



Australian Government
Department of Defence
Security and Estate Group

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Defence Estate Capital and Sustainment Works Program Industry Briefing

August 2026

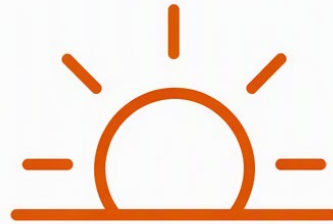
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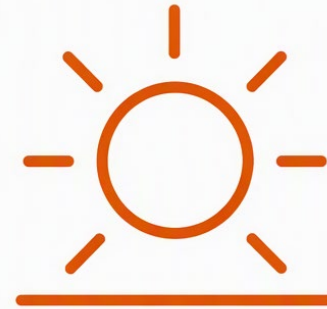
Agenda



SEG Insights



SEG Works
Programs



Non-SEG Works
Programs



Networking

Housekeeping



Probity Briefing

The purpose of this Industry Briefing is to provide industry with information on the Defence estate, including on planned upcoming procurement opportunities. The information provided:

- is for information purposes only;
- is indicative and is subject to change;
- should not to be relied upon as representing a commitment by the Commonwealth on upcoming procurement opportunities; and
- should not be relied upon for the purposes of preparing, amending or negotiating a tender or entry into any potential contract with the Commonwealth.

Defence seeks to ensure that attendees all have a fair and equitable opportunity to access the same, consistent information: please ensure questions asked are directed to the relevant presenter and that no side bar conversations occur with Defence personnel.

Defence acknowledges that the information may be reproduced on other websites by attendees present today: please note that information on non-Defence websites is not endorsed by Defence.



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Opening Address Industry Briefing



Celia Perkins
Deputy Secretary Security and Estate

August 2026

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Acknowledgement of Country



Industry Briefing Purpose

Engage

Learn

Collaborate

Network



Top Left to Right: November 2025 Industry Briefing Event.

Bottom Left to Right: Base Services Team and Industry Representatives; CFI Team and Industry Representatives that delivered logistics facilities at Bandiana East; and CFI Project Team and Industry Representatives inspecting airfield works at RAAF Base Tindal.

The Defence Estate



Security and Estate Group



**Pat Sowry First Assistant Secretary
Infrastructure**

- Plans the estate
- Designs and constructs capital works
- Develops estate environmental policy
- Develops estate engineering policy



**Peter West First Assistant Secretary
Estate Transformation**

- Drives estate optimisation
- Manages property acquisition and disposal
- Manages property leasing



**Monique Hamilton First Assistant Secretary
Security**

- Provides protective security services and advice
- Manages the Defence Industry Security Program
- Delivers security clearances to Defence and industry



**Lee-anne Monterosso First Assistant Secretary
Service Delivery**

- Provides essential, on-the-ground services to support Defence personnel and the estate including cleaning, catering, and access control



Defence Enterprise Updates

2026 National Defence Strategy & Integrated Investment Program

- Delivering a logistically networked and resilient set of bases.
- Maintaining a resilient network of southern basing infrastructure.
- Increasing the protection of bases.
- Enabling enhanced United States and key partner training and cooperation.
- Enhancing energy security and adopting climate adaptation strategies.
- Advancing civil-military arrangements for infrastructure.



Defence Enterprise Updates

2026 Rebuilding Defence Capability Report

- Restores alignment.
- Strengthens accountabilities, governance, assurance, and discipline.
- Builds a workforce and leadership culture capable of delivering the NDS.



Defence Enterprise Updates

Defence Estate Audit

- The Defence estate is too large and is on an unsustainable trajectory.
- Parts of the estate are unsafe, unused or unserviceable.
- There are too many facilities in the southern parts of the country.
- Strategic transformation is required to ensure the estate remains fit-for-purpose and capability aligned.

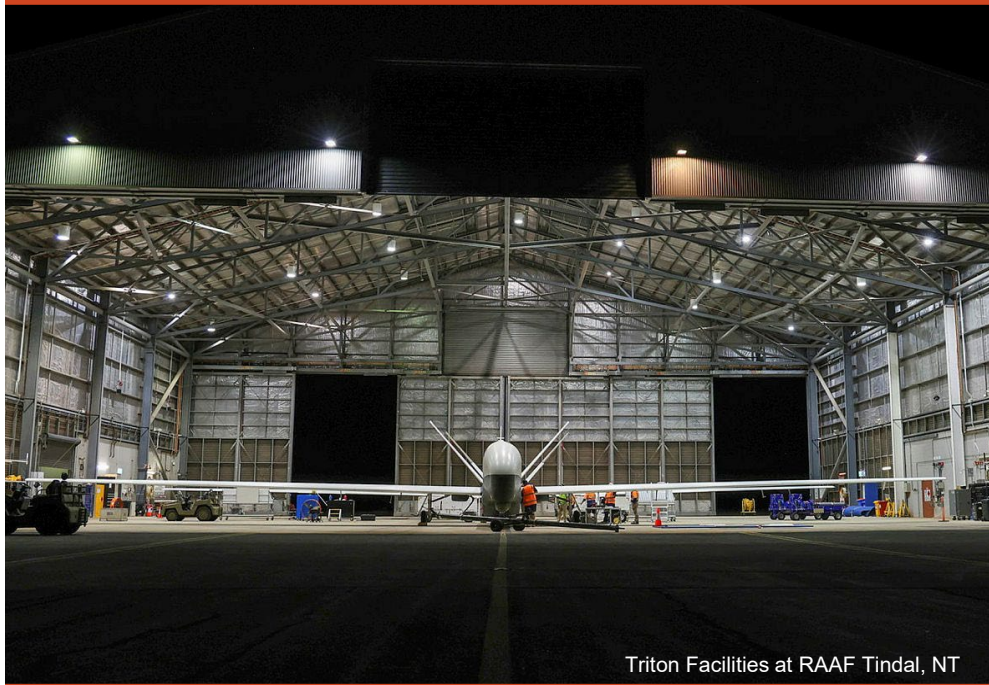


Major Achievements

Major SEG and Industry Achievements

- Base Services Contracts
- Defence Environment and Engineering Manuals
- NDS and IIP Priority Infrastructure
- Financial Management





Triton Facilities at RAAF Tindal, NT

Thank You





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Strategic Estate Insights Industry Briefing



Pat Sowry
First Assistant Secretary Infrastructure

August 2026

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Infrastructure Division



BRIG Matt Quinn Director General
Capital Facilities and Infrastructure

Delivering capital works projects:

- Developing design
- Constructing works

Felix Bowman-Derrick Assistant Secretary
Environment and Engineering

- Contamination management
- Environment & engineering policy
- Environmental approvals

Amelia Charlton Assistant Secretary
Estate Planning

- Strategic estate investment and planning
- Business and governance functions
- Land planning and regulation

Kate Leane Assistant Secretary
PFAS Investigations & Management

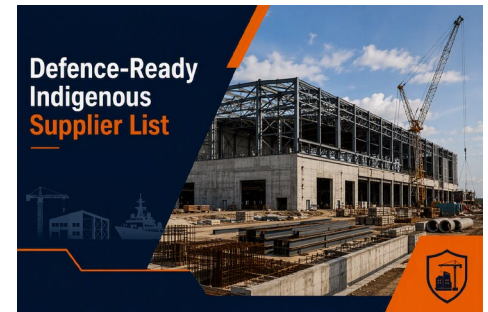
- PFAS investigations
- PFAS management

Helen Loundes Assistant Secretary
Maritime Infrastructure & Integration

- Maritime Infrastructure
- Maritime Integration



Industry Opportunities



Strategic Environment

- Supporting Government
- Complying with Legislation and Policy
- Improving Financial Management



Infrastructure Division Priorities

- Delivering Priority NDS and IIP Projects
- Strategically Planning the Estate
- Implementing Government's Response to the PFAS Independent Review
- Implementing the Defence Net Zero Strategy and Clean Energy Transition



Infrastructure Division Updates

- Enterprise Estate and Infrastructure Program
- Alternative Financing
- Cost Estimation
- Contestability



Single LEAP Phase 2



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Cultana Training Area, SA

Thank You



SECURITY AND ESTATE GROUP

Infrastructure Division Updates



BRIG Matt Quinn Director General Capital Facilities and Infrastructure

Delivering capital works projects:

- Developing design
- Constructing works

Felix Bowman-Derrick Assistant Secretary Environment and Engineering

- Contamination management
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Kate Leane Assistant Secretary PFAS Investigations & Management

- PFAS investigations
- PFAS management

Helen Loundes Assistant Secretary Maritime Infrastructure & Integration

- Maritime Infrastructure and Integration



DEFENCE ESTATE STRATEGY

20
26



Defence Estate Strategy

Strategic level inputs

- Defence Strategies and guidance as per the Defence Strategy Framework
- Strategic disposition studies and regional plans
- Base plans
- Commonwealth, State and Local government major infrastructure plans / projects

Estate Capability Requirements

Estate Investment Prioritisation

Strategic Aims and Outcomes

The Strategic Aims position the Defence estate to meet the requirements of the ADF and its partners, ensuring the estate can effectively support current and future operational demands.

Strategic Aim 1: Postured

The Defence estate is postured to meet the continuous needs of the integrated focused force and the agreed needs of partners.

Strategic Aim 2: Prepared

The Defence estate supports ADF and partner nation preparedness through the delivery and enablement of increased capability and capacity.

Strategic Aim 3: Resilient

The Defence estate is resilient in the face of continuous disruption including conflict, and focused on enhancing survivability, sustaining operation, recovery and adaptation.

Strategic Aim 4: Adaptable

Defence estate governance, operating models and accountabilities are adaptable, through the delivery of reform initiatives to support estate modernisation and meet Defence's future operating needs.

Environment and Engineering Updates



- April 2026 – Released new Defence Infrastructure Engineering Manual and Defence Environment Manual
 - Old manuals, frameworks, policies retired
 - New Manuals simplify Defence requirements
 - Infrastructure engineering documents in one Manual
 - Heritage management simplified – WHS and capability need to be balanced with Heritage
 - Net Zero, and clean energy embedded into standard processes
 - Building sustainability focused on outcomes not ratings - security requirements embedded
 - Revised process for bushfire management plans, biosecurity reporting
- National Construction Code 2025
 - Mandatory from 2027 (voluntary transition this year)
- Later this year:
 - Simplification of the Pollution Prevention Manual and Contamination Management Manual
 - New Framework to encourage Infrastructure Standardisation (modern methods of construction)

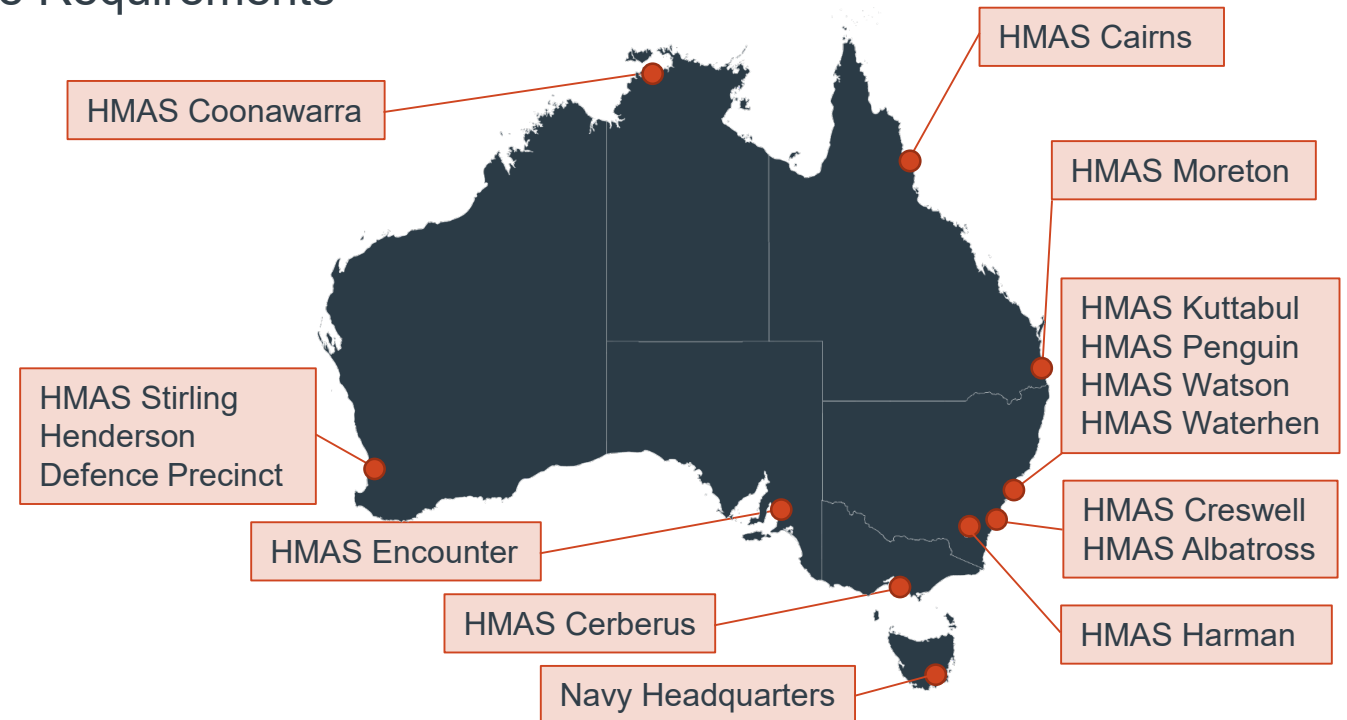


Maritime Infrastructure and Integration Branch

Focusing on current and future National Maritime Requirements



Base Entry Upgrade, HMAS Stirling WA



PFAS INVESTIGATION AND MANAGEMENT BRANCH

ABOUT THE PROGRAM

Defence PFAS Investigation and Management Program manages risks associated with PFAS contamination on and around the Defence Estate resulting from the use of legacy firefighting foams. Defence is committed to evidence based and best practice remediation and management actions on and around Defence sites. Defence's priority is to support communities impacted by PFAS contamination, by providing relevant and timely information and reducing their exposure to PFAS.



562 properties CONNECTED to town water



161 RAINWATER TANKS provided



188 COMMUNITY ENGAGEMENT events held



785 properties have been provided with WATER ASSISTANCE

28
investigations
completed



Treated or removed
approximately



360,000

TONNES of
contaminated soil

Remediation
planned, underway,
or completed at sites

19



Treated
approximately



13

BILLION LITRES
of water

LONG TERM MANAGEMENT

When all recommendations in a PFAS Management Area Plan for a site have been addressed, the site transitions from the investigation and remediation phase to long term management and monitoring. HMAS Cerberus, Singleton Military Area and Robertson Barracks are now in long-term management..

BUILDING WHERE THERE IS PFAS

Construction doesn't stop because a site is impacted with PFAS. The program provides advice to projects in managing PFAS risks during construction and maintenance activities.

REMEDIATION ACTIVITIES

Remediation works targeting contaminated water, soil and other materials are underway or complete at Swartz Barracks, HMAS Cerberus, Lavarack Barracks, Jervis Bay Range Facility, and RAAF Bases Williamtown, Edinburgh, Richmond, Tindal, Wagga, Darwin, Pearce, East Sale and Townsville. Remediation works are planned to commence at HMAS Albatross, Blamey Barracks, Bandiana Military Area and RAAF Base Amberley.





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Estate Works Program

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What does the Estate Works Program (EWP) deliver?



Building Services



Heritage Building Works



Maritime Infrastructure



Environmental and Fire Trails



Internal Fitout and Refurbishment



Civil Works



Airside Works



Contamination Remediation



Compliance and Security

Estate Works Program / Capital Facilities Infrastructure

The **Estate Works Program (EWP)** delivers facilities and infrastructure maintenance projects aimed at restoring or sustaining capability

The **Capital Facilities and Infrastructure Branch (CFI)** plan, develop, and deliver capital works projects across the Defence estate.

What is important to the EWP



Reliable Delivery

- Safe, fit for Purpose
- On-time, On-Budget project delivery



Value for Government

- Strong procurement and contract management
- Maximising local industry participation
- Delivering value for the Commonwealth



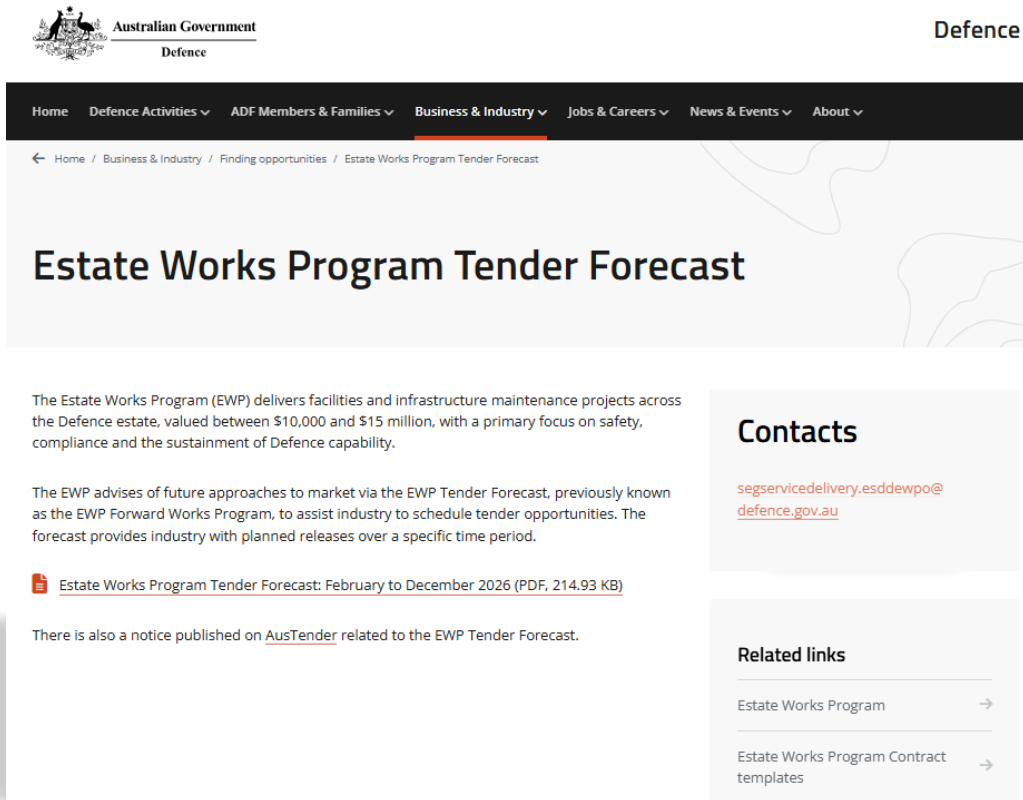
Risk, Compliance & Governance

- Work Health and Safety
- Comply to Defence policies, standards and security obligations.
- Robust assurance processes
- Engagement with connected policies such IPP, Skills Guarantee, veteran employment



Estate Works Program Forward Schedule

www.defence.gov.au/business-industry/finding-opportunities/estate-works-program-forward-schedule



The screenshot shows the Australian Government Defence website. The header includes the Australian Government logo and the word 'Defence'. A navigation bar lists: Home, Defence Activities, ADF Members & Families, Business & Industry (selected), Jobs & Careers, News & Events, and About. Below the navigation bar, a breadcrumb trail reads: Home / Business & Industry / Finding opportunities / Estate Works Program Tender Forecast. The main heading is 'Estate Works Program Tender Forecast'. The content area contains three paragraphs: 1. 'The Estate Works Program (EWP) delivers facilities and infrastructure maintenance projects across the Defence estate, valued between \$10,000 and \$15 million, with a primary focus on safety, compliance and the sustainment of Defence capability.' 2. 'The EWP advises of future approaches to market via the EWP Tender Forecast, previously known as the EWP Forward Works Program, to assist industry to schedule tender opportunities. The forecast provides industry with planned releases over a specific time period.' 3. A PDF link: 'Estate Works Program Tender Forecast: February to December 2026 (PDF, 214.93 KB)'. Below this is a notice: 'There is also a notice published on AusTender related to the EWP Tender Forecast.' On the right side, there are two sections: 'Contacts' with the email 'seg servicedelivery.esddewpo@defence.gov.au' and 'Related links' with two links: 'Estate Works Program' and 'Estate Works Program Contract templates', both with right-pointing arrows.

Australian Government
Defence

Home Defence Activities ADF Members & Families Business & Industry Jobs & Careers News & Events About

← Home / Business & Industry / Finding opportunities / Estate Works Program Tender Forecast

Estate Works Program Tender Forecast

The Estate Works Program (EWP) delivers facilities and infrastructure maintenance projects across the Defence estate, valued between \$10,000 and \$15 million, with a primary focus on safety, compliance and the sustainment of Defence capability.

The EWP advises of future approaches to market via the EWP Tender Forecast, previously known as the EWP Forward Works Program, to assist industry to schedule tender opportunities. The forecast provides industry with planned releases over a specific time period.

 [Estate Works Program Tender Forecast: February to December 2026 \(PDF, 214.93 KB\)](#)

There is also a notice published on [AusTender](#) related to the EWP Tender Forecast.

Contacts

seg servicedelivery.esddewpo@defence.gov.au

Related links

- [Estate Works Program](#) →
- [Estate Works Program Contract templates](#) →

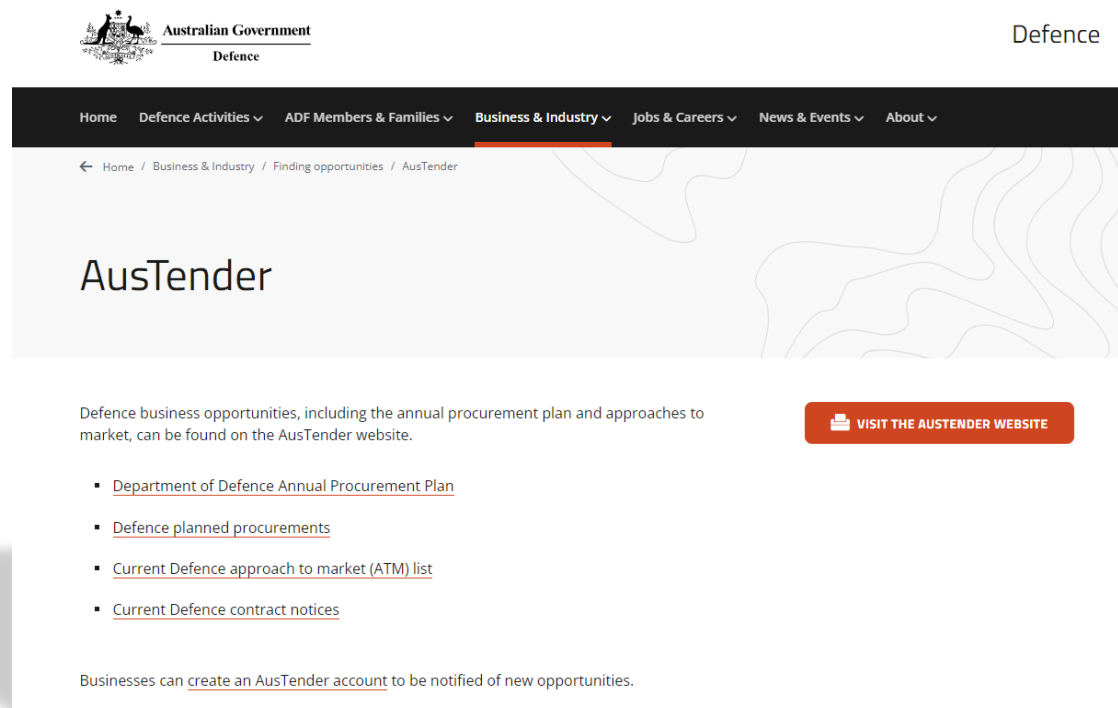
NOTE: The Estate Works Program (EWP) Tender Forecast is indicative only, accurate at the time of issue, and subject to change, withdrawal and cancellations due to varying Defence and Commonwealth priorities. It is provided for planning purposes only and should not be relied on for commercial decisions.

Transition to new contracts for EWP providers occurred over the current published list forecast period. As a result, some projects may be delayed in procurement, require extended tender validity, or will transition to new PDS Agents.



Tenders - AusTender

[Home](#) / [Business & Industry](#) / [Finding opportunities](#)
www.defence.gov.au/business-industry/finding-opportunities/austender



The screenshot shows the top section of the AusTender website. At the top left is the Australian Government Defence logo. To its right is the word 'Defence'. Below this is a dark navigation bar with links: Home, Defence Activities, ADF Members & Families, Business & Industry (highlighted), Jobs & Careers, News & Events, and About. Below the navigation bar is a breadcrumb trail: Home / Business & Industry / Finding opportunities / AusTender. The main heading 'AusTender' is displayed in a large font. Below the heading, a paragraph states: 'Defence business opportunities, including the annual procurement plan and approaches to market, can be found on the AusTender website.' To the right of this text is a red button with a white icon of a document and the text 'VISIT THE AUSTENDER WEBSITE'. Below the paragraph is a list of four links: Department of Defence Annual Procurement Plan, Defence planned procurements, Current Defence approach to market (ATM) list, and Current Defence contract notices. At the bottom of the section, a paragraph states: 'Businesses can create an AusTender account to be notified of new opportunities.'

AusTender is the Australian Government website Defence uses to publish procurement opportunities.

It provides access to Defence's planned procurements, current approaches to market and awarded contract notices.

Businesses can create an AusTender account and use its notification functions to keep informed of new opportunities and updates.



Tenders - AusTender



Australian Government



- Defence does not maintain a specific panel for the EWP; most public opportunities are visible via AusTender. For limited tenders, invited suppliers access tender documentation via AusTender/passcode, following PDS supplier identification and Commonwealth endorsement.
- EWP projects can be found on AusTender through two main listings:
 - ❖ **Future Business Opportunities:** Published as Planned Procurements.
 - ❖ **Current Business Opportunities*:** Published as Approaches to Market.
- As a registered user of AusTender you can:
 - ❖ Receive automatic notifications of new business opportunities.
 - ❖ Download business opportunity documentation.
 - ❖ Instant notification of updates to business opportunities.
 - ❖ Establish a "watch-list" of future opportunities.

**Limited tenders are not accessible to the public without a passcode.*



Tenders – Forecast works FY26/27



CIRCLE SIZE = PROJECTS COMMENCING



Project Range 1
XX to YY

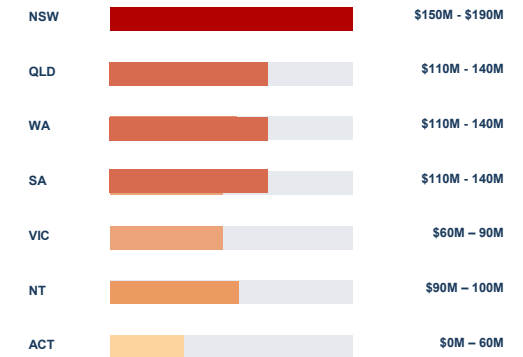


Project Range 1
XX to YY

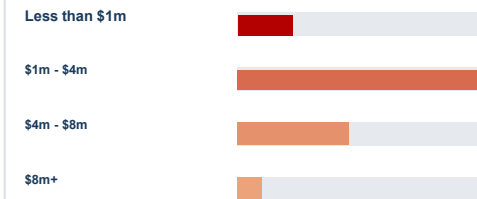


Project Range 1
XX to YY

BY STATE — NEXT 12 MONTHS



Projects by value



***NOTE – This information is indicative only and subject to change.**



Minor and Micro Contracts

Minor Works Contract

- Established to bring new players into the market
- For low risk, low complexity projects
- Targeted at projects valued under \$4M, GST Inclusive
- Simplified RFQ/tendering process, requires high level project appreciation, resources and program submission

Micro Works Contract

- More simplified version of the minor works contract – aimed at new market players and speed to delivery
- For low risk, very low complexity projects
- Targeted at projects valued under \$2M, GST Inclusive
- Very simple RFQ and contract mechanism

EWP Medium Works Contract

Quality Tendering

General

- Stick to page limits
- Schedules and draft plans should be project specific
- Show linkages across schedules where possible

Workload and Proposed Resources

- Resources should have adequate availability and sufficient time allowed to conduct the expected role
- Where resources are remote, explain the travel/management process

Methodology and Appreciation

- Take note of key scope items, and detail the management/construction process
- Address key risks, and note the planned mitigation strategies
- Advise the methodology behind meeting key defence requirements (HOTO/NoD's/Waste Contractors/DCAC's etc)



Previous Performance

- Provide overview of how the work conducted is related to the current project
- Link any resources on these projects back to those proposed in the resource schedule
- Give good examples of risk mitigations, and/or innovations used and how they relate

Program

- Show Critical Path
- Program should show all key construction activities and be achievable
- Allow sufficient time for key Defence processes (Reviews, HOTO's etc)
- Identify key management processes (meetings, reporting etc)

Estate Works Program Contacts

[Home](#) / [Business & Industry](#) / [Industry Capability Program](#) / [Estate Works Program](#)

www.defence.gov.au/business-industry/industry-capability-programs/estate-works-program

[Home](#) [Defence Activities](#) [ADF Members & Families](#) [Business & Industry](#) [Jobs & Careers](#) [News & Events](#) [About](#)

[← Home](#) / [Business & Industry](#) / [Industry capability programs](#) / [Estate Works Program](#)

Estate Works Program

The Estate Works Program (EWP) delivers facilities and infrastructure maintenance projects aimed at restoring or sustaining capability. Projects focus on addressing safety and compliance requirements on the Defence estate.

EWP generates new business opportunities for Defence industry and aims to provide opportunities for small to medium and Indigenous enterprise.

EWP projects can range in value from \$10k to \$15m, with the typical value between \$1.5m and \$4m. EWP also delivers minor new capability projects valued at less than \$500k.

Contacts

Program enquiries
seg servicedelivery.esddewpo@defence.gov.au

Project delivery services
aurecon.pds@aurecongroup.com
pds@bureauveritas.com
pds@mottmac.com





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Enterprise Estate and Infrastructure Program Update

Industry Briefing



BRIG Matt Quinn
Director General Capital Facilities and Infrastructure

August 2026

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Capital Facilities and Infrastructure Branch

About Us



BRIG Matt Quinn
Director General
Capital Facilities and
Infrastructure Branch

Project Delivery Directorates

Enabling Directorates

CFI Branch is responsible for planning, developing and delivering capital works projects to:

- address condition, capacity and compliance issues and risks, and
- support new platforms, systems and equipment.



Project Delivery Directorates

Key Roles, Responsibilities and Personnel



Ese Rainey
Executive



GPCAPT Sunil Narayan
Director
Air



Will Stephen
Director
North



Martin Greenaway
Director
Maritime



LTCOL James Duggell
A/Director
Fleet Base West



GPCAPT David Fattore
Director
North West & Log



COL Simon Everett
Executive



Kar Leng Chiu
Director
South East



Kael Da Costa
Director
GWEO



Jo Morritt
Director
North East



Deepak Vangani
Director
Land



Enabling Directorates

Key Roles, Responsibilities and Personnel



Sara Miles
Acting Director
Business and Executive Support



Lisa Drummond
Director
Quality Assurance & Compliance

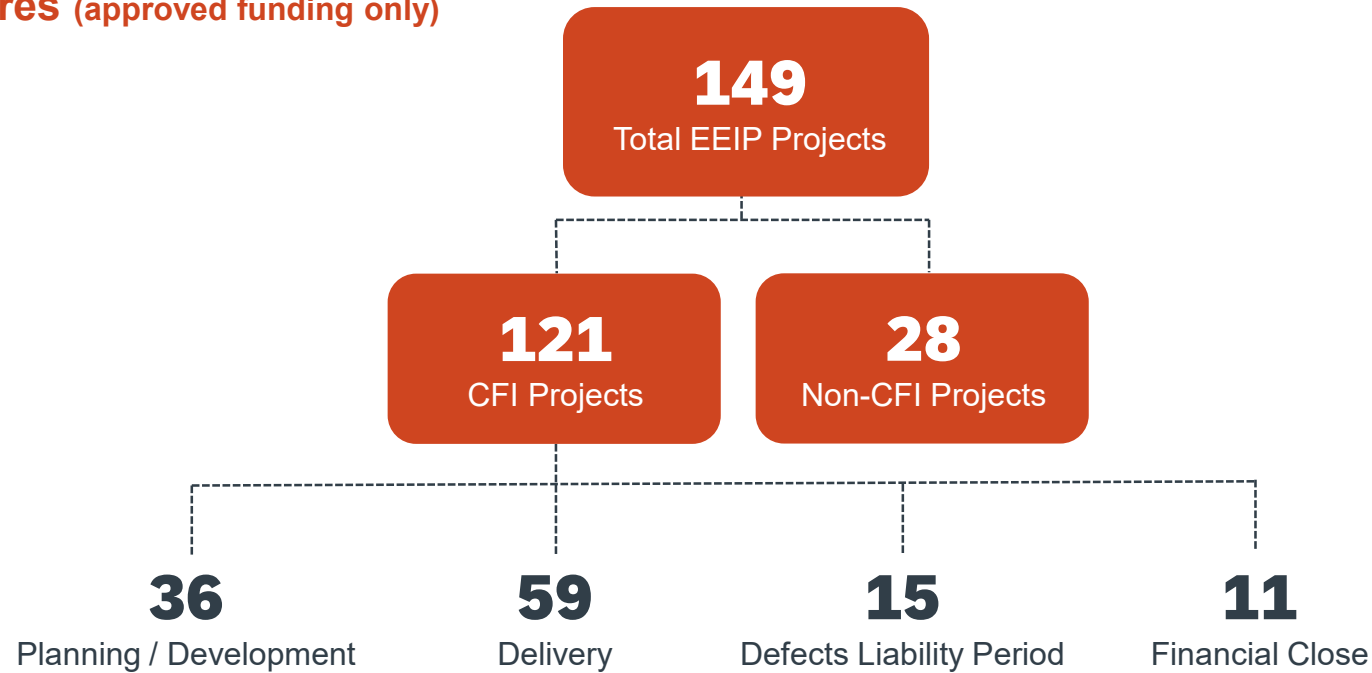


Holly Lowe
Director
Program Management



Program Overview

Key CFI Program Figures (approved funding only)



17
PMCA
Companies
(direct to Defence)



20
Designer
Companies
(direct to Defence)



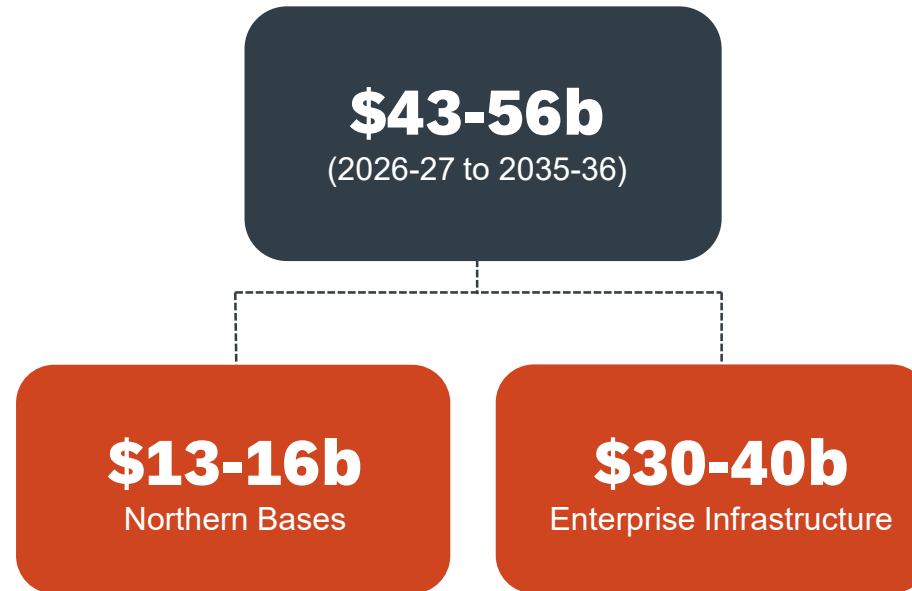
48
Construction
Companies
(direct to Defence)



81%
Local Industry
Engagement

Investment Pipeline

2026 Integrated Investment Program

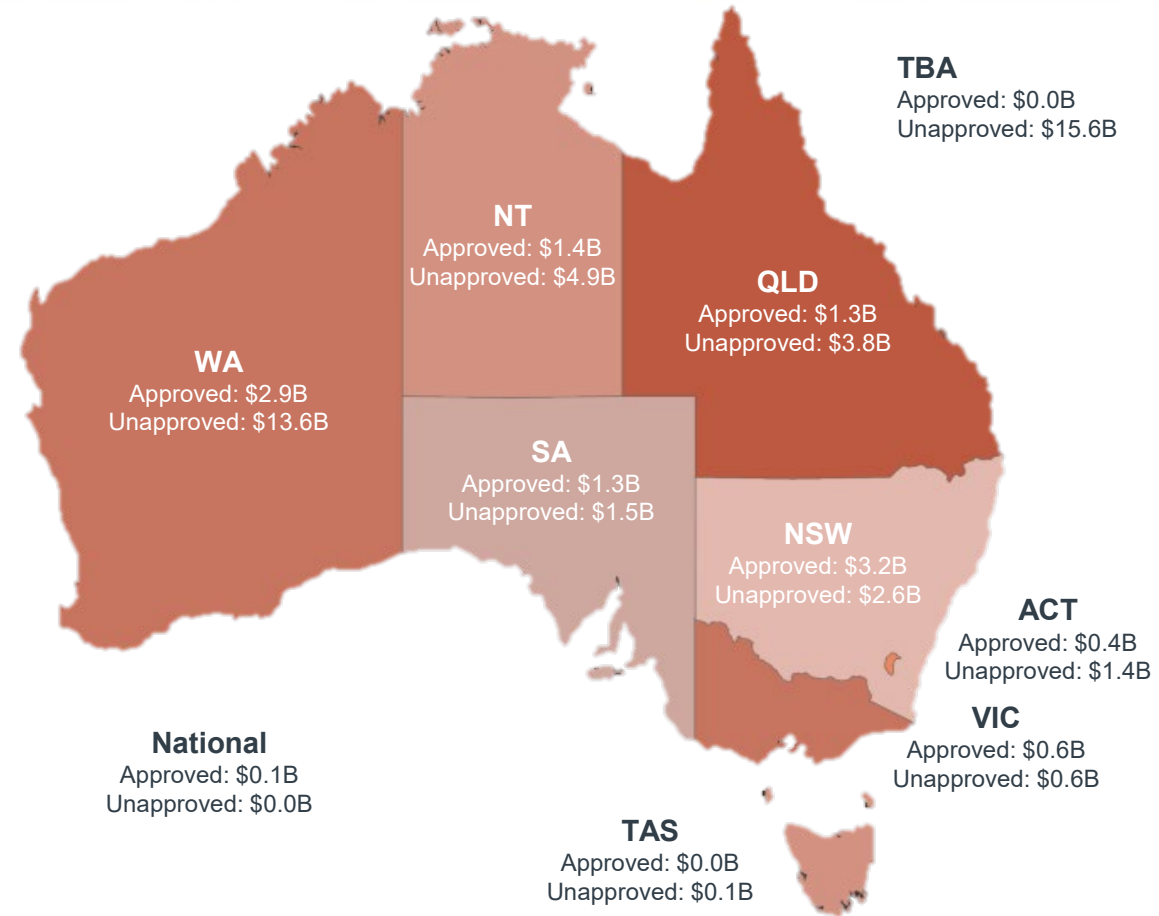


Proposed Investment Pipeline

Proposed State-by-State Breakdown

Total Proposed Decade Investment

- Approved Investment: \$11.7B*
- Unapproved Investment: \$44.1B



Notes:

- Figures include minor rounding.
- Figures are indicative only.



Proposed Investment Pipeline

Northern Territory

Notes:

- Figures include minor rounding.
- Figures are indicative only.

Approved (\$m) Unapproved (\$m)



Proposed Investment Pipeline

Western Australia

Notes:

- Figures include minor rounding.
- Figures are indicative only.

Approved (\$m) Unapproved (\$m)



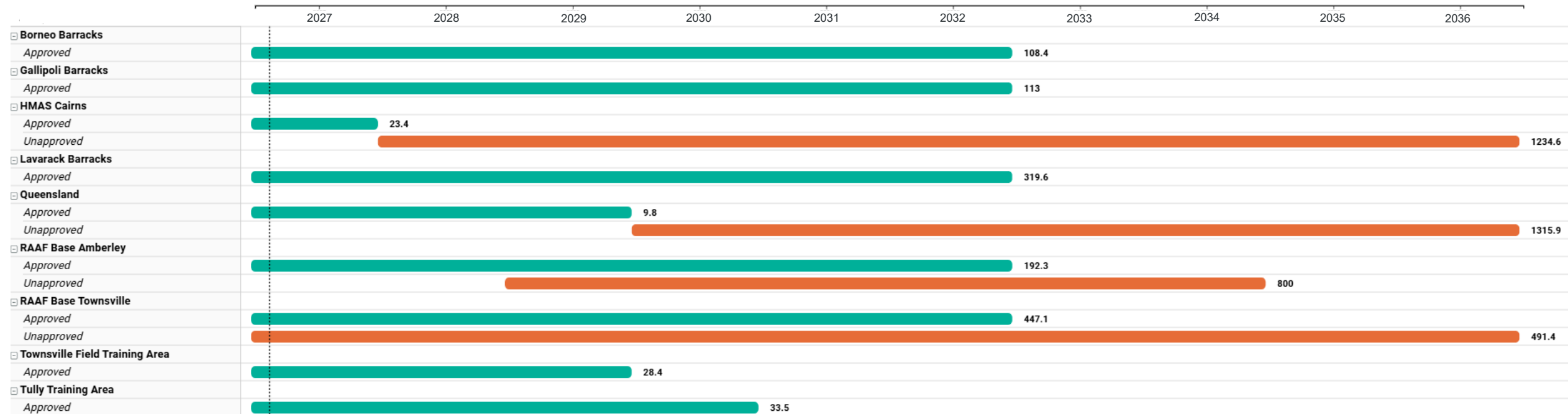
Proposed Investment Pipeline

Queensland

Notes:

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- Figures are indicative only.

Approved (\$m) Unapproved (\$m)



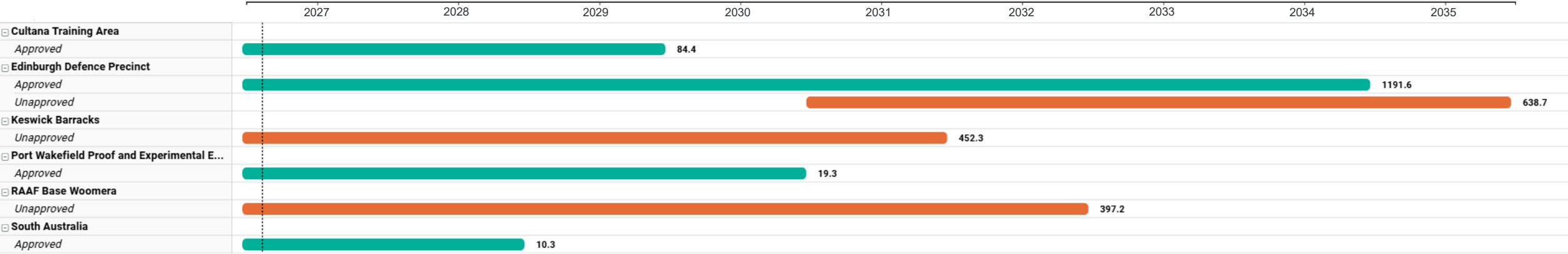
Proposed Investment Pipeline

South Australia

Notes:

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Approved (\$m) Unapproved (\$m)



Proposed Investment Pipeline

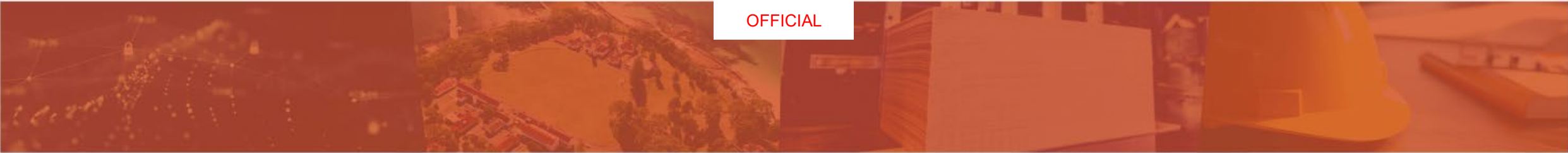
New South Wales

Notes:

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Approved (\$m) Unapproved (\$m)





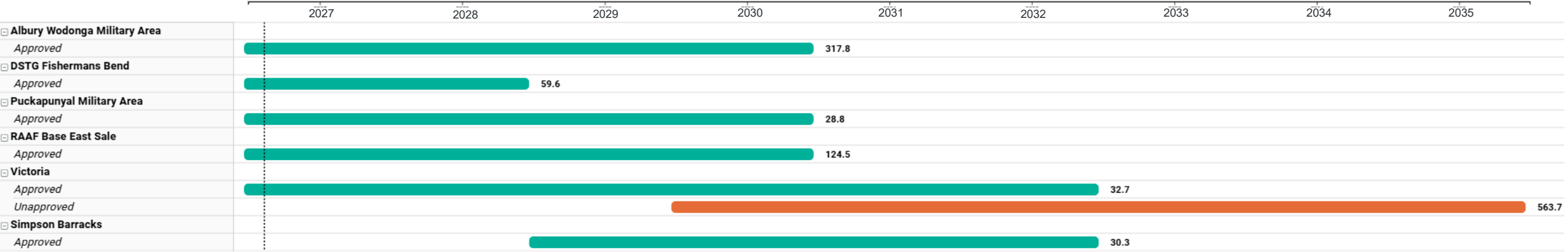
Proposed Investment Pipeline

Victoria

Notes:

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Approved (\$m) Unapproved (\$m)



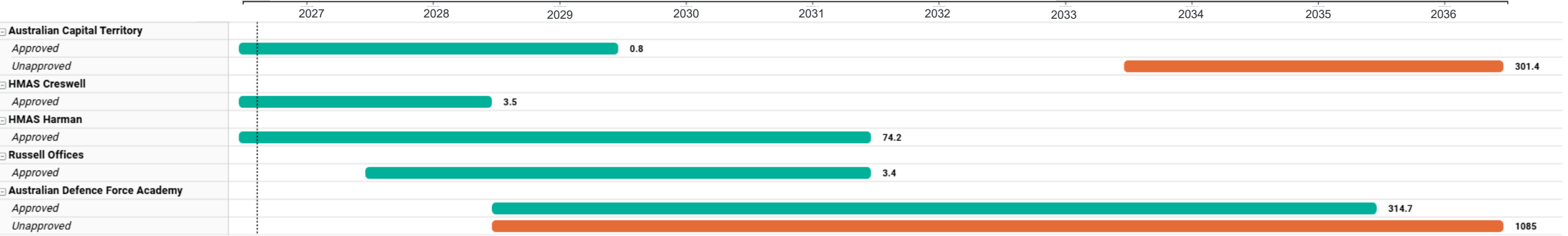
Proposed Investment Pipeline

Australian Capital Territory

Notes:

- Figures include minor rounding.
- Figures are indicative only.

Approved (\$m) Unapproved (\$m)



Achievements

Key Recent CFI and Industry Achievements



Outsourced Methodology

What Outsourced Service Providers Does CFI Procure and How?



Industry Engagement

How Can Industry Get Involved or Learn More?



Attend Program
Industry Briefings



Review
AusTender



Contact Panel
Members



Seek
Subcontractor
Opportunities



Conduct
Research

Industry Engagement

How Can Industry Best Support CFI?

- Provide Quality Deliverables
- Bring your Expertise
- Appreciate our Environment
- Provide Value for Money



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RAAF Base Amberley Airfield, QLD

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Australian Government
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Enterprise Estate and Infrastructure Program: Procurement Opportunities Update



Ese Rainey, Executive Director
Capital Facilities and Infrastructure Branch



COL Simon Everett, Executive Director
Capital Facilities and Infrastructure Branch

August 2026

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Contractor Opportunities



ESTL154PH4T2 - LAND 154PH4 TRANCHE 2 Joint Counter Improvised Explosive Device



Project Overview: The project will provide facilities to strengthen force protection underpinning deterrence and enabling operations in contested environments. The scope includes:

- climate-controlled containers;
- permanent hardstand areas; and
- hardstands for temporary additional containers.

Project Phase: Delivery

Procurement Details:

- **Locations:** Gallipoli & Lavarack Barracks QLD, Robertson Barracks NT
- **Contract Type:** Head Contractor (Design & Construct)
- **Indigenous Opportunity:** Yes
- **Type:** Limited - IPP
- **Stage/s:** Single Stage
- **Anticipated Release:** Q4 2026 (RFT)
- **Estimated Contract Value:** \$15 - \$20 million
- **Security Requirements:** No

Delayed Since Last Briefing: Not Applicable

POC: Jo Morritt, CFI, Director, joanne.morritt@defence.gov.au



EST02043 - Defence Mulwala / Benalla Facility Redevelopment



Project Overview: This project proposes to deliver estate sustainment works to address existing shortfalls with in-ground and above-ground infrastructure as well as facility upgrades.

Project Phase: Development

Procurement Details:

- **Locations:** Benalla Munitions Factory VIC, Mulwala Explosives Factory NSW
- **Contract Type:** Managing Contractor
- **Indigenous Opportunity:** No
- **Type:** Defence Infrastructure Panel
- **Stage:** Single Stage
- **Anticipated Release:** Late 2026 or early 2027 (RFT)
- **Estimated Contract Value:** \$200 million - \$800 million
- **Security Requirements:** Security escorts may be required on site

Delayed Since Last Briefing: Yes (previously advised RFT release Q2 2026)

POC: Mark Kimball, GHD, PMCA, EST02043.Project@GHD.com



EST11369 - Lavarack Barracks Health Centre



Project Overview: This project proposes to refurbish existing facilities and infrastructure to address compliance issues, and ensure the Lavarack Barracks Health Centre can safely and effectively support base operations.

Project Phase: Development

Procurement Details:

- **Locations:** Lavarack Barracks, Townsville, North QLD
- **Contract Type:** Head Contractor Guaranteed Maximum Price
- **Indigenous Opportunity:** Yes
- **Type:** Limited – IPP
- **Stage/s:** Single Stage
- **Anticipated Release:** Q2 2027 (RFT)
- **Estimated Contract Value:** \$50 - \$55 million
- **Security Requirements:** No
- **Delayed Since Last Briefing:** Not Applicable

POC: Mike Palmer, Aurecon, PMCA, Mike.Palmer@aurecongroup.com



EST02039 - Borneo Barracks Redevelopment

**Project Overview:** This project will deliver:

- upgrades to wastewater and ICT infrastructure;
- fire, potable and storm water capacity increases; and
- high voltage electrical upgrades.

Project Phase: Delivery

Procurement Details:

- **Location:** Borneo Barracks, South East QLD
- **Contract Type:** Head Contractor Guaranteed Maximum Price
- **Indigenous Opportunity:** Yes
- **Indigenous Shortlist:** DDR Australia, Intract Australia and NACP Projects
- **Stage:** Single Stage
- **Anticipated Release:** Q3 2026 (RFT)
- **Estimated Contract Value:** \$13 - \$23 million
- **Security Requirements:** Yes

Delayed Since Last Briefing: No

POC: Sean Schooling, Aurecon, PMCA, Sean.Schooling@aurecongroup.com



EST05748 - Borneo Barracks Facilities Project

**Project Overview:** This project will deliver:

- a secure storage facility;
- vehicle and equipment bays;
- 74 Signals Squadron Operational facilities; and
- a Zone 5 Secure Compartmented Information Facility (SCIF).

Project Phase: Delivery

Procurement Details:

- **Location:** Borneo Barracks, South East QLD
- **Contract Type:** Head Contractor Guaranteed Maximum Price
- **Indigenous Opportunity:** Yes
- **Indigenous Shortlist:** DDR Australia, Intract Australia and NACP Projects
- **Stage:** Single Stage
- **Anticipated Release:** Q3 2026 (RFT)
- **Estimated Contract Value:** \$35 - \$45 million
- **Security Requirements:** Yes

Delayed Since Last Briefing: No

POC: Sean Schooling, Aurecon, PMCA, Sean.Schooling@aurecongroup.com





Project Overview: This project proposes to provide fit-for-purpose facilities and infrastructure in support of ADF preparedness at the Woomera Range Complex. Scope may include:

- Working accommodation, including a Sensitive Compartmented Information Facility (SCIF);
- Water, sewer, communications and power infrastructure upgrades, including a new Central Emergency Powers Station (CEPS) and renewable energy (solar array and battery) system;
- Airfield pavement ordnance loading apron, and associated road networks; and
- 150-man camp.

Project Phase: Development

Procurement Details:

- **Location:** Woomera Range Complex, South Australia
- **Proposed Contract Type:** Multiple Head Contractor Guaranteed Maximum Price
- **Indigenous Opportunity:** Yes (but not limited to)
- **Type:** Various Open Market Non-IPP and Limited IPP opportunities
- **Stage:** Combination of Single Stage and Two Stage
- **Anticipated Release/s:** From Q4 2027 ITR / RFT
- **Estimated Contract Value:** Various packages from \$20 million
- **Security Requirements:** Yes – specific packages

POC: Tim Meinecke, Aurecon PMCA Tim.Meinecke@aurecongroup.com



ESTL00400PH3 – Armoured Fighting Vehicles Facilities Program (Stage 3)



Project Overview: The AFVFP program supports the holistic facilities needs for AFV capability projects: LAND400-2 CRV, LAND400-3 IFV and LAND 8160-1 – LAND 907-1 (HACS).

Project Phase: Delivery

Procurement Details:

- **Locations:** Lavarack Barracks and Townsville Field Training Area (TFTA), QLD.
- **Contract Type:** 2 x Head Contractor & 1 x Medium Works Contractor
- **Indigenous Opportunity:** Yes for TFTA works
- **Type:** Open Market & Limited IPP
- **Stage/s:** Two stage & Single Stage
- **Anticipated Release:** Q1 2027 ITR (LAV) & Q3 2027 RFT (TFTA)
- **Estimated Contract Value:** WP1 (LAV) - \$115-155M, WP2 (LAV) - \$25-45M & WP3 (TFTA) - \$30-50M
- **Security Requirements:** Zone 2, 3 and 4

Delayed Since Last Briefing: Yes (previously advised ITR release Q2 2026 & RFT release Q3 2026)

Point of Contact: Luke Cusack, PMCA (Jacobs), Luke.Cusack@jacobs.com



ESTA5428PH3 - Facilities to Support Air Mission Training System

**Project Overview:** This project will:

- construct a new Air Mission Training School facility;
- refurbish the School of Air Traffic Control facility; and
- construct new living-in accommodation for Defence personnel.

Project Phase: Development

Procurement Details:

- **Locations:** RAAF Base East Sale VIC
- **Contract Type:** Head Contractor Guaranteed Maximum Price
- **Indigenous Opportunity:** No
- **Type:** Open Market
- **Stage/s:** Two Stage
- **Anticipated Release:** Q4 2026 (ITR) / Q1 2027 (RFT)
- **Estimated Contract Value:** \$110 million
- **Security Requirements:** Defence Industry Security Program

Delayed Since Last Briefing: Yes (previously reported ITR release Q2 2026)

POC: GHD, PMCA, DG-ESL.PMCA@ghd.com



EST02060 - Garden Island Redevelopment Program - Main Site



Project Overview: This project proposes to address a range of prioritised strategic infrastructure investment needs across the Garden Island Defence Precinct (GIDP) Main Site. This includes the Captain Cook Graving Dock, secure working accommodation, trunk infrastructure remediation, maintenance workshops, and physical security and garrison services.

Project Phase: Development

Procurement Details:

- **Locations:** Garden Island Defence Precinct, Sydney, NSW
- **Contract Type:** Managing Contractor
- **Indigenous Opportunity:** No
- **Type:** Defence Infrastructure Panel – Major Construction
- **Stage/s:** Single Stage
- **Anticipated Release:** Q3 2026 (Panel EOI) / Q4 2026 (RFT)
- **Estimated Contract Value:** \$800 - \$1100M (as at 5% design)
- **Security Requirements:** DISP Level 1 (Baseline)

Delayed Since Last Briefing: Yes (previously reported RFT release Q3 2026)

POC: Mark Moussally GHD, PMCA, mark.moussally@ghd.com



EST02060 - Garden Island Redevelopment Program - Chowder Bay



Project Overview: This project is examining a broad range of options ranging from demolition and remediation through to replacing and refurbishing existing infrastructure. The last option intends to extend the life of the assets for another 50 years. The broad estimated contract value reflects this diverse range of options.

Project Phase: Development

Procurement Details:

- **Locations:** Chowder Bay, Sydney, NSW
- **Contract Type:** GMP (Construct Only)
- **Indigenous Opportunity:** No
- **Type:** Open Market
- **Stage/s:** Two Stages
- **Anticipated Release:** Q2 2027 (ITR) / Q4 2027 (RFT)
- **Estimated Contract Value:** \$30 - \$160 million (as at 30% design)
- **Security Requirements:** DISP Level 1 (Baseline)

Delayed Since Last Briefing: Yes (previously reported ITR release Q3 2026)

POC: Mark Moussally GHD, PMCA, mark.moussally@ghd.com



ESTS4000PH6 - Hobart Class Destroyer AEGIS System Upgrade - Randwick



Project Overview: This project proposes to refurbish and extend the Navy Training Systems Centre at Randwick Barracks to support working accommodation and provide upgraded training spaces compatible with upgrades to the Hobart Class destroyers under SEA4000 Phase 6.

Project Phase: Development

Procurement Details:

- **Locations:** Randwick Barracks NSW
- **Contract Type:** GMP (Construct Only)
- **Indigenous Opportunity:** No
- **Type:** Open Market
- **Stage/s:** Two Stages
- **Anticipated Release:** Q3 2026 (ITR released) / Q2 2027 (RFT)
- **Estimated Contract Value:** \$70 - \$80 million (as at 50% design)
- **Security Requirements:** DISP Level 1 (Baseline)

Delayed Since Last Briefing: Yes (previously reported RFT release Q1 2027)

POC: Mark Winder, RPS, PMCA, mark.winder@rpsconsulting.com



ESTS4000PH6 - Hobart Class Destroyer AEGIS System Upgrade - South Australia



Project Overview: Secure fit-out of integration labs inside the Navy Systems Integration Centre- St Kilda to support the Hobart Class destroyers upgrade program under SEA4000 Phase 6.

Project Phase: Development

Procurement Details:

- **Locations:** St Kilda SA
- **Contract Type:** Medium Works Contract
- **Indigenous Opportunity:** Yes
- **Type:** Limited - IPP
- **Stage/s:** Single Stage
- **Anticipated Release:** Q2 2027 (RFT)
- **Estimated Contract Value:** \$3 – \$5 million (as at 50% design)
- **Security Requirements:** DISP Level 1 (Baseline)

Delayed Since Last Briefing: Yes (previously reported RFT release Q3 2026)

POC: Mark Winder, RPS, PMCA, mark.winder@rpsconsulting.com



EST02146 - National Maritime Infrastructure Maintenance



Project Overview: This project will provide remediation works to the HMAS *Stirling* Low Level Bridge to increase the current operational limitations for heavy vehicles accessing the base from 20 tonnes gross vehicle mass to 33 tonnes unrestricted two-way traffic, and extend the life of the bridge for at least the next 5-10 years.

Project Phase: Delivery

Procurement Details:

- **Locations:** HMAS *Stirling* WA
- **Contract Type:** DSC and/or Medium Works Contract
- **Indigenous Opportunity:** Yes
- **Type:** Limited or Limited IPP
- **Stage:** Single Stage
- **Anticipated Release:** Q3/Q4 2026
- **Estimated Contract Value:** \$5 - \$10 million
- **Security Requirements:** Baseline

Delayed Since Last Briefing: Not Applicable

POC: Lauren Reardon, CFI, A/Director,
srf-west.infrastructureproject@defence.gov.au



EST P1006 - Airfield Minor Maintenance and Inspection Regime

**Project Overview:** The project will:

- deliver annual aircraft pavement condition assessments,
- prioritise and schedule airfield maintenance works; and
- support the annual update to the 10-year Airfield Capital Works Program.

Project Phase: Development

Procurement Details:

- **Locations:** QLD, NSW, VIC, SA, NT and WA
- **Contract Type:** Medium Works Contractor
- **Indigenous Opportunity:** No
- **Type:** Open Market
- **Stage/s:** Single Stage
- **Anticipated Release:** Q4 2026 (RFT)
- **Estimated Contract Value:** \$50 - \$60 million
- **Security Requirements:** Defence Industry Security Program (DISP)

Delayed Since Last Briefing: Yes

POC: CFI Project Team, CFI.NAP@defence.gov.au



ESTJ9360PH1T2 - Deep-space Advanced Radar Capability Alternative Energy Solution



Project Overview: This project proposes to provide alternative energy to the Deep-space Advanced Radar Capability (DARC) at the Harold E Holt Defence Precinct to reduce whole of life costs, enhance energy resilience, and support Defence's sustainability objectives.

Project Phase: Development

Procurement Details:

- **Locations:** Harold E Holt Defence Precinct WA
- **Contract Type:** Managing Contractor
- **Indigenous Opportunity:** No
- **Type:** Open Market
- **Stage/s:** Two Stage
- **Anticipated Release:** Q1 2027 (ITR)
- **Estimated Contract Value:** \$116 million
- **Security Requirements:** DISP Entry Level

Delayed Since Last Briefing: Not applicable

POC: TBC



Sub-contractor Opportunities



EST02151 - Harold E Holt Redevelopment

Project Phase: Development

Contracting Methodology: Managing Contractor

Subcontractor Opportunities: Design

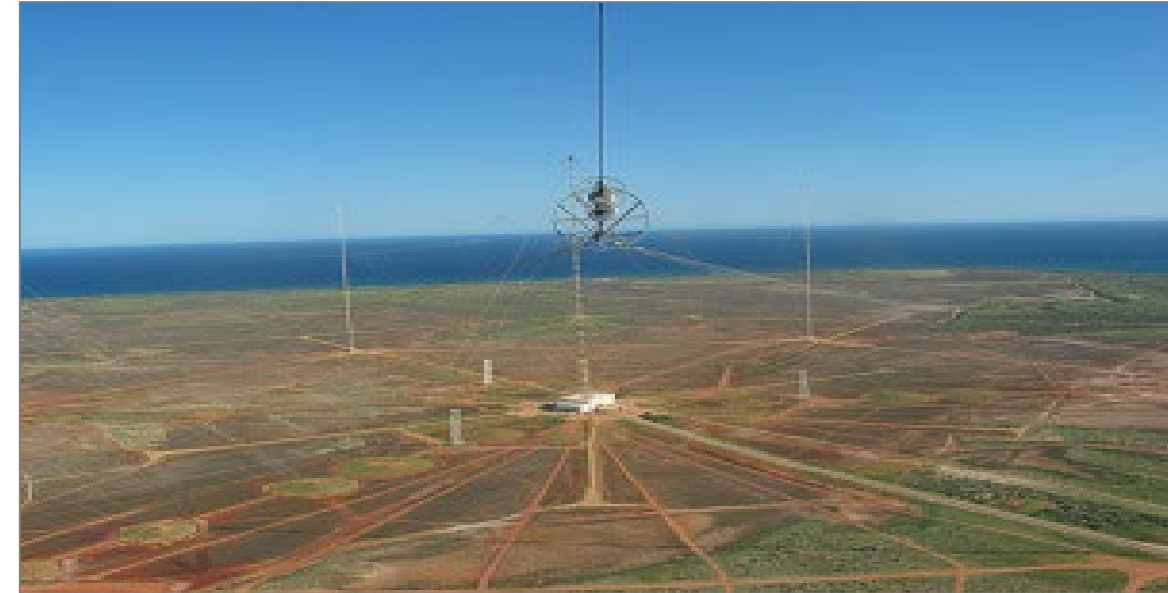
Subcontractor Disciplines: Various Design Services

Subcontractor Location/s: Harold E Holt Defence Precinct WA

Subcontractor Opportunities Period:

- Subcontractor procurement opportunities will occur following award of the Managing Contractor contract.
- Details of subcontractor procurement opportunities will be managed by the Managing Contractor and will be communicated through relevant tendering and contracting channels once available.

POC: TBC



Project Overview: The project proposes to address the aging infrastructure at the Harold E Holt Defence Precinct to support the long term sustainment of the Naval Communication Station.



ESTA5428PH3 - Facilities to Support Air Mission Training System

Project Phase: Development

Contracting Methodology: Head Contractor Guaranteed Maximum Price

Subcontractor Opportunities: Trades

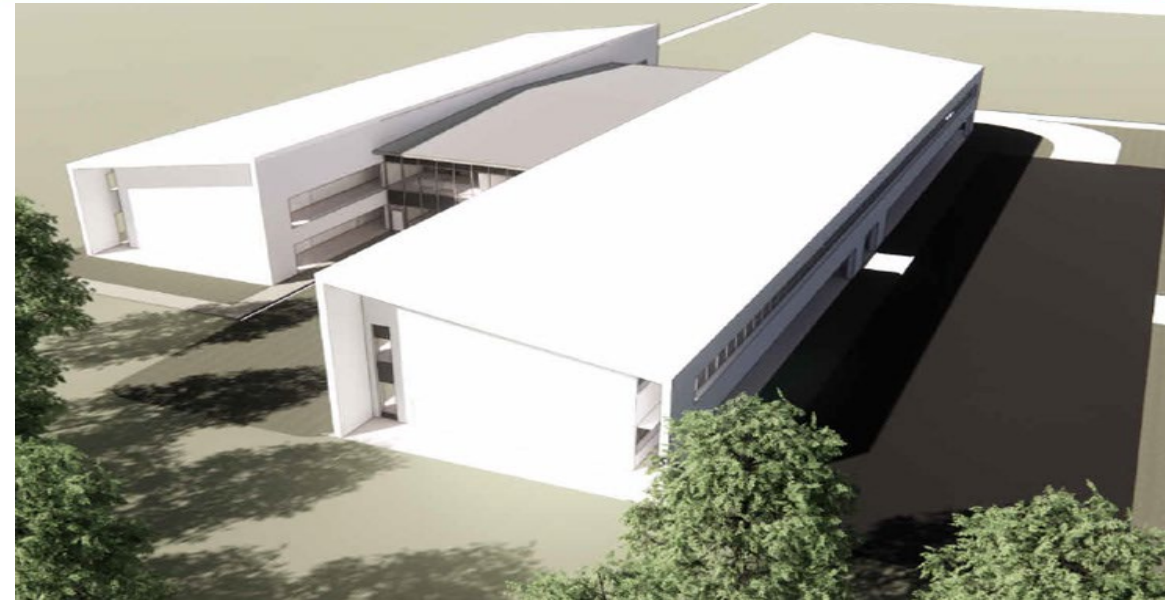
Subcontractor Disciplines: All civil trades

Subcontractor Location/s: RAAF Base East Sale VIC

Subcontractor Opportunities Period:

- Subcontractor procurement opportunities will occur after the Head Contractor is appointed in 2027.
- Details of procurement opportunities will be managed by the Head Contractor and will be communicated through relevant tendering and contracting channels once available.

POC: PMCA, GHD, DG-ESL.PMCA@ghd.com



Project Overview: This project will:

- construct a new Air Mission Training School facility;
- refurbish the School of Air Traffic Control facility; and
- construct new living-in accommodation for Defence personnel.



EST7000PH1B - Facilities to Support AIR7000Ph1B Remotely Piloted Aircraft (Stage 2 - Hangar 564)

Project Phase: Development

Contracting Methodology: Early Contractor Involvement Head Contract

Awarded Contractors:

- Barpa Constructions
- Intract Australia

Subcontractor Opportunities: Trades

Subcontractor Disciplines:

- | | | |
|--------------|----------------------------|--------------------------------------|
| • Demolition | • Roofing Fire Suppression | • Steel work |
| • Excavation | • Roof Safety installers | • Security installation |
| • Electrical | • Plumbing | • Steel fabrication and installation |
| • Mechanical | • Concrete | • Hangar Doors |
| • ICT | • Pre-cast concrete | • Carpentry |

Subcontractor Location/s: RAAF Base Edinburgh SA

Subcontractor Opportunities Period: Q2 2027

POC: Peter Bowden, PMCA, Jacobs, Hangar564@jacobs.com



Project Overview: This project will provide new deep maintenance facilities for the MQ-4C Triton including:

- structural modification of an existing aircraft hangar;
- modification and extension of hangar doors;
- refurbishment of workshops and working accommodation; and
- associated service and security infrastructure.



ESTA6500 Integrated Air Missile Defence Command & Control (IAMD C2) Package 1 – 114 Mobile Control and Reporting Unit

Project Phase: Delivery

Contract Methodology: Head Contractor Guaranteed Maximum Price

Contractor Panellists:

- Acciona Construction Australia Pty Ltd
- Laing O'Rourke Australia Construction Pty Ltd
- Lendlease Construction Pty Ltd

Subcontractor Opportunities: Trades

Subcontractor Disciplines:

- | | | |
|--------------|----------------------------|--------------------------------------|
| • Demolition | • Roofing Fire Suppression | • Steel work (fence / balustrade) |
| • Excavation | • Roof Safety installers | • Security installation` |
| • Electrical | • Audio-visual | • Steel fabrication and installation |
| • Mechanical | • Pest control (termites) | • Pre-cast concrete |
| • ICT | • Landscape | • Carpentry |
| • Hydraulic | • Plumbing | • Masonry |

Subcontractor Location/s: RAAF Darwin NT

Subcontractor Opportunities Period: Post HC GMP award (post Q4 2026)

POC: Jessica Swan, Jacobs, PMCA, IAMD@jacobs.com



Project Overview: This project will provide new facilities to support 144 Mobile Control and Reporting Unit including:

- construction of an operations facility including storage and maintenance;
- construction of two new vehicle shelters;
- associated service and security infrastructure; and
- civil and security upgrades to the existing compound and existing access.



ESTA6500PH1 – Tranche 2B (T2B) Package 2 AIR6500 IAMD C2 RAAF Williamtown, NSW

Project Phase: Development

Contract Methodology: Managing Contractor

Contractor Panellists:

- Hansen Yuncken Pty Ltd
- Icon SI (AUST) Pty Ltd
- Richard Crookes Constructions Pty Ltd
- Seymour Whyte Constructions Pty Ltd & Built Pty Ltd Joint Venture

Subconsultant Opportunities: Design

Subconsultant Disciplines: Various Design Services

Subcontractor Location/s: RAAF Williamtown

Subcontractor Opportunities Period: Q4 2026 (following Managing Contractor Contract award)

Subcontractor Opportunities Period: TBC (subject to Development, Government and Parliamentary approvals).

POC: Pete Muir, BECA, PMCA, AIR6500@beca.com



Project Overview: This project will provide new facilities to support 3 Control and Reporting Unit including:

- construction of an operations support facility, including storage and maintenance;
- construction of new vehicle shelters;
- associated service and security infrastructure; and
- civil upgrades to accommodate heavy vehicle movements and on-grade parking.



ESTDEF01PH1 Sovereign Nuclear Powered Submarine Support Facilities and Infrastructure Construction Contract 12 - Licenced Landside Facilities and Infrastructure

Project Phase: Delivery

Contract Methodology: Head Contractor Guaranteed Maximum Price

Contractor Panellists:

- CPB Contractors
- Laing O'Rourke
- Lendlease

Subcontractor Opportunities: Trade

Subcontractor Disciplines:

- Civil construction, concrete, vertical construction, mechanical, electrical, communications, security, and specialised fabrication

Subcontractor Location/s: HMAS *Stirling*, Garden Island, WA

Subcontractor Opportunities Period: Q1 2027

Subcontractor Assistance: Following contract award

Point of Contact: Isaac Wood, RPS, PMCA

AZ6623.ESTDEF01PH1@rpsconsulting.com



Project Overview: Construction Contract 12 will deliver facilities and infrastructure to support the maintenance, service and repair of nuclear-powered submarines from HMAS *Stirling* WA.



EST P1006 – Airfield Minor Maintenance and Inspection Regime

Project Phase: Development

Contract Methodology: Medium Works Contracts

Subcontractor Opportunities: Airfield maintenance

Subcontractor Disciplines: Airfield related

Subcontractor Location/s: Under Medium Works Contractors operating across four regions:

- Queensland
- New South Wales and Victoria
- South Australia and Northern Territory
- Western Australia

Subcontractor Opportunities Period: Subcontractor procurement opportunities will be available after the Medium Works Contractor(s) are appointed in 2027.

Subcontractor Assistance: Details of subcontractor procurement opportunities will be managed by the Medium Works Contractor(s) and communicated through relevant tendering and contracting channels once available.

Point of Contact: CFI Project Team, CFI.NAP@defence.gov.au



Project Overview: The project will:

- deliver annual aircraft pavement condition assessments,
- prioritise and schedule airfield maintenance works; and
- support the annual update to the 10-year Airfield Capital Works Program.



Project Phase: Development

Contracting Methodology: Managing Contractor

Subcontractor Opportunities: Design

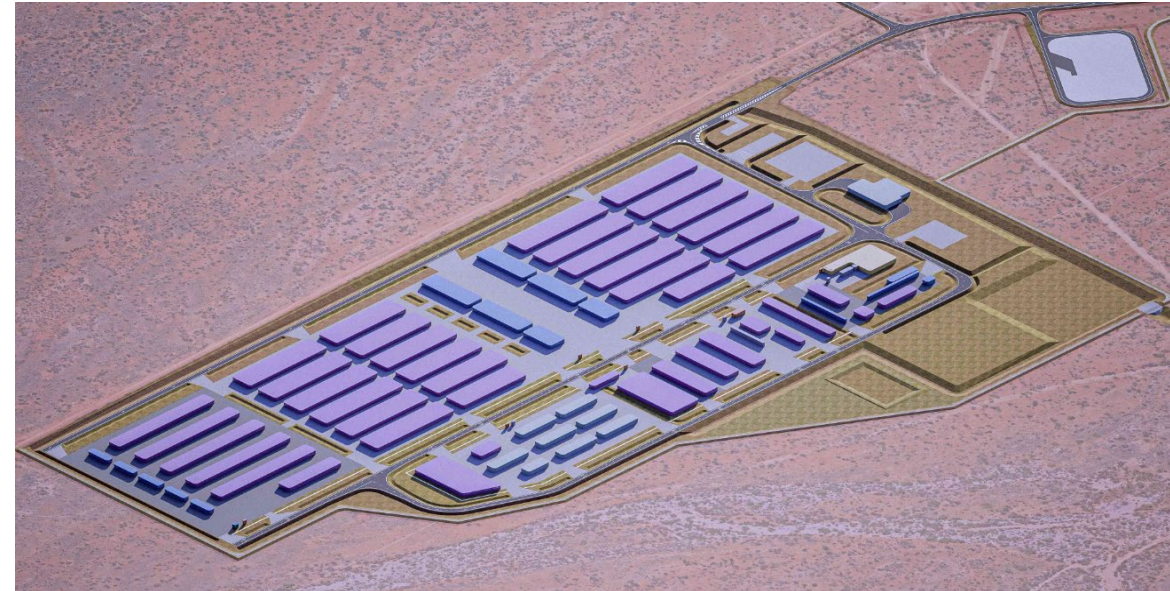
Subcontractor Disciplines: Various Design Services

Subcontractor Location/s: RAAF Base Learmonth WA

Subcontractor Opportunities Period:

- Subcontractor procurement opportunities will occur following award of the Managing Contractor contract (anticipate Q2 2027).
- Details of subcontractor procurement opportunities will be managed by the Managing Contractor and will be communicated through relevant tendering and contracting channels once available.

POC: John Marfleet, GHC, PMCA, estj8218-wp2.1@ghd.com



Project Overview: This project, which is to be delivered at RAAF Base Learmonth, will establish a new logistics node comprising multiple precincts within the south west corner of the existing base.

ESTL1508 Phase 2 - LAND1508PH2 Special Operations Continuous Development Program Facilities

Project Phase: Development

Contract Methodology: TBA

Subcontractor Opportunities: Design

Subcontractor Disciplines: Design Services

Subcontractor Location/s:

- Randwick Barracks NSW
- Holsworthy Barracks NSW

Subcontractor Opportunities Period: Commencing Q2 2027

Subcontractor Assistance: Details of subcontractor procurement opportunities will be communicated through relevant tendering and contracting channels once available.

Point of Contact: Dylan Hvasanov, GHD, PMCA, dylan.hvasanov@ghd.com



Project Overview: This project proposes to provide new facilities and upgrades to existing facilities as a part of the LAND1508 rolling modernisation program.



ESTJ9111PH1 - Information and Communication Technology (Main Works)

Project Phase: Development

Subconsultant Opportunities: Design Services – Multiple Disciplines

Subconsultant Opportunities Period: Q4 2026, post MC Contract Award

Panellists:

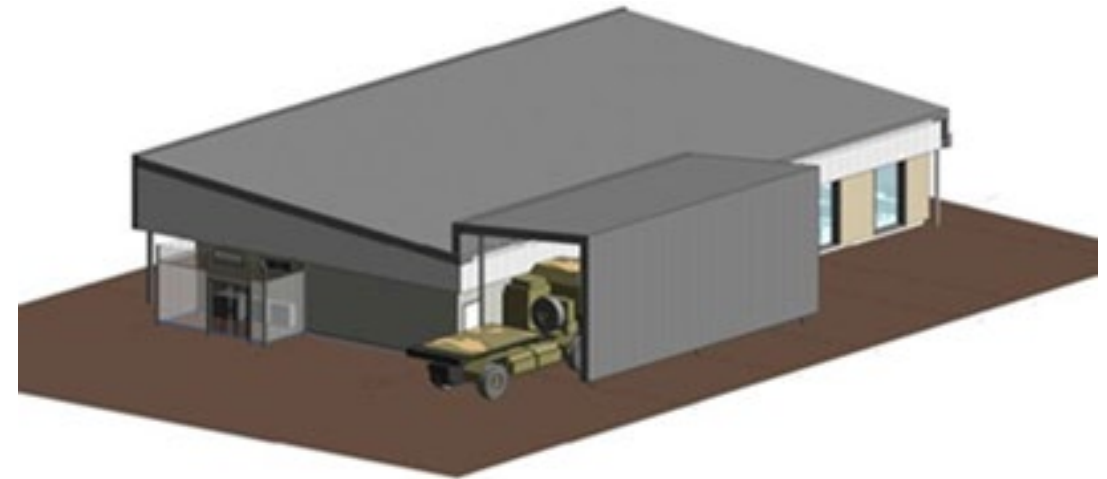
- Built Pty Ltd / Built Qld Pty Ltd - Joint Venture (JV)
- Icon SI Aust Pty Ltd / Sitzler Pty Ltd - JV
- Laing O'Rourke Australia Construction Pty Ltd / Laing O'Rourke Australia Building Pty Ltd - JV

Location/s: National~24 sites

Subcontractor Opportunities Period: TBC (subject to Development, Government and Parliamentary approvals).

Point of Contact: Rhiannon Reynolds, PMCA - Aurecon

Rhiannon.Reynolds@aurecongroup.com



Project Overview: This project will support investment in enabling capabilities that support the exercise and effective command and control (C2) for the integrated force. The project proposes to deliver facilities and infrastructure across approximately 24 sites nationally; proposed scope includes:

- Construction of a new support and operator facilities
- ICT infrastructure
- Civil and engineering infrastructure.



Updates on Previously Briefed Projects



Updates on Previously Reported Projects

Project Name	Previously Reported Procurement Details	Previously Reported Procurement Dates	Update
EST02146 - National Maritime Infrastructure Maintenance Program	Design Services Contractor	ITR Under Evaluation	The ITR has been completed.
ESTA7000PH2B-2C – Facilities to Support Maritime Patrol Aircraft Replacement	- Medium Works Contract - Limited – IPP - Single staged	RFT Q1 2026	This procurement opportunity is no longer available.
EST7000PH1B – Facilities to Support AIR7000Ph1B Remotely Piloted Aircraft (Stage 2 – Hangar 564)	- Early Contractor Involvement Head Contract - Limited – IPP - Single staged	RFT Q2 2026	This procurement activity is complete.
ESTA6500PH1 – Facilities to Support AIR6500 Integrated Air and Missile Defence Command and Control Phase 1 PACKAGE 2	- Managing Contractor - Panel - Single staged	RFT Q2 2026	This procurement activity is underway.
ESTL8180PH1 - Facilities to Support Aviation Field Fire Truck Capability (Package 1)	- Head Contract (Construct Only) - Limited – IPP - Single staged	RFT Q1 2026	This procurement activity has been postponed and the approach is under review.
ESTL8180PH1 – Facilities to Support Aviation Field Fire Truck Capability (Package 2)	- Head Contract (Design and Construct) - Limited – IPP - Single staged	RFT Q1 2026	This procurement activity has been postponed and the approach is under review.



Updates on Previously Briefed Projects

Project Name	Previously Reported Procurement Details	Previously Reported Procurement Dates	Update
EST9101PH1 – JP9101 Enhanced Defence High Frequency Communications System (Project Phoenix)	• Head Contract (Construct Only) • Limited – IPP • Single stage	RFT Q1 2026	The RFT has closed and submissions are currently under evaluation.
EST z157 – General John Baker Complex HQJOC	• Head Contract (Design & Construct) under PPP • Open • Two stage	RFT Q1 2026	The RFT has closed and submissions are currently under evaluation by the PPP operator.
ESTJ8218 – Facilities to Support Theatre Logistics (Work Package 2.6) – Darwin Region	• Head Contract • Open • Two stage	ITR Q1 2026 RFT Q3 2026	This procurement opportunity has been delayed.
ESTJ2087PH2B – Australian Weapons Manufacturing Complex	• Managing Contractor • Panel • Single stage	RFT Q1 2026	This procurement opportunity has been delayed.
ESTJ8218 – Facilities to Support Theatre Logistics (Work Package 2.1) – RAAF Base Learmonth	• Managing Contractor • Panel • Single stage	RFT Q1 2026	This procurement opportunity is underway.
ESTJ9111PH1 - Information and Communication Technology (Main Works)	• Managing Contractor • Panel • Single stage	RFT Q1 2026	The RFT has closed and submissions are currently under evaluation.
EST02011 - Land Swap Keswick Barracks	• Managing Contractor Contract • Panel • Single staged	RFT under evaluation	This procurement activity is complete.
ESTL8113PH1 - Facilities to Support Long Range Fires First Regiment	• Head Contractor Contract • Panel • Single staged	RFT under evaluation	This procurement activity is complete.



Updates on Previously Briefed Projects

Project Name	Previously Reported Procurement Details	Previously Reported Procurement Dates	Update
ESTL4503PH1 - Army Aviation Program of Works (Oakey Works)	Medium Works – Limited IPP	RFT under evaluation	This procurement activity is complete.
ESTDEF01PH1 - SRF West and SEA2000 Additional HMAS Stirling EO Storage Facilities Works	Head Contract	RFT under evaluation	This procurement activity is complete.
ESTJ2092PH1 - Guided Weapons and Explosive Ordnance Storage and Distribution Program of Works	Design Services Contract	ITR under evaluation	The ITR has been completed.
EST2025PH6 - Jindalee Operational Radar Networks Facilities Project	Head Contract – Limited IPP	Active RFT in the market	This procurement activity is complete.
ESTJ9111PH1 - Information and Communication Technology (Early Works)	Head Contract – Limited IPP	Active RFT in the market	The RFT has closed and submissions are currently under evaluation.
EST02046 - General Ranges and Training Area Redevelopment	Design Services Contract	RFT under evaluation	This procurement activity is complete.
EST00013PH1 - DEF8191 - Defence Fuel Resilience Program (HC1 Learmonth)	Head Contract	RFT under evaluation	This procurement activity is complete.



Updates on Previously Briefed Projects

Project Name	Previously Reported Procurement Details	Previously Reported Procurement Dates	Update
EST00013PH1 - DEF8191 - Defence Fuel Resilience Program (HC2 WA sites)	Head Contract	ITR complete RFT Q1 2026	This procurement activity is under review.
EST00013PH1 - DEF8191 - Defence Fuel Resilience Program (HC3 GIDP)	Head Contract	ITR complete RFT Q1 2026	This procurement activity has been delayed.
EST00013PH1 - DEF8191 - Defence Fuel Resilience Program (HC4 Vic/SA)	Head Contract	ITR complete RFT Q1 2026	This procurement activity is under review.
EST0159PH1 - LAND 300 - Individual Combat Equipment	Head Contract – Limited IPP	RFT under evaluation	This procurement activity is complete.
Advanced Composite Development Centre	Head Contract – Limited IPP	Active RFT in the market	This procurement activity is complete.
JP8218PH1 Theatre Logistics (WP2.4 Henderson)	Head Contract	ITR under evaluation	The ITR has been completed.





Australian Government
Defence

Indo-Pacific Infrastructure Branch



COL Karl Reynolds
Assistant Secretary Indo-Pacific Infrastructure Branch
Pacific Division





Indo-Pacific Infrastructure Branch



30

Active projects

\$900m

In current and planned works

19

Countries supported



Recently completed projects in the region



**Blackrock Camp
Fiji \$100m**

Humanitarian and
peacekeeping camp
Live in accommodation
Armoury
Headquarters
Q-store
Medical centre
HADR warehouse



**Cook and Tiroas
Barracks
Vanuatu \$100m**

Engineer and vehicle
workshops
Training facilities
Accommodation
Fire station
Chapel
Medical centre
Armoury
Medical facilities
Critical infrastructure to
enable the Vanuatu
Government National
Emergency Radio
Network



**Maritime
Essential
Services Centre
Fiji \$100m**

Naval headquarters
Hydrographic Office
Joint Rescue
Coordination Centre
Maritime
Surveillance
Coordination Centre
Suva Radio Coastal
Station



**Eastern and
Western Border
Outposts
Solomon
Islands \$140m**

Working
accommodation
Live-in
accommodation
MESS
Gym
Boat storage
Wharf



**HMPNGS
Tarangau
\$500m**

Working
accommodation
Live-in accommodation
Medical centre
Water and sewerage
services
Power infrastructure
Upgraded maritime
Infrastructure
Office infrastructure
Combined Mess
facilities



**Pacific Maritime
Security
Program**

Infrastructure
upgrades in PNG,
Tonga, Samoa, Fiji,
Cook Islands, Palau,
Vanuatu, Tuvalu,
Solomon Islands, and
Kiribati



Planned upcoming approaches to market

Location	Project Scope	Expected Contract Type	Est timeline	Est Value (Approx.)	ATM Status/ Type	Contact
Solomon Islands	Solomon Islands - Eastern Border Outpost - D&C Contractor	Head Contract (Design & Construct)	Q4 2026	\$15-20M	OPEN TENDER	rupert.brock2@defence.gov.au
Solomon Islands	Burns Creek National Warehouse Precinct	Head Contract (Construct)	Q2 2027	\$13-15M	OPEN TENDER	rupert.brock2@defence.gov.au
Vanuatu	Pacific Policing Initiatives – Regional Centre of Excellence	Head Contract (Design & Construct)	Q1 2027	\$20-25M	OPEN TENDER	jason.smith58@defence.gov.au
Fiji	Pacific Policing Initiatives – Regional Centre of Excellence	Project Manager/Contract Administrator Head Contract (Construct)	Q4 2026 (PMCA) Q1 2027 (HC)	\$20-25M	LIMITED OPEN TENDER	jason.smith58@defence.gov.au
Kiribati	Pacific Police Infrastructure Program – Kiribati Police Headquarters	Head Contract (Design & Construct)	Q4 2026	\$20-25M	OPEN TENDER	jason.smith58@defence.gov.au
Samoa	Pacific Policing Initiatives – Regional Centre of Excellence	Project Manager/Contract Administrator Head Contract (Design & Construct)	Q3 2026 (PMCA) Q2 2027 (HC)	\$25-30M	LIMITED OPEN TENDER	jason.smith58@defence.gov.au
Papua New Guinea	Hela Barracks Masterplan and Stage 1 (Design Only) – (Hela Province)	Design Services Contractor	Q2 2027	\$2-3M	OPEN TENDER	michael.woods1@defence.gov.au
Papua New Guinea	New Working Accommodation – Murray Barracks	Project Manager/Contract Administrator Head Contract (Design & Construct TBC)	Q2 2027 Q3 2028	\$35-40M	TBC (OPEN TENDER)	michael.woods1@defence.gov.au
Papua New Guinea	Essential Services (Water – Sewer)– Igam Barracks (Morobe Province)	Head Contract (Construct)	Q3 2027	\$28-30M	OPEN TENDER	michael.woods1@defence.gov.au
Papua New Guinea	Maritime Facilities (Morobe Province)	Head Contract (TBC)	Q3 2027	\$10-12M	TBC (OPEN TENDER)	michael.woods1@defence.gov.au
Papua New Guinea	Working Accommodation and Logistics Facilities – Igam Barracks (Morobe Province)	Head Contract (Design & Construct)	Q3 2027	\$45-50M	TBC (OPEN TENDER)	michael.woods1@defence.gov.au
Papua New Guinea	Defence Cooperation Projects (minor works) on the PNGDF Estate	Minor Works Contracts (\$2-3m)	Q3/4 2026	\$15M (total)	OPEN TENDER	michael.woods1@defence.gov.au



Delivering Security infrastructure in the region



Strategic context



**Whole of Government
integration**



Project delivery insights



Australian Government
Defence

Questions?





Australian Government
Australian Submarine Agency

ASA

CFI Industry Briefing:

ASA Infrastructure Planning & Coordination

COL Len Rouwhorst, CSC
ADG FBW NPS Infrastructure
25 August 2026



www.asa.gov.au

What: NPS Optimal Pathway



Embeds and Industrial Workforce
(From 2023)

Increasing Port
Visits (From 2023)

SRF-West
(As early as 2027)



Australia Sovereign
Ready (Early 2030s)

Australian Virginia
Class Submarines



Australian
Shipyard Design
and Construction
(From 2023)

Construction of SSN-AUKUS
(During the 2020s)



Planned Delivery of
UK's First SSN-AUKUS
(Late 2030s)



Planned Delivery of
Australia's First
SSN-AUKUS
(In early 2040s)



Collins Class Capability



2023

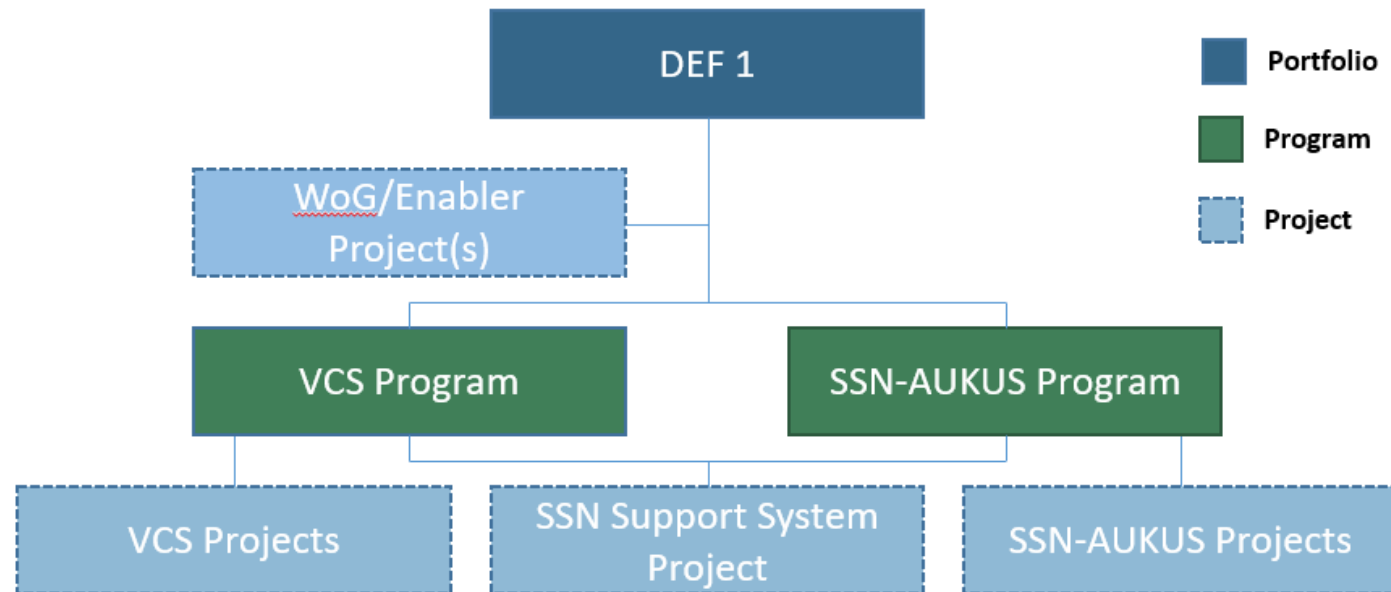
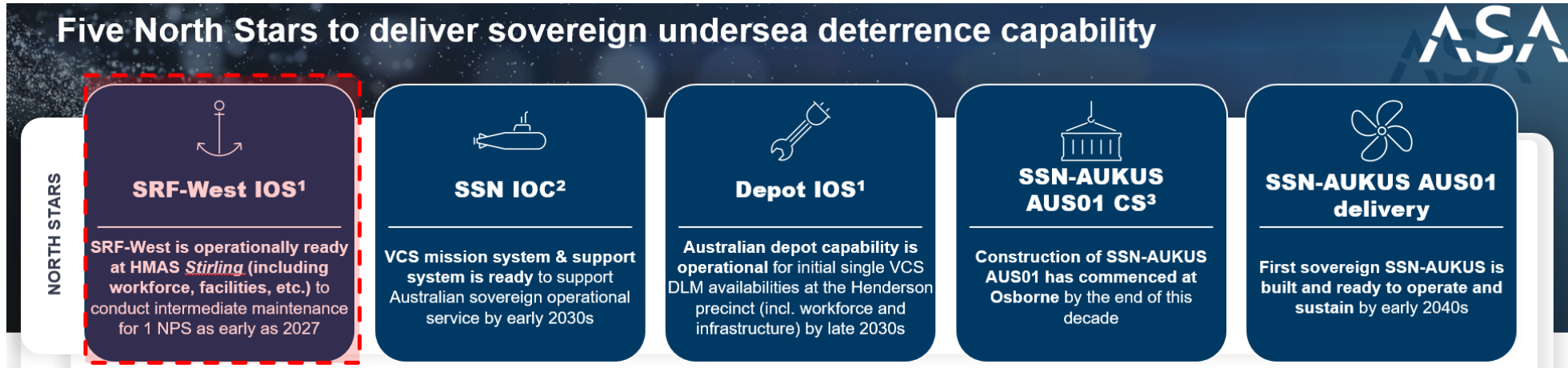
2033

2043

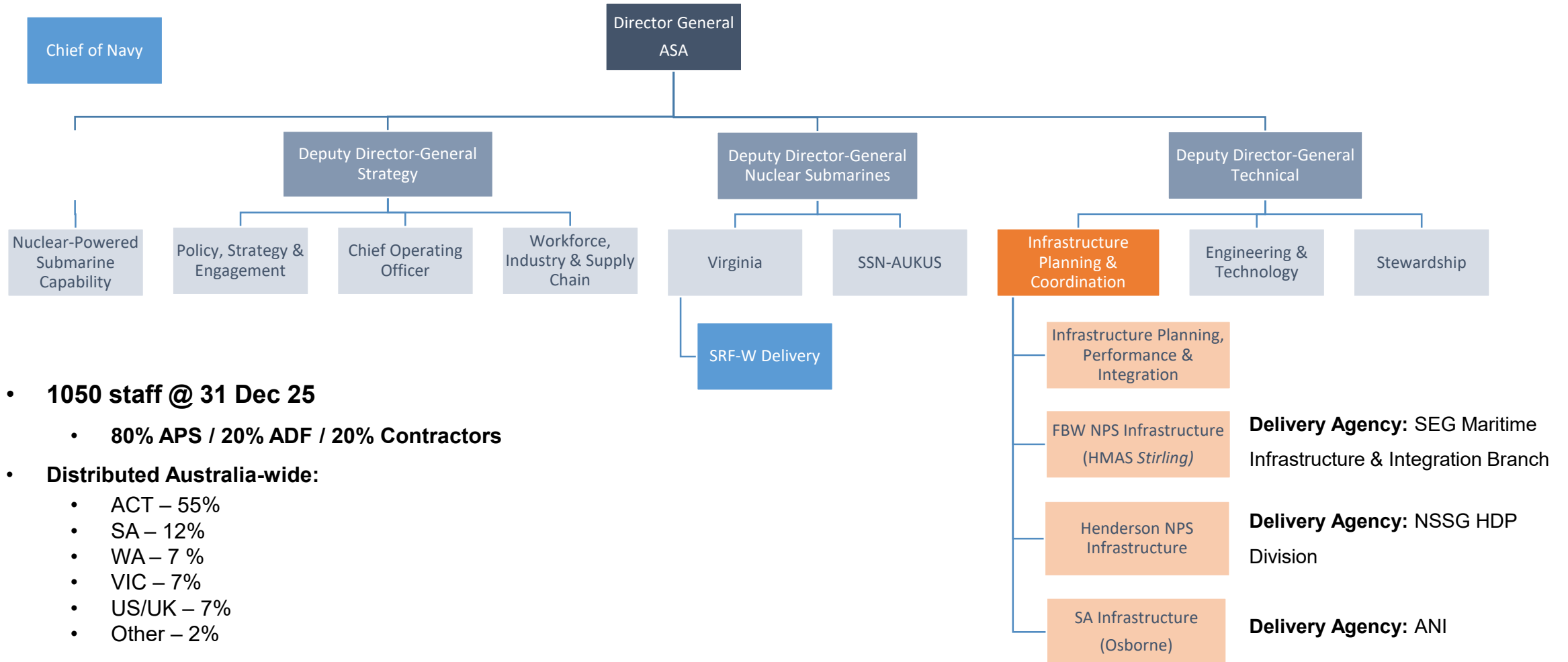
2053

Stewardship Pathway

How: NPS Program (DEF 1)



Who: Australian Submarine Agency



- **1050 staff @ 31 Dec 25**
 - **80% APS / 20% ADF / 20% Contractors**
- **Distributed Australia-wide:**
 - ACT – 55%
 - SA – 12%
 - WA – 7 %
 - VIC – 7%
 - US/UK – 7%
 - Other – 2%

Who: FBW NPS Infrastructure Branch



- **Lead** trilateral AUKUS Phase1 **Facilities & Infrastructure Work-stream** to enable SRF-W Initial Operating Support (IOS) & Full Operating Support (FOS) milestones.
- **Plan & coordinate** ~\$8bn upgrade of HMAS *Stirling* over the next decade under the NPS Program (DEF01PH1) to provide an Operating Base for the initial sovereign Virginia Class SSN Squadron:
 - Central part of an integrated '**FBW Capability Program**' approach by SEG as Delivery Manager
- **Capability Sponsor** for the approved works:
 - ESTDEF01PH1 **SRF-West Priority Works (\$2.152bn)**
- **Authorised Person** for HMAS *Stirling* **Controlled Industrial Facility** (CIF) site preparation and construction as '**Naval Nuclear Power (NNP) Facility**' activities licenced by the new Australian Naval Nuclear Power Safety Regulator (ANNPSR).



What: FBW NPS Facilities & Infrastructure

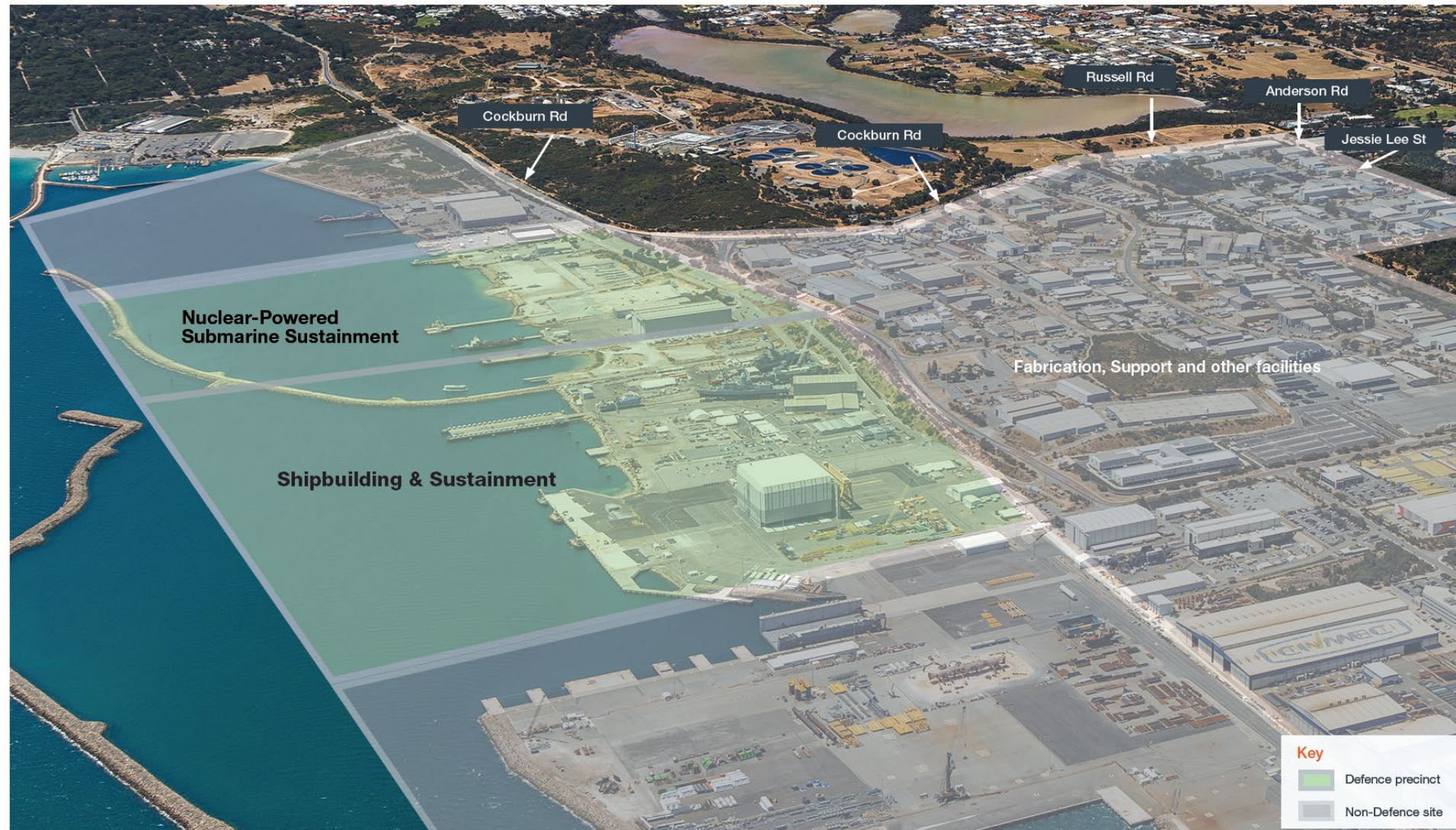
- **NPS Optimal Pathway** announcement (Mar 23):
 - “*\$8bn upgrade over the decade*”
- Delivery capacity constrained by site access factors:
 - Forecast delivery phase extended over ~14 years.
 - Staged development, approvals and delivery (via overlapping tranches)
- **FBW Capability Program**
 - Integrated SEG delivery program for FBW upgrade (including NPS Program & others)
- **SRF-W Priority Works:** \$2.15bn in delivery now.
- **SRF-W FOS Works** commence delivery early 2028:
 - Intermediate Maintenance Facility





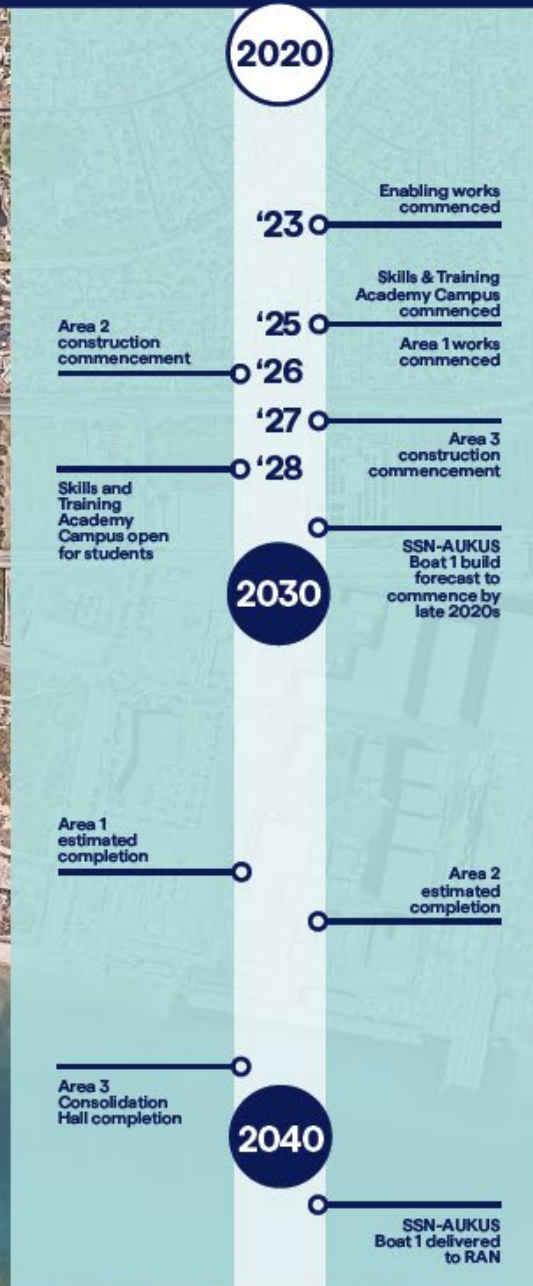
1. **SSN Berths** (Diamantina Pier)
2. **Intermediate Maintenance Facility** (interim – shared)
3. **Command Facility**
4. **SSN Training Centre & Squadron HQ** (interim)
5. **AUKUS Logistic Support Element & Initial RADCON Capability** (IRC)
6. **Waterfront Office Space**
7. **Controlled Industrial Facility** (CIF) & **RADCON Technical Field Office**
8. **Small Boats Berthing** (Pontoon)
9. **Emergency Preparedness Response Complex** (EPRC)
10. **Explosive Ordnance (EO) Storage**
11. **EO Loading** (Armament Wharf)
12. **Live-in Accommodation** (124 Junior Sailor rooms)

What: Henderson Defence Precinct



AUKUS SUBMARINE CONSTRUCTION YARD

SA





Australian Government
Australian Submarine Agency

Questions?

ASA





Australian Government
Department of Defence
Security and Estate Group

OFFICIAL

Procurement and Contracting

Ese Rainey, Executive Director Capability
Lisa Drummond, Director Quality Assurance and Compliance

August 2026

To defend Australia and its national interests in order
to advance Australia's security and prosperity
www.defence.gov.au



Defence Infrastructure Panels Update

- DIP – was established 2022 with an initial end date being 2027. The Panel has three annual extension options post the initial term that may result in the panel end date being 2030.
- DIP – Environment, Heritage and Estate Engineering – was established 2020 with initial end date being 2025. The panel had three annual extension options of which two have been exercised with the final one likely to be enacted. This will result on final end date post extension options being 2028.
- Planning for any such retender will commence early 2027.

Infrastructure Engineering Manual, Environment Manual and 2025 National Construction Code

- The Infrastructure Engineering Manual (IEM), the Environment Manual (EM) and National Construction Code (NCC) 2025 have recently been published
- The Suite templates will be updated to reflect these, including to:
 - remove / replace references to those documents now superseded by the IEM and EM in the contract terms and template MCC and DSC Briefs
 - remove references to the NCC in the contract terms, noting that this is covered by the 'Statutory Requirements' regime and the IEM

Note that the IEM provides that: "The NCC shall be adopted as the minimum standard for building work for Defence estate buildings."

MANAGING CONTRACTOR CONTRACT (MCC) UPDATE

IMPROVED RETENTION MONIES MANAGEMENT AND COMPLIANCE CERTAINTY

CURRENT MCC FRAMEWORK



RETENTION MONIES PAID ONLY WHEN PAYABLE
(No funds held in trust until payable)

- ⚠ RETENTION MONIES TIMING UNCERTAINTY
- ⚠ STATE LAW COMPLIANCE COMPLEXITY
- ⚠ ADMINISTRATIVE AMBIGUITY
- ⚠ CONTRACTOR CONCERNS AND RISK EXPOSURE

MCC UPDATE

- 📄 ALIGNMENT WITH HEAD CONTRACT (GMP) TEMPLATES
- 🛡 RETENTION MONIES TRUST FRAMEWORK
- ⚖ STATE LAW COMPLIANCE
- 🤝 INCREASED CONTRACTOR CERTAINTY

UPDATED MCC FRAMEWORK



MCC TRUST ACCOUNT
Retention monies paid into trust account



RETENTION MONIES TRUST ACCOUNT
Established in accordance with State laws



CLEAR, COMPLIANT AND TRANSPARENT RETENTION MONIES PATHWAY

DELIVERING BETTER OUTCOMES



COMPLIANCE CERTAINTY
Alignment with State trust account legislation and requirements



CLEAR PAYMENT PATHWAY
Defined process for retention monies management



IMPROVED CONTRACTOR CONFIDENCE
Greater certainty and reduced commercial risk



CONSISTENT CONTRACT FRAMEWORK
Alignment with Head Contract (GMP) retention provisions



INCREASED TRANSPARENCY AND AUDITABILITY
Stronger governance and oversight



REDUCED ADMINISTRATIVE AMBIGUITY
Simplified and standardised arrangements

CONTRACT FRAMEWORK ALIGNMENT



HEAD CONTRACT (GMP)

Retention monies provisions established in Head Contract templates



MANAGING CONTRACTOR CONTRACT (MCC)

MCC updated to carry over retention monies provisions from Head Contract (GMP)



RETENTION MONIES TRUST ACCOUNT

Funds managed in accordance with State trust account legislation



STRONGER GOVERNANCE. BETTER COMPLIANCE. GREATER CERTAINTY.

VOLATILE MATERIALS SPECIAL CONDITION

FLEXIBLE INDEXATION. FAIR RISK ALLOCATION. IMPROVED PROJECT DELIVERY.

MARKET VOLATILITY DRIVERS



FUEL PRICE VOLATILITY

Fluctuating fuel prices impact transport, logistics and construction costs



SUPPLY CHAIN DISRUPTION

Material shortages, shipping delays and port congestion increase cost and program risk



CONFLICT-RELATED MARKET UNCERTAINTY

Regional instability drives commodity price volatility and insurance impacts

VOLATILE MATERIALS SPECIAL CONDITION

ADJUSTMENT OF PORTION OF CONTRACT PRICE



LABOUR COMPONENT

+



MATERIALS COMPONENT

+



VOLATILE MATERIALS COMPONENT

FLEXIBLE PROJECT OPTIONS

OPTION A

STANDARD INDEXATION

Adjustment to 'Labour Component' and 'Materials Component' of the contract price only



LABOUR COMPONENT



MATERIALS COMPONENT



OPTION B

ENHANCED INDEXATION

Adjustment to 'Labour Component', 'Materials Component' and 'Volatile Materials Component' of the contract price



LABOUR COMPONENT



MATERIALS COMPONENT



VOLATILE MATERIALS COMPONENT



DELIVERING BETTER OUTCOMES



COMMERCIAL FLEXIBILITY

Options tailored to project volatility and risk profile



MARKET RESPONSIVE PRICING

Reflects actual market movements in key cost components



FAIR RISK ALLOCATION

Risk shared appropriately between Defence and contractors



CONTRACTOR CONFIDENCE

Clear, transparent and equitable adjustment mechanisms



IMPROVED PROJECT DELIVERY

Greater cost certainty supports planning and on-time delivery



CONSISTENT SUITE FRAMEWORK

Aligned approach across contracting instruments

APPLICABLE ACROSS DEFENCE CONTRACTING INSTRUMENTS



HEAD CONTRACT SUITE TEMPLATES

Core Suite updated by Addendum (excl. DSC)



MAJOR WORKS SUBCONTRACT

Incorporation of same conditions for use under the MC contracting form



MINOR WORKS SUBCONTRACT

Incorporation of same conditions for use under the MC contracting form



Defence updated the Suite in response to fuel price rises triggered by the conflict in the Middle East, ensuring contracts remain fair, flexible and reflective of current market conditions.

EXTERNAL RISKS STRAIT OF HORMUZ CORRIDOR



FUEL PRICE VOLATILITY

- Oil price fluctuations
- Transportation cost escalation



SUPPLY CHAIN DISRUPTION

- Material shortages
- Shipping delays
- Port congestion



CONFLICT-RELATED UNCERTAINTY

- Regional instability
- Security threats
- Insurance impacts

PROCUREMENT METHODOLOGY TRANSITION



GOVERNANCE & CONTROLS

- ✓ Risk identification & monitoring
- ✓ Transparent escalation mechanisms
- ✓ Equitable adjustment framework
- ✓ Assurance & oversight



IMPROVED PROJECT DELIVERY OUTCOMES



IMPROVED COST MANAGEMENT

- Greater cost predictability
- Reduced cost overruns



CONTROLLED ESCALATION MECHANISMS

- Defined adjustment processes
- Market-linked transparency



COLLABORATIVE CONTRACTOR ENGAGEMENT

- Shared objectives
- Open book transparency



ENHANCED RISK RELIEF PROVISIONS

- Volatile materials protection
- Equitable risk allocation



STRONGER PROGRAM CERTAINTY & VALUE FOR MONEY

- Reliable delivery outcomes
- Sustainable infrastructure results



STRONGER CONTRACTING FRAMEWORK

Managing volatility. Sharing risk. Delivering certainty.



BETTER
DECISIONS



STRONGER
PARTNERSHIPS



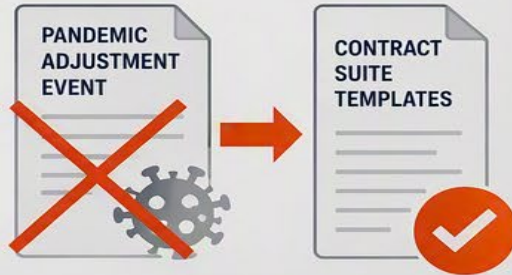
DELIVERING DEFENCE
INFRASTRUCTURE
OUTCOMES

FURTHER NOTABLE CHANGES TO THE CONTRACT SUITE

MODERNISATION, SIMPLIFICATION AND LESSONS LEARNT

1. FRAMEWORK SIMPLIFICATION

REMOVAL OF PANDEMIC ADJUSTMENT EVENT



-  COVID-era provision retired
-  No longer considered necessary
-  Simplified and streamlined contract framework

2. DIGITAL MODERNISATION

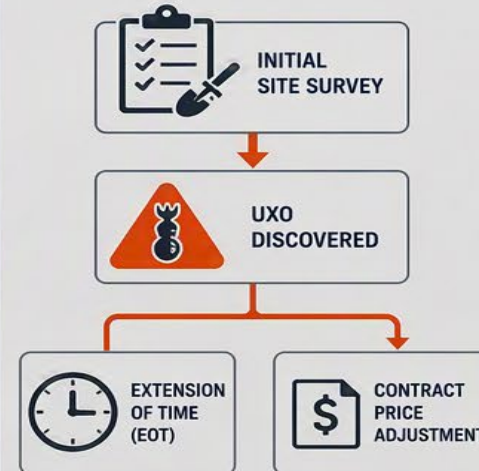
OPTION FOR GIVING AND SERVING NOTICES VIA A DMS (IF APPLICABLE)



-  Digital notice transmission
-  Secure and auditable
-  Improved document control
-  PMCA responsibility
-  DMS requirement removed from DSC and MCC Briefs

3. ENHANCED CONTRACTOR RELIEF

RELIEF FOR UXO DISCOVERED DURING INITIAL SITE SURVEY



Contractors can claim an extension of time and an adjustment to the contract price where UXO is discovered as part of the initial site survey prior to commencing works.

4. CONTINUOUS IMPROVEMENT – LESSONS LEARNT AND SUITE ENHANCEMENT



DELIVERING BETTER OUTCOMES

-  **SIMPLIFIED CONTRACT FRAMEWORK**
Reduced complexity and administrative burden
-  **DIGITAL ADMINISTRATION**
Modern, efficient and secure notice management
-  **IMPROVED RECORD MANAGEMENT**
Better visibility, control and auditability
-  **ENHANCED CONTRACTOR RELIEF**
Fair and proportionate relief for UXO discovery
-  **GREATER CERTAINTY FOR ALL PARTIES**
Consistent and transparent contract administration
-  **CONTINUOUS IMPROVEMENT**
Lessons learnt embedded in the contract suite
-  **REDUCED ADMINISTRATIVE BURDEN**
Streamlined processes and clear responsibilities

Defence-Ready Indigenous Supplier List

Requirements

OFSC

Y

Pending

N

DISP

Y

N

Supply Nation

Y

N

ORIC

Y

N

>\$75m

Y

N

\$15m - \$75m

Y

N

\$4m - \$15m

Y

N

Sub Services

Y

N

of Prequalified Respondents

77

Building Licences

WA

45

NT

47

QLD

48

SA

44

NSW

48

VIC

35

ACT

39

TAS

18

ACT

Y

N

NSW

Y

N

NT

Y

N

QLD

Y

N

SA

Y

N

TAS

Y

N

VIC

Y

N

WA

Y

N

DISP Accredited

Y, 10

N, 67

Value Range

>\$75m

24

\$15m - \$75m

48

\$4m - \$15m

72

List of Prequalified Respondents

Bridgeman Agencies

Pattemore Consultants

Tiwi Partners

HC Building & Construction

Ballardong CDI

Buladu Mada

Kennelly Constructions

Black Cat Civil

AKJ Services

JKJ Constructions

Dice Aust

Murloo

Barpa

GBSC YURRA

YURRA

Centrebuild

ARRA Group

FORM Projects

Garli

Indigs

Aurora Road & Maintenance Services

WSU Civil

EJL Indigenous Group

Olive Branch Enterprise

Martu Group

Klokani (trading as DCIG)

Mine Power Solutions

Aboriginal United Services

Indigenous Project Management

CoDesign Plus Sheldon

Hazrad Australia

Birubi Australia

Moorditj Industries and Technology

Benang Energy Infrastructure

Globe Hill KBSS Joint Venture

TVN On-Country

Native Group

On Country Hire

Allied Indigenous

Naylor Civil

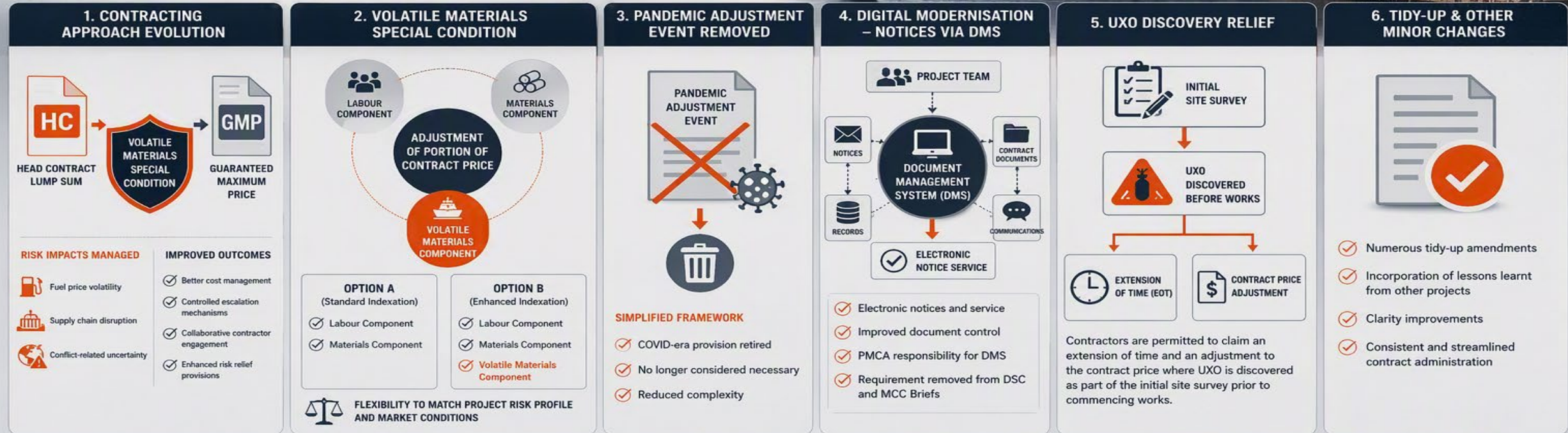
Ngurra Civil and Construction

+ 36 more

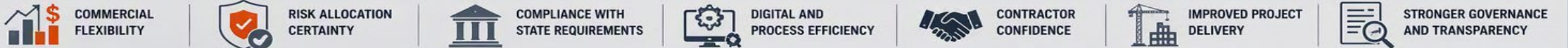


CONTRACT SUITE REFORMS – SUMMARY OF KEY CHANGES

Improved Commercial Outcomes. Greater Certainty. Stronger Delivery.



DELIVERING BETTER OUTCOMES ACROSS THE CONTRACT SUITE



KEY OBJECTIVE
QUESTIONS?

