



TSA

Defence Capability Statement





We partner end to end with our clients to bring impactful projects to life. We are known for our commitment to collaboration, building the right team, with the right skills, experience and tools and mitigating risk to deliver a positive community impact.

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We're about one thing. People.

More than the sum of our parts*. As individuals we're strong but when we come together, big things happen. Above all, our people believe in collaboration and how it can effect radical change.

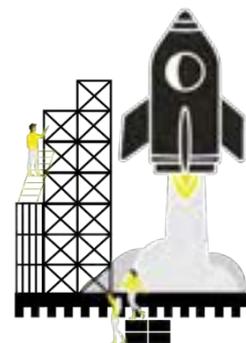
Our culture of collaboration extends to every dimension of our business. Whether an internal team of two or part of a complex project with multiple stakeholders, TSA people believe the compound interest of our diverse skills and backgrounds helps us achieve more together.

* With thanks to Aristotle who said it best, "The whole is greater than the sum of its parts."

About TSA

TSA Management (TSA) specialises in providing independent, tailored solutions for complex projects across a range of property and infrastructure sectors for government, private and not-for profit clients. With experience spanning 20 years and over 1,500 successfully completed projects, TSA has a proud company record and invaluable depth of industry knowledge.

We manage, consult and partner with industry professionals, government bodies and the private sector to bring projects to life.



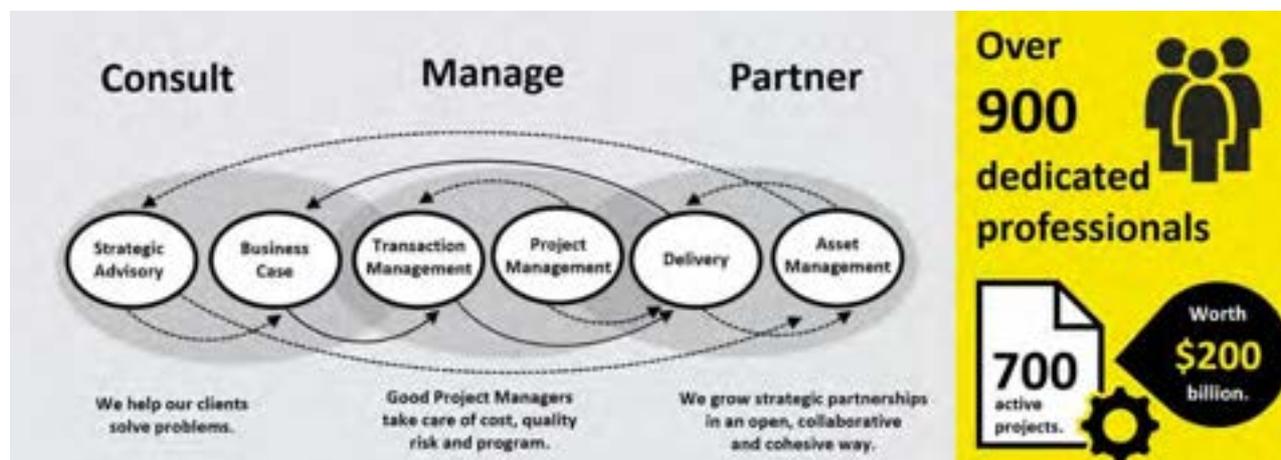
With over 900 consultants operating from 24 offices, TSA works across the full lifecycle of the world's most challenging projects. We offer a unique combination of project management and advisory services across a broad and expanding range of sectors and industries.

Under two distinct but complementary service offerings (TSA Projects and TSA Advisory), our people manage, consult and partner with clients to bring impactful projects to life. The TSA Projects team specialises in project and program management, while TSA Advisory offers advisory services, development, and procurement management. TSA is uniquely positioned to draw on any configuration of TSA Projects and TSA Advisory members to form optimal teams for project success.

TSA's project systems, processes and procedures are adaptive to individual client needs and compliant with corporate governance and regulatory requirements. Scalable and flexible, these systems allow TSA's people to work effectively with small businesses, large corporations, and government departments across a diversity of projects.

Currently managing over 700 projects with a combined value exceeding \$200bn, TSA's people harness 8,000 years' collective experience to generate positive community outcomes. TSA is privileged to provide services across a multitude of project types and industry sectors.

In 2021, TSA became accredited under the Defence Industry Security Program (DISP) giving TSA the ability to sponsor security clearances, access to Defence security services. DISP ensures that the right security requirements are employed when delivering Defence contracts and tenders. In 2022 Dr Caroline Noller and The Footprint Company (TFC) joined TSA in 2022, expanding our carbon management advisory service and bringing the knowledge gained from +340,000,000 m² of building and precinct assessments in 17 countries.





Our Services

Our highly qualified, professional team delivers advisory, development / procurement management and project / program management services across a range of industries. Our flexibility as project consultants allows us to work with organisations ranging from small businesses to large corporations and government departments.

Our Project Management Services.	Our Advisory Services.
 <p>Program Management – Enabling the establishment and management of large-scale investment programs.</p>	 <p>Capital Governance, Policy & Investment Assurance – We advise on key governance, strategic and investment decisions that align with our clients' needs.</p>
 <p>Communications and Engagement – Planning and implementing strategies to enable the delivery of programs and developments.</p>	 <p>Procurement Strategy & Transaction Management – Advise on commercial matters and procurement strategies and transactions, from highly specialised procurements to some of APAC's largest, most complex mega-projects.</p>
 <p>Change Management – The key success factors underpinning developments and programs.</p>	 <p>Contract Services & Dispute Resolution – We provide contract advice as well as claims and litigation support in all project phases, from development through to delivery and operation.</p>
 <p>Risk Management – Review, establish, facilitate an effective risk management strategy unique to each organisation and project.</p>	 <p>Construction & Delivery Assurance – We advise government, private sector operators and construction contractors on the delivery of complex infrastructure projects.</p>
 <p>Design Management – Providing a collaborative environment to support innovation to meet <u>strategic</u> and mission goals through excellent design.</p>	 <p>Asset Systems, Operations & Performance – Unified under a common 'Systems Thinking'-led framework, we work with clients to realise the full potential of infrastructure to deliver social, environmental, and economic objectives.</p>
 <p>Project Delivery – Providing agile leadership to drive the direction of a project to deliver products to meet key objectives.</p>	 <p>Stakeholder Engagement & Communications – Design and manage fit-for-purpose stakeholder and community engagement plans to achieve our clients' strategic needs.</p>
 <p>Commissioning – Involving multiple and interconnected actions that are centred on a more strategic approach to using resources to achieve outcomes.</p>	 <p>Carbon Management – Strategic advisory for property and infrastructure projects, as well as access to proprietary enterprise software and data integration options for the whole of life carbon assessment of development.</p>



Our Capability

With experience spanning 20 years and over 1,500 successfully completed projects, TSA has a proud company record and invaluable depth of industry knowledge. We have local and remote project management professionals who have experience in developing and delivering a diverse range of projects, including those in the defence, aviation, civil, and transport sectors.

TSA is prequalified for a number of panels, including but not limited to the Australian Department of Defence - Defence Infrastructure Panel Project Management and Contract Administration (PMCA) + Estate Strategic Planning (ESP) and Defence Support Services Panel, Commonwealth Department of Infrastructure and Regional Development -Infrastructure Advisory Services Panel, Commonwealth Department Finance Business Advisory Services Panel and Air Services Australia - Project Management as a (Service PMaaS) Panel.

Our professionals will team up with you to understand project objectives and provide project-specific advice and ongoing support to ensure a client-focused outcome. Our broad experience and knowledge base allows us to consider each issue holistically and assist you in developing robust solutions which are suitable for your design, planning, operational and financial requirements.

At TSA, we believe successful project consulting is about one thing. People.

Instead of our diversity leading to division, our unique qualities allow us to see things differently. Everyone can contribute and every value proposition has a place within the business. It's inclusive, creates a sense of community and gives everyone a voice at our table. Ultimately, we take an intelligent, insightful, and concerted approach to our engagements. Knowing the strengths of our individuals means we can gather the right people for the right client. No square pegs in round holes. Communication, partnership, and collaboration (and no BS) is what makes TSA Asia-Pacific's leading independent project consultant.

Edinburgh Defence Precinct Mid-Term Refresh, Adelaide SA

Department of Defence

Client	Capital Facilities and Infrastructure (CFI)
Value	\$400 million
Date	2020 – 2023
Role	Project Management and Contract Administration (PMCA)

The Edinburgh Defence Precinct is an essential national defence research, intelligence, surveillance, and reconnaissance hub, home to RAAF Base Edinburgh, Defence Science and Technology and Edinburgh Parks.

The Project aims to deliver fit-for-purpose facilities and infrastructure across two sites within the Edinburgh Defence Precinct by providing enhanced resilience and redundancy to support essential Defence activities. The Project will upgrade facilities and infrastructure that are aged and approaching the end of useful life, including delivering new and upgraded in-ground engineering services and associated building infrastructure.

The services provided were PMCA planning and delivery phase, Detailed Business Case, Government Approvals Process (PWC Notification) and delivery of an Environmental Report and Electrical Masterplan.



Projects.

HMAS Waterhen Mid Term Refresh, Sydney NSW

Department of Defence – CFI

The Project supports the sustainment of HMAS Waterhen's operational capability, base functions, and personnel for the Navy. The Project entails upgrading the shore power, replacing the end-of-life HVAC plant, working accommodation reconfiguration (and working accommodation study) and compliance upgrades to the base entry. TSA provided PMCA planning phase, Detailed Business Case, government approvals and delivery phase.



RAAF Base Darwin Estate Base Plan, Darwin NT

Department of Defence – Estate Planning

The project required strategic capability consultations to plan the base's future strategic blueprint for the next 30 years. The services provided were estate planning, strategic investigations, property disposition plans, flight line master planning, zone and precinct planning, cost planning, security planning, green infrastructure planning, climate impact planning, and carbon management planning.



Projects.

Relocation of Units from Elizabeth North Training Depot, Adelaide SA

Department of Defence – CFI

The Project aims to provide fit-for-purpose facilities and infrastructure at Edinburgh Defence Precinct to enable the relocation of Australian Army Reserve units and Australian Defence Force Cadet units from their dilapidated facilities at the Elizabeth North Training Depot. Services provided included a Detailed Business Case, government approval process and upcoming delivery.



Force Level Electronic Warfare, Signals Intelligence and Vehicles (Facilities) Project, Cabarlah, QLD

Department of Defence – CFI

The project required extending and renovating the existing office and vehicle facilities to locate all workshop functions in a single location with new facilities. TSA's scope of works were the demolition and remediation of legacy facilities, upgrading road infrastructure, including recent heavy vehicle route works, and building a weighbridge. The services supplied were the PMCA planning and delivery phase, Detailed Business Case, Government Approvals Process, and delivery of an Environmental Report.



Projects.

HMAS Cairns Estate Base Plan, Cairns QLD

Department of Defence – Estate Planning

The Project required strategic capability consultations to plan the base's future strategic blueprint for the next 30 years. The services provided were estate planning, strategic investigations, property disposition plans, zone and precinct planning, cost planning, security planning, green infrastructure planning, climate impact planning, and carbon management planning.



Borneo Barracks Redevelopment Project, Cabarlah, QLD

Department of Defence - Capital Facilities and Infrastructure Group

This Project aims to upgrade and improve the Bases essential engineering infrastructure to meet the future capability and workforce requirements and overcome historic underinvestment. The Bases facilities and infrastructure are at the end of their useful life, non-compliant, costly to maintain and largely unfit for purpose. The services provided were PMCA planning and delivery phase, Detailed Business Case, Government Approvals Process, and upcoming delivery.



Projects.

RAAF Base Amberley, Per and Polyfluoroalkyl Substances (PFAS) Investigation and Management Program, QLD

Department of Defence - Capital Facilities and Infrastructure Group

TSA managed communications and engagement for the PFAS environmental investigation at RAAF Base Amberley, Australia's largest Air Force base. TSA ensured seamless operations, provided strategic advice, implemented communication tools, property access negotiations, delivery of environmental sampling results and the communication of potential risks and management recommendations.

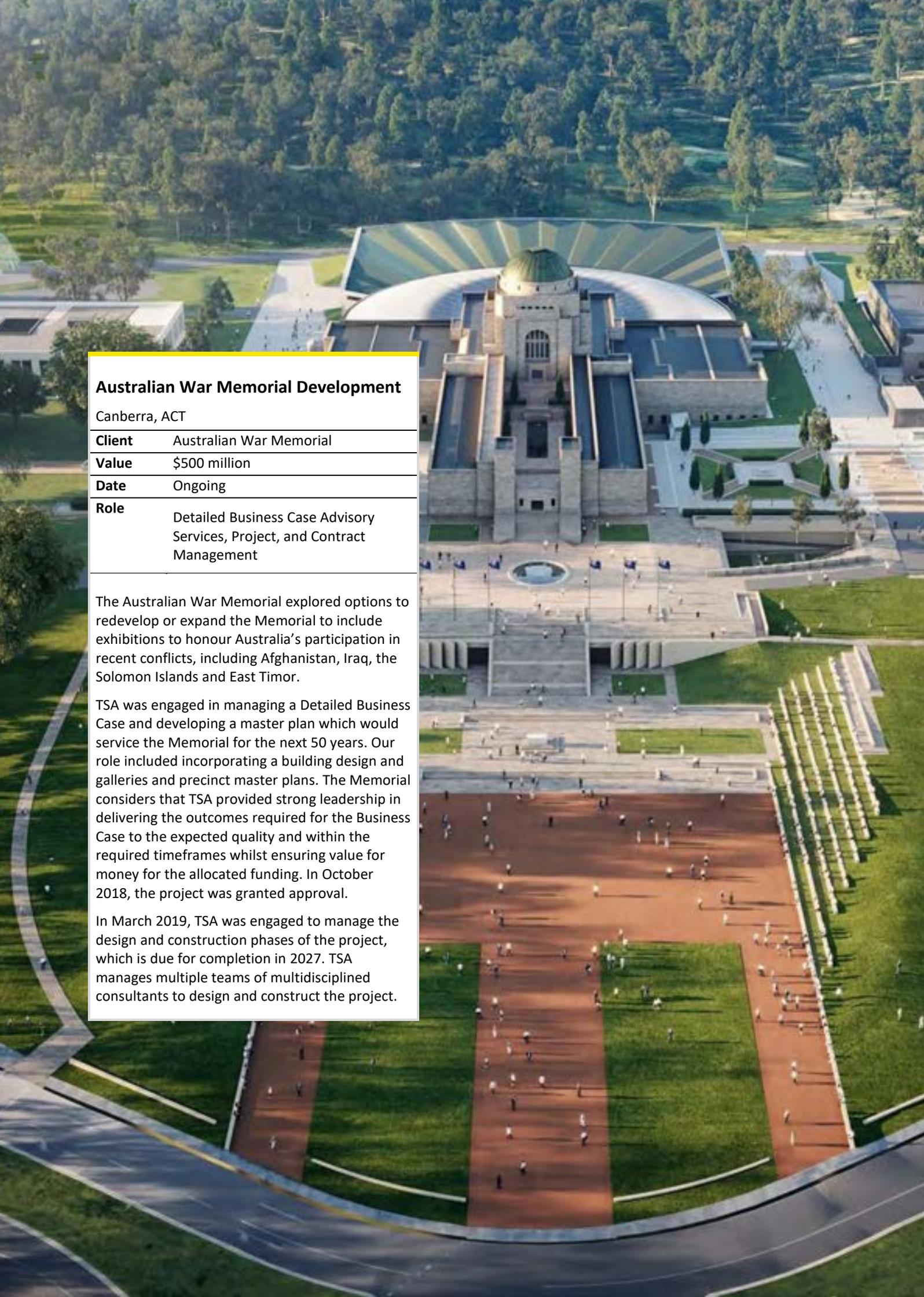


RAAF Base Darwin Mid-Term Refresh Project, Darwin NT

Department of Defence - CFI

TSA led the communications and engagement process for the RAAF Darwin Mid-Term Refresh, Master Plan Feasibility Review (MPFR). Services provided were PMCA planning and design reviews for the 5% MFPR report.





Australian War Memorial Development

Canberra, ACT

Client	Australian War Memorial
Value	\$500 million
Date	Ongoing
Role	Detailed Business Case Advisory Services, Project, and Contract Management

The Australian War Memorial explored options to redevelop or expand the Memorial to include exhibitions to honour Australia's participation in recent conflicts, including Afghanistan, Iraq, the Solomon Islands and East Timor.

TSA was engaged in managing a Detailed Business Case and developing a master plan which would service the Memorial for the next 50 years. Our role included incorporating a building design and galleries and precinct master plans. The Memorial considers that TSA provided strong leadership in delivering the outcomes required for the Business Case to the expected quality and within the required timeframes whilst ensuring value for money for the allocated funding. In October 2018, the project was granted approval.

In March 2019, TSA was engaged to manage the design and construction phases of the project, which is due for completion in 2027. TSA manages multiple teams of multidisciplinary consultants to design and construct the project.



Forensics Laboratory Remediation & Digital Forensics Laboratory Project

Canberra, Brisbane, Sydney

Client	Australian Federal Police (AFP)
Value	Confidential
Date	2019-2023
Role	Project and Program Management

TSA provided consultancy services during the project's requirements definition, planning, design, and delivery phases.

TSA successfully optimized workflows and enhanced the security and safety of the team in the Sydney HQ. TSA provided holistic client-side project management and contract administration services to the AFP. TSA provided AFP with its new cutting-edge Sydney forensic laboratory, enabling serious drugs, weapons, and other crimes to be solved more quickly in NSW.

Federal Attorney-General Mark Dreyfus KC and AFP Commissioner Reece Kershaw officially opened the laboratory at the AFP's Sydney headquarters on March 2023. The laboratory further bolstered the fight against serious organized crime in Australia's biggest state.

Projects.

Facility Security Enhancement Project (FSEP) & Major Incident Room (MIR)

Australian Federal Police

In response to increasing threats to staff and property, the Australian Federal Police (AFP) upgraded the security of various facilities nationally. The project redeveloped eight sites across: Brisbane, Sydney, Canberra (three locations), Melbourne, Adelaide, and Perth. These sites received upgrades and augmentations based on their current and future needs. TSA's role as project manager included coordinating the design and construction works. TSA also liaised with the National Capital Authority and Public Works Committee.



Treloar E – Large Technology Objects Store Project, ACT

Australian War Memorial

The Australian War Memorial (AWM) required the construction of a new storage facility at Treloar E, Callan Street in Mitchell, ACT. This was the first stage in implementing the AWM 2012 Mitchell Precinct Site Development Plan. The building will primarily house large technology objects, including aircraft and large military vehicles (battle tanks & troop movement). TSA was responsible for the delivery project planning, Public Works Committee (PWC) approval, and delivery.



Projects.

Inland Rail Program Wide Transaction Management

Australian Rail Track Corporation (ARTC)

TSA Advisory provides Transaction Management Services to Inland Rail for three major procurement packages: Civil Works Programs, Rail Corridor Packages, and Rail Systems Packages. These packages utilize various delivery models such as collaborative design and construct, managing contractors, alliance, and construct only. Through our joint venture with RPS, Flagstaff, and MBB, we have a dedicated team of 17 experts embedded within Inland Rail, supporting projects across NSW, Queensland, and Victoria. Our exceptional performance in the Inland Rail PPP transaction management services contract played a significant role in ARTC's decision to award the contract to our joint venture.



Auckland Air Traffic Control Facility, NZ

Auckland International Airport Ltd (AIAL)

The facility is a 1450m² single storey building with a very complex services arrangement like a tier 3 data centre, providing redundancy to ensure the building stays operational through natural disasters, power outages, or high-level security events. TSA was engaged as the project manager throughout the concept to detail the Auckland facility's design, procurement, and construction.



Projects.

Melbourne Airport

Australia Pacific Airports
(Melbourne) Pty Ltd (APAM)

The program comprises the delivery of four major terminal projects to address shortfalls, outbound baggage systems, and maintaining acceptable passenger and airline service levels. TSA is seconded into Melbourne Airport's Project Management group providing professional services during the program's planning, design, and delivery phases.



NZDF Headquarters

New Zealand Defence Force (NZDF)

The project is about the development of approx. 26,000m² of office space across 11 floors, providing NZDF with high operational resilience. Works included backup generators to support the entire building load for up to 72 hours, two UPS (N+N) and Zone 5 security perimeters in critical areas that meet the Protective Security Requirements. TSA provided complete project management services through all subdivisional fit-out (SHF) stages, including briefing definition, design management and construction management and preparing a master integrated program.



Projects.

Sydney CBD and Southeast Light Rail, NSW

Transport for NSW

TSA was responsible for identifying requirements, overseeing the production, and critically reviewing the inputs to the overall business case for submission and approval through Transport for NSW and the NSW Treasury. We developed a strategic scope framework that resolved the complexity and interdependence with other integrated transport initiatives in central Sydney. We also prepared a change management and benefits realisation strategy that clarified governance and accountability issues and highlighted their importance to achieving the intended benefits.



Sydney Metro City & South West Enabling Works, NSW

Transport for NSW

Sydney Metro City & South West extends the Sydney Metro Northwest link, connecting Chatswood to Sydenham through a new tunnel under the harbour and CBD. This project also involves converting the Bankstown line into a Metro line. TSA played a key role in project management, overseeing early and enabling works and successfully delivering demolition works for the project.



Projects.

DEEWR Data Centre

The Department of Education, Employment and Workplace Relations. ACT

TSA provided project management services to the Department of Education, Employment and Workplace Relations (DEEWR), reorganised its data saving systems and decided to locate its new 450m² data centre within the existing basement area of its national office in Canberra. The data centre was designed to be capable of servicing a 500kW ICT load through an in-row cooler system with hot and cold aisle containment. It had a highly reliable source of backup power supply through two UPS units and a combination of diesel and gas turbine backup generation.



Toll Aotea Wellington Terminal, NZ

Toll Group

TSA partnered with Toll in consolidating operations in Wellington. We provided expert advice in business transition and change management, facilitating the relocation of freight forwarding and parcel services to a new terminal. Our project management expertise covered operational reengineering, asset transfer, IT systems, office relocations, and staff engagement.



Projects.

Ferry Wharf Upgrade Program, NSW

Transport for NSW

TSA collaborates with RMS and TfNSW as Program Manager to upgrade Sydney's ferry wharves under the NSW Government's Transport Access Program. Packages 1 and 2 have been completed, encompassing 12 and 9 wharves, respectively, with accessibility compliance. TSA is currently working on Package 3, managing design, construction, concept development, community engagement, and procurement for the 12 wharves.



Flinders Ports, SA

Flinders Ports Holdings

As the owner and operator of 70% of South Australia's Ports infrastructure, Flinders Ports is undergoing a substantial increase in capital expenditure over three years. Our crucial role includes managing on-site contractors to deliver significant asset remediation and upgrades while ensuring uninterrupted facility operations. Overcoming challenges in operating brownfield environments, we have developed strategies and identified key risks and mitigations to minimise operational impacts. Our successful two-month engagement has led to an ongoing partnership, with TSA now supporting regional sites and working from the client's headquarters in Port Adelaide.





OneSky Australia

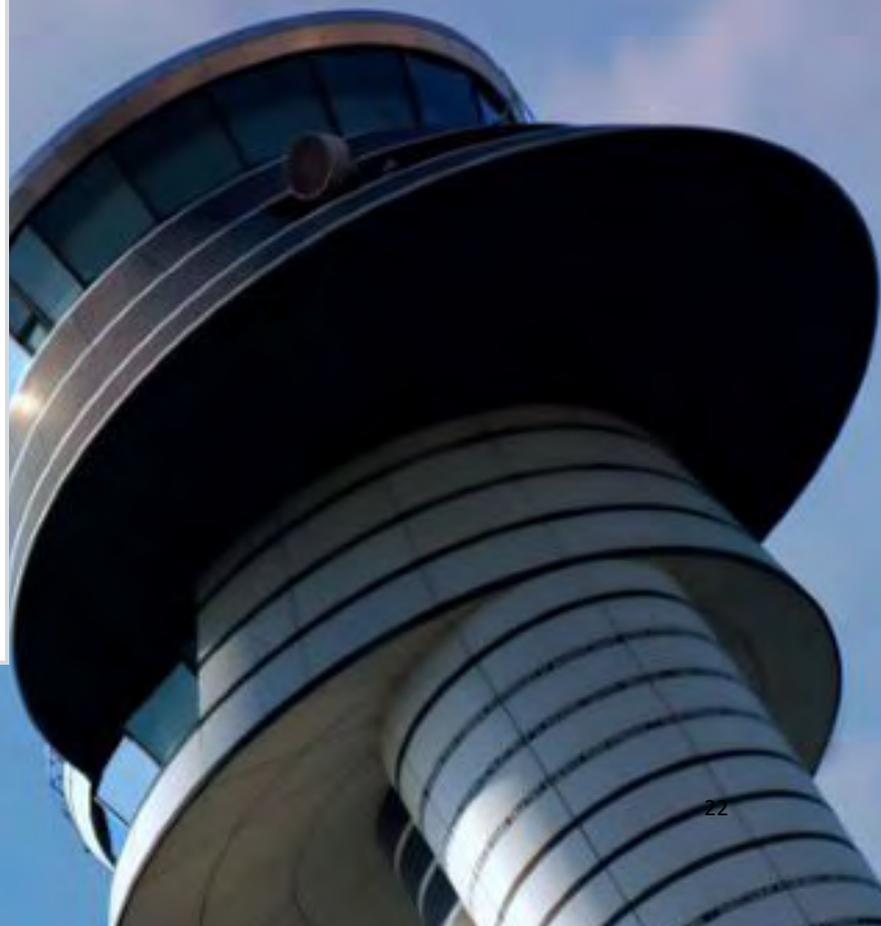
Melbourne, Brisbane, and Perth Air Traffic Service Centre (ATSC) Modernisation

Client	Airservices Australia
Value	\$190 million
Date	2015 – Ongoing
Role	Project and Program Management

TSA provided consultancy services throughout the projects' requirements definition, planning, design, and delivery phases. The OneSKY Australia Program is a joint initiative between Airservices Australia and Defence, uniting civil and military air traffic control under a single, advanced air traffic management system known as the Civil-Military Air Traffic System (CMATS). This integrated system enhances Airservices and Defence's ability to handle the expected increase in air traffic movements.

TSA is also responsible for management services during the delivery phases of these projects. This includes project management, contract administration, project resourcing, scheduling, cost management, communication with key stakeholders, overseeing site investigations and assessments, risk management, facilitating building approvals, design management, operational safety planning, procurement of consultants, superintendence, testing, commissioning, and defect management.

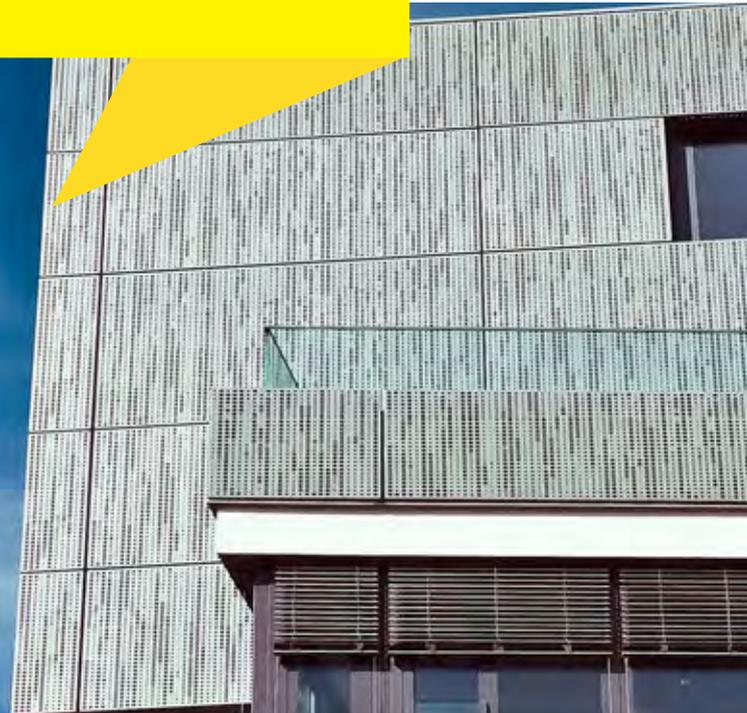
Currently, the program is moving towards Practical Completion at all three sites before the end of 2023. Despite an initially challenging relationship with the Head Contractor, TSA has collaborated closely with Airservices to address contractual issues as they arise and proactively ensure the completion of works in accordance with Airservices' requirements.



Projects.



TFC have reduced the embodied carbon footprint of projects in its system (directly and through support) by approximately 66,000,000 TCO₂-e (the equivalent of 3 years of Australia's household energy-related emissions).



Projects.

Barangaroo South, NSW

Lendlease

TSA's Footprint Company provided carbon management services for Lendlease's commitment to sustainability. The project encompassed a 20% reduction in embodied carbon and measuring the overall ecological footprint of the precinct. TFC conducted materials scenario analysis to identify pathways for achieving the 20% reduction target successfully. Furthermore, the Retail Design team employed the software to assess the life cycle (materials and operational carbon) of 88 retail tenancy fit outs. Their efforts resulted in an impressive average improvement of 30% in carbon performance.



E7A Building

Macquarie University

TFC conducted cycle and ecological footprint modelling for the 2030 property masterplan, including 35 existing buildings. They also developed a sustainable development brief (One Planet) to achieve a 48% increase in environmental efficiency and a one planet outcome by 2030.

E7A was the first of many significant developments. It demonstrated the natural triple bottom line of a life cycle approach, aligning embodied carbon and planet brief with project cost and time constraints for an adaptive reuse strategy over a knockdown and rebuild.



Best for Project

AUSTRALIA

SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN
MELBOURNE | NEWCASTLE | PERTH | PARRAMATTA

NEW ZEALAND

AUCKLAND | CHRISTCHURCH | TAURANGA
WELLINGTON | QUEENSTOWN

MALAYSIA

KUALA LUMPUR

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TSA