (EA) Framework under the existing base services contracts to understand and manage the condition of the Defence Estate and the ongoing funding required for remediation and maintenance. The EA process uses ongoing condition assessments, physical appraisals, and desktop reviews to identify and document condition, functionality, compliance, safety and lifecycle issues. The EA Framework is applied to facilities and systems, and their subordinate assets and/or equipment. Currently EA is delivered as part of the Management Integration Coordination (MIC) function. Defence will be exploring options through the Co-Design Activity for future contract delivery options. More information relating to EA can be found on the Defence Estate Quality Management System ([DEQMS : Estate Appraisal - Service Delivery Division - Estate & Infrastructure Group: Department of Defence](#)).

Approximately 300,000 maintenance activities are undertaken a month in support of the Defence Estate.



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Accurate, reliable, predictive and comprehensive data is critical for informed decision making to support the effective and efficient stewardship of the Defence Estate.



Estate Upkeep Services provided to 30,000 structures.

Enterprise Insights

Customer Experience

For most Defence Personnel, the workday isn't just turning up to a building for an office job. Our military are required to raise, train and sustain their workforce, they are at the forefront of cutting-edge technology in their field and have a continual improvement and growth mindset for expanding capabilities.

Defence Personnel are frequently posted around the country and place value on consistency of service across Defence Sites in relation to service delivery and quality. They expect a consistent customer experience and standard of service, including how to access services, regardless of the location or Industry Partner. Defence encourages user-centric processes that are efficient, informative and ensure customer service requests are prioritised, can be tracked and actioned without the need for follow up. We need to ensure that the levels of service we promise is reflected in services delivered meet the expectations of our customer and regulators and continuously assure that we are "measuring what we expect".

Defence Personnel value a well maintained estate that promotes an environment that can be utilised to its potential and intended purpose, with limited downtime and access. Customers expect that where there is a need for maintenance, that those requests are actioned with the confidence that multiple requests are not required.



Customers expect our Industry Partners to be subject matter experts, tracking and having ready access to status information on maintenance activities when responding to customer enquiries.

Maintaining Estate Capability

EA must be prioritised, programmed, and coordinated with the Estate Works Program and Estate Planning giving an understanding of appropriate maintenance schedules and their respective geographical location, in particular for remote and tropical environments. We want to be assured there is a maintenance schedule in place and that services are automatic and prioritised without the need for multiple customer touchpoints or intervention.

Consultation with stakeholders and consistent application and review of Contribution Factors and Criticality Ratings for build design, scope and ongoing maintenance of facilities and infrastructure is essential for understanding the relative importance of assets, their contribution to Defence capability, and consequence appraisal priority.

Estate Appraisal has an inherent role in enabling optimisation of maintenance outcomes across all elements of the Defence Estate. Our customers want to trust the system works.



Service Scope

EU Services are responsible for sustaining the Estate in most locations and periods. EU will be provided as a reliable service that is well planned, proactive and responsive to routine issues. Due to Defence's strategic role, EU services require flexibility to be agile and responsive in providing support for planned activities (e.g., major exercises) as well as unplanned, including Defence support to the civil community during times of emergency (e.g., bushfires or flooding). The EU Service also supports larger projects through providing technical advice, project and deconfliction activities, and validating new works data prior to upload to the Defence Estate Information System.

In accordance with regulatory legislation our facilities management partners are responsible for:

- Asbestos management – Registers, survey plans & schedules
- Electrical Operating Authority obligations – Manuals & network diagrams
- Estate Appraisal (EA) – Inspection program & condition ratings
- Hazardous chemicals and materials – Inspection checklists & registers
- Heritage management – Current or approved plans, controls & procedures in place
- Registrable plant management – Registers & licences
- Water quality management – Potable, recycled, stormwater & wastewater
- Work Health & Safety (WHS) – Management controls

As Defence reshapes its estate footprint to meet our strategic requirements, Industry Partners will need to be flexible to respond.

To deliver EU services, Defence expects Industry Partners with demonstrated experience and qualifications:

- develop and maintain an EU maintenance schedule
- deliver maintenance in accordance with the approved maintenance schedule
- proactively monitor the performance of the Estate and provide solutions to Defence to improve resilience, efficiency and fitness of assets
- maintain accurate Estate and maintenance records into Defence Estate Information Systems
- update the Defence Estate Information System with transactional data resulting from estate upkeep activities
- deliver Estate Appraisal and asset management outcomes that inform and enable optimal outcomes across all elements of the Defence Estate to ensure an Estate that is safe, secure, hygienic and compliant, and, a more sustainable and cost effective estate
- provide project support which capture the delivery of EU, estate works projects (including capital infrastructure projects); coordinating their delivery.
- undertake condition assessment and EA to determine and prioritise maintenance to meet, operational, legislative and policy requirements

In delivering the above Estate Upkeep services, we expect our Industry Partners to:

- deliver services to the quality expected at the geographic locations we operate and at the scale we need
- understand the remote nature of some of our sites and the inherent impacts on supply chains, extended delivery timeframes, and harsh environmental conditions and their impacts (e.g., climate change)
- be 'the experts' on the condition of the estate and establish, maintain, and validate accurate data sets to inform decision making to drive capability outcomes
- capture and report inefficiencies on the Estate, such as high energy and increasing maintenance costs and prepare and present scoped solutions to Defence
- look for proven opportunities that create benefits realisation for Defence
- embrace technology and innovations that offer efficient and effective outcomes
- implement appropriate waste minimisation strategies in the conduct of EU business
- work collaboratively and build productive relationships with Defence and other Industry Partners in an integrated environment (including leased property landlords)

We require that our staff and Industry Partners are able to use smarter systems to provide relevant, searchable and discoverable data.



Key Service Outcomes

1. Provide support to Defence in its legislated responsibility to maintain the whole Defence Estate and its functional elements (buildings, infrastructure, equipment, land, and environment), in a safe, serviceable, hygienic and compliant condition that protects the environment, heritage and Defence's reputation.
2. Ensure facility maintenance industry best practice is implemented to maintain Defence's Critical Assets and provide an accurate risk appreciation, allow for informed decision making and provide a credible assessment of the asset viability and lifespan.
3. Provide professional and leading industry best practice in delivering facility maintenance services (including responsive, scheduled and performance-based maintenance outcomes). Introduce innovative and contemporary processes that focusses on critical assets but also provide suitable level of importance and response on other elements of the Defence Estate.

FY 21/22 - Contract Spend

Variable Spend → **\$561.8 Million**

Fixed Fee → **\$483.9 Million**

Total → **\$1,045.7 Million**

FY 21/22 Contract Insights

- Accounts for around 55% of the overall value of the base services contract for FY21/22.
- This spend also includes the Management Integration & Coordination component of the contract (e.g., Estate Appraisal, legislative, governance and policy requirements).
- Nearly 13,000 variable work orders were raised for FY 21/22. Nearly 2,000 were for an itemised value value greater than \$50,000.



Statement of Expectation

Land Management

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APPENDIX C

Overview

Defence is one of the largest landholders in Australia and has responsibility to sustainably manage vast tracts of diverse and geographically dispersed maritime, land and aerospace areas. Land Management is a critical enabler to Defence capability, with land assets supporting training areas, training activities and operations: a Fundamental Input to Capability. The diverse estate includes world and national heritage assets, fauna and flora, bioregions (tropical, arid, coastal, cool climates) and various ecological systems.

The Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act), requires Defence to protect and manage Matters of National Environmental Significance and the environment as a whole. Defence also has obligations under other national legislation, international agreements/arrangements, Commonwealth policies and strategies that relate to Land Management. As stewards of the Defence Estate, we are committed to sustainable use of the land to minimise impacts on the environment and surrounding community; and building and leveraging off strategic partnerships to reach optimal alignment between capability and sustainability outcomes.

Bushfires are part of the Australian environment. Defence currently manages over 150 bushfire prone properties. Defence requires robust and consistent systems for assessing and managing bushfire risks to life, property, training, and environmental values, both within and near Defence managed properties. Bushfire mitigation services include bushfire risk monitoring, management and readiness activities.

Defence is implementing an Asset Management Framework to understand and manage the condition of the land and the ongoing funding required for remediation and maintenance. Together with our land and environmental partners, Land Management will be managed as an 'asset'; deliberate, planned and evidenced based decisions, including appraisals, land condition assessments and rehabilitation.

As the Defence Estate evolves to support current and future capability (including expansion of, or new locations), our Land Management requirements will evolve over time. We will look to our Industry Partners to help inform Land Management requirements.



Land Management Services provided to more than 2.8 million hectares of land



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Enterprise Insights

Capability support

Proactive Land Management must consider geographic and climatic conditions, including responding to changing capability and operational needs.

Critical capabilities, such as training areas and ranges (TARs), and aerodromes, require deliberate planning, monitoring, and timing of land management activities. Defence utilises TARs to train and prepare capability, while aerodromes are operational and used for deployment. Effective broad acre management is required in large areas of natural environment to control overabundant species and weeds. Compliance with legislation, regulations and Defence policy as applied to land management is key.

The competing requirements of both Defence capability and land sustainability are required to be managed sensitively.



Reputation, conservation and heritage

Defence's culture, history and meticulous presentation standards are expected to be valued and mirrored by Industry Partners to maintain the landscaped areas to a high standard that supports the reputation of Defence. In areas of high visibility (base entrances, visitor hosting areas, parade grounds) or significance (memorials, heritage buildings and gardens) considered maintenance and attention is required. Proactive management is required to build on existing land management practices and identify new opportunities to protect and enhance the value of the natural and historic environment. Our land management activities in response to surge or disaster management has been responsive, effective and a valued contribution (bushfire, cyclones and flood response).

ADF members work, train, live and socialise on Defence bases, with expectations aligned to high military appearance and esprit de corps extending to the estate.

Service Scope

Land Management includes the delivery of maintenance and management services across Defence's land assets under two streams; **Built Landscape** and **Natural Resource Management**.

Built Landscape services include:

- ground maintenance and landscaping of gardens and grassed areas
- trees and shrub management (including clean up in response to weather events)
- maintenance of roadside verges and drainage infrastructure
- sporting fields and outdoor training facilities maintenance
- outdoor recreational areas management
- bushfire management
- management of memorials, water features and ornamental structures
- management of designated specialist areas (parade grounds, firing ranges, antenna farms, landing zones, aerodromes)
- heritage management in specialised areas
- maintenance of designated specialised areas (including landing zones and aerodromes)

A culture of training, fitness and sport drives high expectations for the condition and maintenance of playing fields and training facilities.

Natural Resource Management services include:

- bushfire management
- maintenance of natural grasslands
- vegetation management (e.g., on large training ranges to support capability)
- water management and monitoring (including ground, potable and contaminated water)
- biodiversity and biosecurity management, monitoring and reporting of:
 - weeds
 - feral animals and overabundant species
 - injured or deceased wildlife and livestock
 - wildlife on airfields
 - marine pest monitoring
 - soil-borne diseases, and vector monitoring
- bush regeneration/remediation/rehabilitation
- land erosion monitoring, control and restoration programs
- protection of threatened species, conservation areas, significant environmental and cultural sites
- heritage management (inclusive of Indigenous, historic and natural environments)
- maintenance of designated specialised areas (including parachute drop zones)

To deliver land management services, Defence expects Industry Partners with demonstrated experience and qualifications to:

- develop and implement Land Management Plans (and relevant subordinate plans, e.g., Wildlife Hazard Management Plans for aerodromes)
- provide stewardship of Defence land assets
- understand the local environment, heritage and cultural requirements
- provide scheduled, routine services that are planned, proactive and suited to the environment and climatic conditions
- understand and assess criticality and service interdependencies to enable capability and achieve an integrated 'base services effect'
- adopt proactive approaches in the provision of holistic land management services
- drive environmental, cultural and heritage sustainability to support Defence capability
- enhance Defence's environmental protection and heritage reputation
- embrace technology and innovations that offer efficient and effective mapping, surveillance, monitoring and reporting outcomes
- be effective in natural asset management planning through expert knowledge in land and animal management



There is an opportunity for Industry Partners to engage local Traditional Custodians of Country to leverage and learn traditional land management practices and stewardship.

Defence's Environmental Vision is to be a leader in sustainable environmental management to support ADF capability to defend Australia and its national interests; we seek Industry Partners to join us in achieving this vision.

As examples, the delivery of Land Management on aerodromes includes proactively maintaining vegetation to operational regulation requirements (Defence Aviation Safety Regulation) requirements and implementing suitable wildlife hazard management plans to provide a compliant operating environment. On TARs this includes erosion maintenance and management, proactive control of overabundant species and weeds to ensure capability requirements can be met. On a base, this can be maintaining grass traverses surrounding magazines (explosive ordnance holdings) to specification to ensure safety compliance and maintaining accreditation.

Defence aims to manage an environmentally sustainable estate through a proactive, risk-based approach to sustainable environmental management that is conscious of environmental constraints (e.g., climate change and high-risk weather seasons). Defence has an opportunity improve energy efficiency, pollution prevention, working towards climate neutrality and ecologically sustainable development. We value the surrounding environment and seek to minimise the impact of our actions to our neighbours and the wider community.

Key Service Outcomes

1. Exercise effective stewardship of the Defence Estate providing high-level support to Defence in its legislated responsibility to maintain the Defence Estate and its functional elements (buildings, infrastructure, equipment, land, and environment), in a safe, serviceable, and compliant condition that protects the environment, heritage and Defence's reputation.
2. Enable Defence capability by managing and maintaining land assets in line with Defence requirements, through effective management practices that conserves and improves natural assets where possible and sustains the environment.
3. Deliver effective integrated Land Management by building collaborative relationships with other Industry Partners to achieve maximum effectiveness in supporting Defence capability.



Land Management providers will form collaborative partnerships with other Industry Partners, Government and Non-Government Organisations.

FY 21/22 - Contract Spend

Variable Spend → **\$51.2 Million**

Fixed Fee → **\$64.3 Million**

Total → **\$115.5 Million**

FY 21/22 Contract Insights

- Accounts for around 6% of the overall value of the Base Services contract in FY 21/22.
- Nearly 4,000 variable work orders were raised in FY 21/22. Nearly 2,000 were for an itemised value greater than \$20,000.





Statement of Expectation

Training Area & Range Management

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APPENDIX D

Overview

Training Areas are recognised by Defence as a Fundamental Input to Capability. The operability of training areas and ranges (TARs) is essential for Defence to achieve its capability outputs, training objectives and maintain Defence force readiness. TARs also support allied Defence organisations and domestic emergency services to meet their training objectives.

Training Area and Range Management (TARM) Services are currently being provided at 39 Defence Sites, across a diverse geographic landscape of natural and built environments at major bases, training areas, minor sites, remote field locations and designated air and maritime space within Australia. The delivery of TARM Services is an integrated service provided by Defence Personnel and Industry Partners.

TARs support small and heavy weapons training and firing from naval vessels and aircraft. Use of explosive ordnance, manoeuvres, test and evaluation, proof and experimentation, non-firing activities, and non-certified airfields on TARs mean that these are complex environments where high safety standards are paramount.

As our estate evolves to support current and future capability, we will look to our Industry Partners to help inform TARM requirements and ensure TARM Services are agile and responsive.



Enterprise Insights

Capability Delivery

Access and use of TARs is critical to providing ADF elements with a training environment that increases proficiency and best prepares personnel for the full range of operational contingencies. A focus on improving the provision of accessible and realistic training environments, that replicate those that may be experienced in an operational environment, is critical to enable the ADF to train the way it would fight and minimise the risk posed to personnel operating when contested. This Service has a broad and direct link to capability development and generation. Maximum utilisation of these areas is required to be maintained in order to cope with increased technology, heavier and more mobile equipment and large scale regional activities involving a high number of international allies.

As Defence reshapes and enhances its training areas and facilities to meet Defence's strategic requirements, our Industry Partners will need to be flexible to respond to those needs.

Service Delivery

Coordination of land management practices (e.g., burn periods, rehabilitation) and estate upkeep activities (e.g., facility maintenance) is essential to maximise TAR availability, effective operation and to facilitate capability. We are seeking opportunities to leverage Industry Partners to increase efficiencies and provide consistency in management across the Defence Estate.

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Service Scope

TARM Services require flexibility to be agile and responsive in providing support for planned activities (e.g., major exercises), increased training needs, as well as unplanned or Defence support to the civil community during times of emergency (e.g., bushfires, flooding)

TARM Services optimise access, availability and safety on TARs through the following:

- development of plans and adherence to plans, policies, procedures to meet governance and legislative requirements (e.g., Defence Training Area Management Manual)
- support to the Range Control Officer
- maintaining safety information
- conducting induction briefings and visitor escorting
- undertaking pre and post activity inspections of ranges and TAR accommodation
- operation of target systems, installation of targetry consumables and maintenance of stock
- managing range bookings (including range accommodation), control and coordination of access
- undertaking operator level maintenance and minor range remediation activities
- provision of 'first response' bushfire fighting capability
- provision of audits and reports (e.g., unexploded ordnance / defective materiel)
- operating range safety communications systems and issuing NOTAM/NOTMAR
- caretaker functions

To deliver TARM Services, Defence requires Industry Partners with demonstrated experience to safely work with, and in areas with munitions:

- understand the criticality and uniqueness of TARs, including the interdependencies between services (e.g., range maintenance and controlling overabundant species) and the impact this has to training and deployments through maximising range availability
- comply with Commonwealth and State environmental legislation
- understand the importance of maintaining the natural environment of TARs
- work collaboratively and build productive relationships with Defence Personnel and other Industry Partners in an integrated environment, and where synergies can be leveraged
- to provide analysis of data from supporting systems to identify potential risks, issues and trends, with findings to be fed back into the facilities design process, and to inform updates to policy, process and ongoing use
- understand unique environmental and cultural considerations of some training areas, such as those bordering heritage protected areas (e.g. Great Barrier Reef) and/or locations requiring close working relationships and collaboration with Traditional Land Owners as part of any Indigenous Land Use Agreement (ILUA)

There is an opportunity to employ veterans. Ex-Defence personnel may have the unique skillsets required.



There is opportunity for Industry Partners to team up with and grow local Indigenous organisations, particularly in managing the environmental landscapes (vegetation, bushfire) on training areas and ranges.



Key Service Outcomes

1. Enable critical Defence capability by providing management oversight, processes and plans to maintain TARs as required by Defence; optimising access to and ensuring availability of TARs to support Defence operational and training activities.
2. Ensure that TARM Services are delivered safely and are fully compliant in accordance with all relevant Commonwealth, State, Territory and local legislation, Australian Standards and Defence policy.
3. Deliver effective integrated TARM Services by building collaborative relationships with Range Control Officers and other Industry Partners providing Base Services to achieve maximum effectiveness in supporting and developing Defence capability.

FY 21/22 - Contract Spend

Variable Spend → \$13.7 Million

Fixed Fee → \$16.5 Million

Total → \$30.2 Million

FY 21/22 Contract Insights

- Accounts for nearly 2% of the overall value of the Base Services contract in FY 21/22.
- Over 1,500 variable work orders were raised for FY 21/22.



Statement of Expectation

Remote Operations

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APPENDIX A

Overview

Defence has remote sites that provide capability to its operations with small populations on base and varying level of requirements. Remote sites can have significant surge requirements that deliver key capability outcomes as well as contribute to overall operational readiness for Defence.

Managing relationships with local stakeholder groups such as local councils, indigenous communities, other local community members, pastoralists or adjoining land holders is important to Defence to ensure that strong working relationships are maintained.

There are nuances with managing relationships between a network of stakeholders and maintaining technical equipment and infrastructure at these Defence Sites.

There are nuances with managing relationships between a network of stakeholders and maintaining technical equipment and infrastructure at these Defence Sites.

Enterprise Insights

Industry will need to overcome issues such as logistical difficulties of sourcing labour and equipment to remote areas. There is strong competition for limited labour resources due to competition from the regional mining, agriculture, tourism and construction industries. Many of these remote local communities are also affected by a lack of itinerant workers, seasonal employment and low or negative population growth further constraining labour supply.

Our customers seek reliable services delivered in a timely manner and Industry Partners who will proactively identify and resolve service issues. It is important that long term solutions are implemented as persistent problems impact the critical capability of these Defence Sites demonstrating an end-to-end management of customer needs and demands. The effect of significant weather events and the COVID-19 Pandemic during the life of the current Base Services contract has impacted supply chain and labour supply in regional and remote locations.



One Size Doesn't Fit All

- There are examples of where tailoring of contracts and delivery method is required to meet unique capability requirements or local challenges.
- There are opportunities to leverage from existing private or local government arrangements.

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Service Proposal

Defence's proposed model of Service Packages being delivered by multiple contractors may present sustainability issues at these remote locations. This is due to the breadth of responsibilities on a smaller scale where there may need to be a greater reliance on integration between services to attain the best utilisation of resources.

Some of these problems (e.g., labour and supply chain) could be resolved by integrating the delivery of all services in a remote location as a single package allowing for efficiencies and synergies. This would create a more sustainable model for contractors and better service delivery outcomes for Defence.

Defence is seeking Industry Partners who are able to deliver all services in remote locations as a package.

The two models being considered are:

- an integration of all services in the remote location within either the Living and Working or Property and Assets Services Packages; where only one of these providers would be present at the remote location
- a stand alone remote package in each remote location

The proposed remote locations are:

- Woomera, South Australia (RAAF Woomera, Woomera Range Complex)
- Tindal, Northern Territory (RAAF Tindal)
- Learmonth, Western Australia (RAAF Learmonth)

Service Scope

Service requirements will vary from each location. Refer to Package Statement of Expectations, individual Service Statement of Expectations and SEG GeoPortal for applicable requirements at each location.

Key Service Outcomes

1. Provide successful service delivery outcomes through an integrated and coordinated approach to the delivery of Remote Operations Package. Service success is based on single touch points, ease of access and customer centricity.
2. Demonstrated efficient and effective service delivery through a modern and innovative approach to service delivery, harvesting efficiency through commonality in service design.
3. Achievement of the individual Service Statements of Expectation that relate to the Remote Operations Package.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.





Statement of Expectation

Waste Management & Resource Recovery

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APPENDIX A

Overview

Defence is a large-scale enterprise with a national footprint undertaking a diverse range of activities in support of our mission. This results in a diverse waste profile, from general rubbish to recyclables and management of hazardous waste, which requires appropriate management in accordance with all legislative requirements.

Waste is unavoidable and as responsible members of the community, Defence is committed to managing waste and resources wisely to minimise its impact on the environment and the community. Defence is seeking to further develop waste minimisation and resource recovery initiatives in support of the National Waste Policy 2018 and National Waste Policy Action Plan 2019.

Waste is unavoidable and as responsible members of the community, Defence is committed to managing waste and resources wisely to minimise its impact on the environment and the community.



Enterprise Insights

Defence is seeking to improve across several areas, including:

- ongoing optimisation of waste receptacles and collection schedules
- managing hazardous waste
- disposal of certified free from explosive waste
- identifying opportunities for sustainable waste programs (resource reuse, repurposing, recycling, waste-to-energy)

Defence expects Industry Partners to provide expert advice on complex waste management issues as well as collaborate with the wider waste and resource recovery industry to develop innovative solutions.

As waste is produced across many business areas in Defence, and through the work of other Base Services Contractors, it is expected that Industry Partners will work together over the life of the contract to collectively develop waste minimisation and resource recovery solutions. This includes taking a leading role in building and maintaining a waste minimisation culture through education programs and integrated long-term waste management services.

Our Industry Partners will leverage opportunities to further enhance engagement within the community, government organisations and businesses to harness Defence waste streams as a commodity and where possible, create markets for secondary products. This includes close working relationships in regional and remote areas where access to waste management and resource recovery facilities and resources are limited.



Service Scope

Defence expects Industry Partners with demonstrated experience and qualifications to deliver the following Waste Management and Resource Recovery Services, including:

- scheduled and responsive waste management services
- provision of waste infrastructure and consumables services (including nappy disposal bins, sharp containers, portable toilets and consumables, sanitary disposal units)
- management of refuse depot (Woomera only)
- waste reporting and data analysis

Defence has a diverse waste profile which includes:

- functioned explosive ordnance certified free from explosives
- classified
- clinical
- co-mingled waste and recycling
- commercial
- domestic waste, including kitchen and hygiene
- electronic and electrical
- hazardous, trade and industrial
- liquid and organic
- packaged waste such as cardboard, paper and plastics
- sullage and bilge

We will rely on our Industry Partners to be responsive and agile to meet demand, especially where specific waste collection points hold finite waste product and storage may impact on capability or create issues such as attracting pest and vermin or safety hazards.

The Waste Management and Resource Recovery Service must be delivered in accordance with Australian government and Defence policies. Defence require our Industry Partners to have a strong, well-established safety culture and be expected to provide assurance reports on a regular basis to comply with federal, state and local government and Defence requirements.

We will rely on our Industry Partners to be responsive and agile to meet demand, especially where specific waste collection points hold finite waste product and storage may impact on capability or create issues such as attracting pest and vermin, or safety hazards.

Key Service Outcomes

1. Ensure that Waste Management and Resource Recovery services will contribute to environmentally sustainable practices through the adherence to the Commonwealth Waste Policy by developing processes and procedures that allow for greater customer compliance and participation.
2. Provide transparency of all Defence resource recovery and waste activities by implementing robust reporting processes to provide at a minimum, details of waste volumes in all categories, details of waste streams and information that confirms compliance with legislation and policies and enables Defence to rely on service related business information and data to manage and plan resource recovery and waste management services and costs.
3. Deliver highly effective integrated Waste Management and Resource Recovery services by building collaborative relationships with other base service providers and Defence to achieve maximum effectiveness in supporting Security and Estate Group stewardship of the Defence Estate and supporting Defence capability.
4. Implement effective processes and procedures that provide whole of contract governance, service delivery assurance, robust data management and insightful/functional analytics.

FY 21/22 - Contract Spend

Variable Spend → **\$68.7 Million**

Fixed Fee → **\$1.5 Million**

Total → **\$70.2 Million**

FY 21/22 Contract Insights

- Accounts for nearly 4% of the overall value of Base Services contract in FY 21/22 and majority of the spend occurs through the total waste collected.
- Defence disposed of over 81,000 tonnes of solid or liquid waste across the Defence Estate.
- Over 70,000 waste collections occurred each month.