



Australian Government
Department of Defence
Estate and Infrastructure Group

A guide to doing business with Defence Estate and Infrastructure Group





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Foreword

Engaging with industry is fundamental to Defence's ability to enable and enhance capability and organisational performance.

To effectively and sustainably manage the living, working and training environments of Defence people, we deliver a diverse range of products and services through commercial and collaborative partnerships with industry.

Through Estate and Infrastructure Group (E&IG), Defence will continue to engage with various market sectors and potential suppliers to fulfil its mission of enabling capability by working in partnership with our clients to deliver integrated services through a highly capable workforce.

I welcome your feedback and contribution to achieving relevant and timely engagement between Defence and industry. I trust you will find the information in this e-booklet relevant and useful. Please provide your feedback by emailing E&IG-DEPSECE&I.BusinessSupportUnit@defence.gov.au

Steven Grzeskowiak

Deputy Secretary Defence Estate and Infrastructure

2017



Opportunities with E&IG

Introduction

Estate and Infrastructure Group

This e-booklet aims to provide industry with a single source of information about providing services in partnership with Estate and Infrastructure Group. It highlights what opportunities are available and provides details about how to access them. Defence's Estate and Infrastructure Group (E&IG) is the area of Defence responsible for supporting the Australian Defence Force (ADF) and the whole Defence organisation in meeting their capability objectives by managing and sustaining the Defence estate of land, buildings and infrastructure. We are the centre of service delivery in Defence. E&IG delivers a range of services to the Defence organisation such as housing, maintenance and base support.

Through E&IG, Defence maintains around 600 properties and over 2 million hectares of land. The gross replacement value of the Defence Estate is estimated at \$68 billion. E&IG has 1800 staff, including 300 military personnel.

Opportunities for Engagement

The day-to-day operations of E&IG are delivered in partnership with industry. We have over 9000 contractors providing services across Australia. Working with industry to deliver products and services to Defence is an integral component of Defence's business as it strives to enhance and sustain Defence capability. Working with Defence is attractive for industry.

Each year E&IG awards contracts for various categories, including:

- Infrastructure – including the management and delivery of construction services, design and development, project management and specialist technical services;
- Estate management – upwards of \$700 million per annum is budgeted for estate upkeep annually to maintain Defence's extensive existing base infrastructure through its base services contracts. Base services are outsourced to industry for day-to-day operations from catering, cleaning and grounds maintenance through to reprographics, rescue and fire fighting, and access control; and
- General support services such as publishing and printing services, business equipment, housing and relocation services, the provision and management of corporate purchasing cards, office requisites and library services.



Infrastructure Services

Property Portfolio Management

Defence leases approximately 350 properties within Australia and 190 properties internationally, with an annual lease bill of approximately \$180 million domestically and \$22 million overseas. Defence relies on industry to provide services including property acquisition, expenditure leases, overseas leases, management of native title issues, management of mineral exploration and mining activities and coordination of responses for Foreign Investment Review Proposals in relation to real estate and mining.

Current arrangements

To assist with the delivery of the estate function, an outsourced property contractor (Cushman & Wakefield) is engaged to assist Defence manage revenue and expenditure leases, along with acquisitions and other general requests. The contract duration is until June 2018.



Future opportunities

Industry will have an opportunity to respond to an open market request for tender for property management services when the existing contract is due to expire. Please see AusTender for these opportunities.

Further information

Please contact DPL.property@defence.gov.au

Disposal of surplus Defence property

Industry has a variety of opportunities to provide services to Defence in the area of property disposals. Defence relies on industry to provide services such as planning, heritage and environmental consultation, valuation, real estate/marketing professionals and legal professionals.

Current arrangements

Defence utilises the following panels in the area of property disposals:

- The Defence Infrastructure Panel (DIP), which provides a range of services, including project management expertise.
- The Defence Environment and Heritage Panel (DEHP), which provides the services of environmental and heritage specialists.

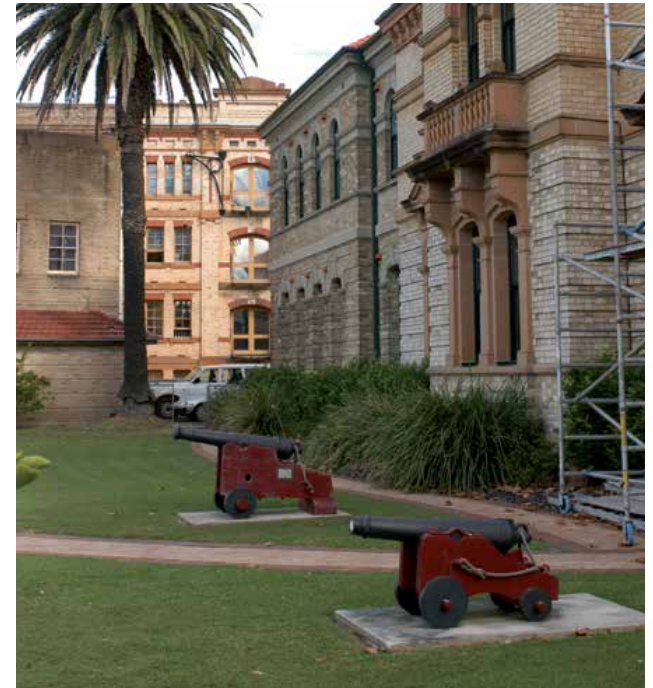
Future opportunities

Industry is encouraged to participate in the retendering of the DIP and DEHP, as these engagements are reviewed periodically. The DIP has recently been retendered through an open approach to market and is due to expire in January 2022. The DEHP panel is set for retender in 2017. Future opportunities will be made available on Austender.

Defence makes approaches to the market for some services, specifically marketing agents, valuers, and surveying services. In addition and as required, Defence may seek specialised services, such as those of community experts. These opportunities will be made available on AusTender.

Further information

Defence Disposals website:
www.defence.gov.au/id/PropertyDisposals



Defence Infrastructure Services

Defence relies on our industry partners to provide professional infrastructure services to assist in the planning, development and delivery of Defence Infrastructure concepts and major capital facilities projects.

Current arrangements

Defence has established the Defence Infrastructure Panel (DIP) to provide streamlined access to a number of expert service providers required by Defence to support the delivery of infrastructure projects. The panel includes services in areas such as project management, business case development, spatial services, infrastructure engineering services and acoustic services to name a few.

Future opportunities

The DIP has recently been retendered through an open approach to market and is due to expire in January 2022. Any infrastructure related professional services that may be released outside of this panel arrangement will be advertised to industry through AusTender. If additional services are required to be added to the panel, this will also be advertised on AusTender.

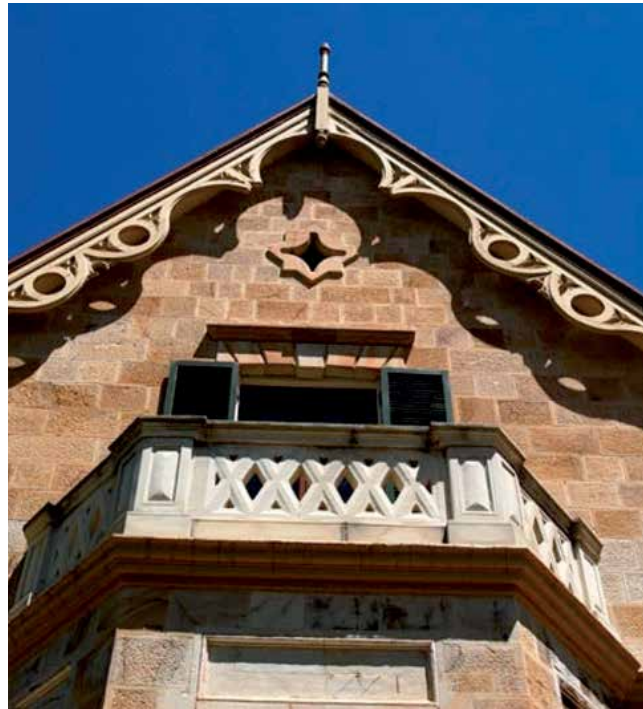
Further information

DIP website:

<http://www.defence.gov.au/EstateManagement/Support/DIP/default.asp>

You can contact the DIP Panel Manager at:

DIP.Management@defence.gov.au



Contamination and UXO

Defence is responsible for the ongoing remediation of contamination on its estate, including areas potentially affected by Unexploded Ordnance (UXO) and associated waste. It is also responsible for administering the Commonwealth policy on the management of land affected by UXO.

Current arrangements

The majority of work in the contamination assessment and remediation field (including UXO) will be contracted through the Defence Environment and Heritage Panel (DEHP).

Future opportunities

DEHP is due to expire in April 2017, and the option to extend is currently being considered. If the panel is re-tendered an announcement will be made on AusTender.

Further information

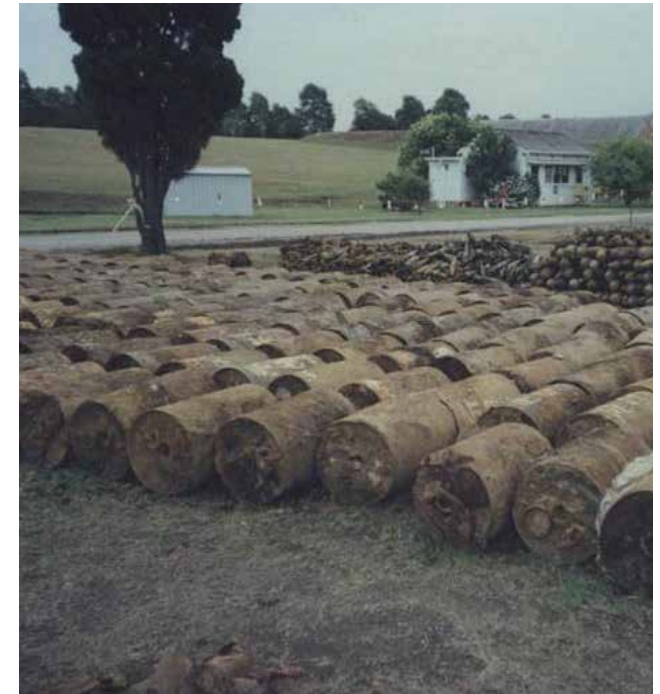
Defence UXO website:

<http://www.defence.gov.au/uxo/>

<http://www.defence.gov.au/estatemangement/support/DEHP/Default.asp>

Please contact the DEHP Panel Manager at:

BDP.DEHP@defence.gov.au



Defence Estate Quality Management System (DEQMS)

The Defence Estate Quality Management System (DEQMS) provides the platform for compliance and achievement of best practice in the development, management and sustainment of the Defence estate and related services.

DEQMS is accessible through the intranet and internet, providing a service to all members of the department and to external consultants/ industry.

Partners working on the Defence estate are expected to comply with all policies, processes and procedures relating to conducting business on the estate.

Further information

DEQMS website:

<http://www.defence.gov.au/EstateManagement/>



Current arrangements

The current Base Services Contracts were signed during July and August 2014 with an initial term of six years and up to four years of extension options. The contractors currently in place are as follows:

Future opportunities

These contracts are due to expire in 4–8 years time. Industry and market dynamics at the time of contract expiry will determine bundling, contract structure and future details. This will impact how these contracts may be retendered. Opportunities will be advertised on AusTender.

Service	SA, WA, NT	Vic & Tas	Northern NSW	QLD	Southern NSW & ACT
Estate Maintenance and Operations Services	Broadspectrum	Broadspectrum	Brookfield	Spotless	Spotless
Access Control	Wilson	Wilson	MSS	MSS	Wilson
Airfield Re-fuelling Rescue Fire Fighting	Broadspectrum	Broadspectrum		Broadspectrum	Broadspectrum
Hospitality & Catering	Broadspectrum	Broadspectrum	Compass	Compass	Compass
Waste Management	Veolia	Veolia	Veolia	Veolia	Veolia
Retail Stores / Petrol, Oils and Lubricants	Transfield (national)				
National Program Services	Cushman & Wakefield				
Project Delivery Services – 1	Aurecon (national)				
Project Delivery Services – 2	Augility (national)				

Sub-contractor opportunities

The Base Services Contracts, by their nature, lend themselves to reasonable levels of sub-contractor engagement. Please contact the contractors directly for further information:

Augility

<http://www.augility.com.au/get-in-touch.php>

Aurecon

<http://www.aurecongroup.com/en/careers/themes/join-us/join-us.aspx>

Brookfield Global Integrated Solutions

<http://apac.brookfieldgis.com/>

Compass Group

<https://compass-group.bravosolution.com/web/login.html>

MSS Security

<http://www.msssecurity.com.au/contact-us>
<http://www.msssecurity.com.au/mss-training>

Spotless Facility Services

<http://www.spotless.com/contact-us>

Broadspectrum

<http://www.broadspectrum.com/>
<https://jobs.broadspectrum.com/>

Cushman and Wakefield

www.cushmanwakefield.com.au

Veolia Environmental Services

<http://www.veolia.com.au/contact-us>
<http://www.veolia.com.au/careers/your-career>

Wilson Security

<https://www.wilsonsecurity.com.au/Pages/ContactUs.aspx>
<https://www.wilsonsecurity.com.au/aboutus/Pages/Careers.aspx>



General Support Services

Management consultancy services

The range of consultancy services (also known as professional services) required by Defence from our industry partners include services in the areas of business management, procurement and contracting, procurement probity, finance, and audit and assurance. Defence and E&IG also have an ongoing requirement for recruitment support (including scribes) and labour hire services.

Current arrangements

The Defence Professional Services Panel was established in 2014 to meet Defence and E&IG's consultancy, recruitment support and labour hire needs. The Panel supports all parts of Defence and is also available to other Commonwealth Government agencies. The panel is currently in place until 2017 and has three extension options of one year duration each. These may be exercised at the discretion of the Commonwealth.

Future opportunities

Defence approaches the market to establish standing offer panels like the Defence Professional Services Panel every few years. While the current panel has provision for a refresh to be undertaken, there is currently no plan to do so. Opportunities for industry to become involved in any future arrangements will be advertised through AusTender.

Please contact the Panel members directly for sub-contractor opportunities.



Further information

Please contact the panel manager at:
Defence.ProfessionalServicesPanel@defence.gov.au

Records and Archives Services

Defence records and archive service manages collections of records detailing the service of current and former ADF members, corporate records created as part of business and other records in their custody. E&IG is responsible for records product and service planning and development and oversight of service delivery through in-house and commercial storage arrangements.

Current arrangements

Commercial storage providers are contracted for archival storage of low retrieval collections of E&IG records at various sites throughout Australia. As these contracts expire they will be published on AusTender.

Defence has a Digitisation Services Standing Offer Panel for the procurement of Digitisation Services. The panel will expire in November 2017, and opportunities for future involvement will be advertised on AusTender. The panel currently utilises the following suppliers:

Grace Records Management (Australia) Pty Ltd
jnutt@grace.com.au
02 8824 1709

SEMA Operations Pty Ltd
sharon.reed@semagroup.com.au
02 9554 0505

Converga Pty Ltd
jason.borg@converga.com.au
0402 557 624

Australian Postal Corporation
maree.netting@auspost.com.au
02 6209 8172

Datacom Information Technologies Pty Ltd
Eamonn.donohoe@datacomit.com.au
1300 887 507

Microsystems Pty Ltd
russell@microsystems.com.au
02 9682 6111

Fuji Xerox BusinessForce Pty Limited
Diana.hodge@fujixerox.com
02 6196 1604

Lexdata Management Pty Ltd
Ajnesh.Ram@lexdata.com.au
02 6230 4888

Future opportunities

Future activities that may require industry involvement include:

- classified material transportation services,
- records transportation services,
- record processing and digitisation, and
- archival storage of low retrieval records.

Future opportunities may include engagement of sub-consultants or contractors to provide records processing and digitisation services; and/or other records administration services such as 'sentencing of records'. Future opportunities will be listed on AusTender.



Further information

Please contact:

Defence.Archives@defence.gov.au

Defence's records website:

www.defence.gov.au/Records/

Digitisation Services Panel:

DRMP.Policy@defence.gov.au

Housing, relocations and removal

E&IG is responsible for the provision of housing, relocations and removals and Defence Home Ownership Assistance Scheme (DHOAS) administration and homeloan services to members of the ADF. These services are provided through major national contracts with Defence Housing Australia (DHA), the Department of Veterans' Affairs (DVA) and other external companies.



Current arrangements

Service	Expiry date	Current contractor
Housing	2023	Defence Housing Australia (DHA)
Relocation Administration and Removals Services	2019	Toll Transitions
HomeLoan Administration Services	2018	Department of Veterans' Affairs
HomeLoan Provider	2017	National Bank of Australia
	2017	Defence Bank
	2017	Australian Military Bank

Future opportunities

DHA is responsible for the provision of housing and related services and has established a panel of sub-contractors to undertake various maintenance and cleaning services across all Australian regions in support of the housing contract with Defence.

Toll Transitions is responsible for the provision of Relocations Administration and Removal Services and has established a panel of removal sub-contractors to undertake the removal and storage services of ADF members' furniture and effects.

Further information

For DHA sub-contractor panel arrangements please contact: 139 342 or email RMSTender@dha.gov.au

DHA contractor website:
<https://www.dha.gov.au/partnering>

For Toll Transitions sub-contractor panel arrangements please contact: 1800 819 167 or email ttcsc@tollgroup.com and ask to be transferred to the relevant Toll Regional Relocations Manager.

Publishing and Print Services

E&IG engages industry for publishing and print services. These include the supply of stationery, equipment, consumables, Defence diaries, and Defence business cards, as well as services for the maintenance of equipment and professional service providers.



Current arrangements

Service	Expiry date	Current contractor
Print and Design	Reviewed annually	Whole of Government Print and Design User List
Stationery and Supplies	Dec 2017	Whole of Government, Stationery and Office Supplies by Staples
Service providers	2017	Defence Professional Services Panel
Business cards	Dec 2017	Staples
Diaries	Dec 2017	Collins-Debden
Printing Hardware	Mar 2018	Ricoh
	Feb 2018	Konica-Minolta

Future opportunities

Opportunities for industry to become involved in any future arrangements will be advertised through AusTender.

Opportunities for sub-contractors exist. Please contact the contractor or panel directly.

Further information

Please contact the Defence Professional Services panel manager at:

Defence.ProfessionalServicesPanel@defence.gov.au

Department of Finance's Stationery and Office Supplies website:

<http://www.finance.gov.au/procurement/StationeryandOfficeSupplies.html>

Staples website:

<http://www.staples.com.au/>

Collins-Debden website:

<https://www.collinsdebden.com.au/>

Ricoh website:

<http://www.ricoh.com.au/>

Konica-Minolta website:

<https://www.konicaminolta.com.au/>

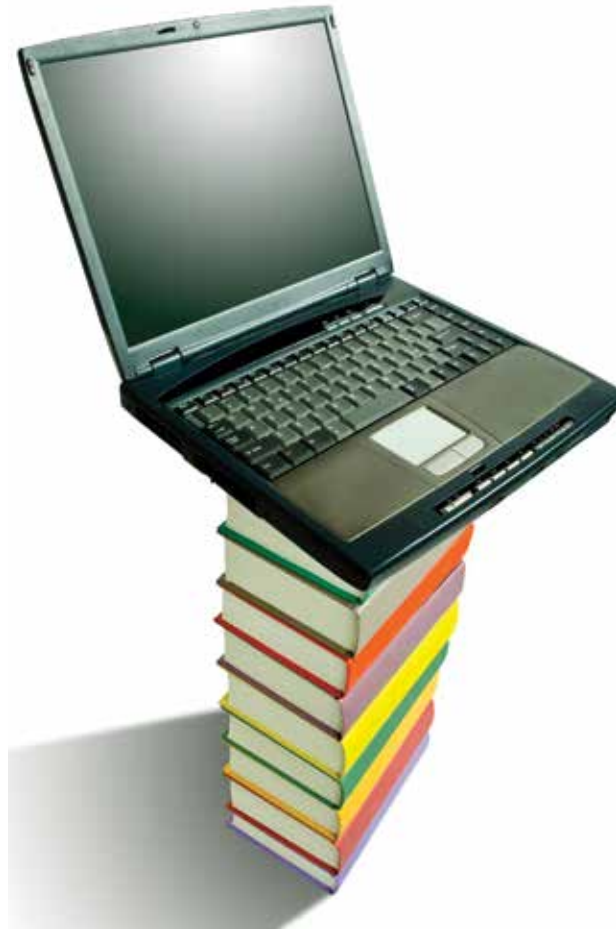
Library and mail services

The Defence Library and Information Service is a corporate national library service for Defence, with the objective of providing high quality and relevant library and information services to Defence staff throughout Australia and overseas. The Defence Library and Information Service also provides mail and dispatch services to all Defence locations in Australia and overseas; commercial courier deliveries and classified material transportation services.

Current arrangements

The Defence Library and Information Service has standing offers in place for the procurement of serials in hardcopy, and electronic information resources. It also has contracts for commercial electronic information databases/resources and an integrated library management system.

The Defence Library and Information Service has a national contract with TOLL Transport Pty Ltd for Defence inter-regional courier services, and agreements with Australia Post for business parcel post and international post.



Future opportunities

Defence Library and Information Service typically approaches the open market for the following:

- Procurement of serials, books and electronic information resources
- Integrated Library management systems
- Courier services

Future arrangements will be advertised on AusTender.

Further information

Please contact:

askalibrarian@defence.gov.au

Travel Management

E&IG engages with industry through the Whole of Government contractual arrangements to provide Defence a range of travel services including air travel and travel management services, car rental, and accommodation arrangements. These contractual arrangements are managed by the Department of Finance.



Future opportunities

The travel arrangements will expire progressively over the next one to four years. Industry can get involved in these arrangements by liaising directly with the Department of Finance.

Further information

Department of Finance's travel services website:

http://finance.gov.au/procurement/travel-and-related-services/travel-suppliers.html#travel_management

Current arrangements

Whole-of-Australian-Government travel arrangements are in place for:

Service	Current arrangement	
Domestic air services	Panel of 3 providers	Qantas Airways (including Jetstar) Virgin Australia Regional Express Airlines
International air services	Panel of 13 providers	Air New Zealand Air Niugini British Airways Cathay Pacific Airways China Eastern Airways Emirates Etihad Airways Fiji Airways Finnair Garuda International LATAM Airlines Qantas Airways (including Jetstar) Qatar Airways Royal Brunei Airlines Singapore Airlines Thai Airways Virgin Australia
Travel Management Services	QBT Pty Ltd	https://www.qbt.travel/
Car Rental	Europcar Australia and Thrifty Car Rental	Aus.Gov_CustServ@europcar.com www.thrifty.com.au
Travel and Related Card Services	Diners Club	1800 105 660
Accommodation Program Management Services	The AOT Group	1300 767 869

Services for WHS

Private sector industry plays a critical role in the delivery of work health and safety across Defence through the provision of a range of products and services, including work health and safety management systems audits and other specialist safety services.

Current arrangements

Standing offer panels have been established to deliver these services. Panellists must meet rigorous safety requirements and obligations to minimise risks and to ensure that Defence people are safe and workplaces are safe to use and occupy.

Please contact the panel members directly for sub-contractor opportunities:

Panel	Expiry date	Contact details	
Work Health and Safety Related Services	June 2017	Full list of suppliers available on AusTender: https://www.tenders.gov.au/?event=public.son.view&SONUJID=2B6949F1-08DB-834F-000A13BD4E462FF3	
Supplier Assurance and WHS Services	Jan 2019	AECOM Australia Pty Ltd	(03) 9653 8079
		Applecross Safety Solutions Pty Ltd	(08) 6161 8888
		Jacob's Australia Pty Ltd	(02) 6272 0629
		QSolutions Group	(07) 4775 1001
		Lloyd's Register Quality Assurance Limited	(03) 9864 1655
Defence Infrastructure Panel (DIP)	Jan 2017	Full list of suppliers available on AusTender: https://www.tenders.gov.au/?event=public.son.view&SONUJID=90A2CD11-C614-7EEF-14A4E2697E2C0002	



Future opportunities

All opportunities to be included in these panels and any future panels will be communicated through AusTender.

Further information

Please contact the Supplier Assurance and WHS Services panel manager at:

SA&WHS.panel@defence.gov.au

DIP website:

<http://www.defence.gov.au/estatemangement/support/DIP/default.asp>

The Procurement Process

The Defence-Industry Engagement Context

The *Defence Industry Policy Statement 2016* released with the Defence White Paper 2016 acknowledges the fundamental contribution that Australian industry provides to defence capability. This document will refocus Defence's relationship with Australian industry to support the plans in the Defence White Paper.

Defence's 'Integrated Investment Program' outlines an investment of around \$195 billion in Defence capability, approximately 25 per cent of which will be spent on key enablers. The large majority of the investment for key enablers will be spent in Australia. Acquisition of these Defence capabilities and enabling services includes various Non-Materiel Procurement (NMP) categories (e.g. developing and maintaining critical infrastructure including airfields, wharves, port facilities, key ADF bases, and logistics systems such as fuel and explosive ordnance facilities; providing ADF health services; upgrading testing facilities, training and weapons ranges that enable military training and exercises). NMP is significant in terms of contracted scope of goods and services and aggregate spend, and extensive in its geographical spread and the number and types of suppliers that participate through the supply chain.



Procurement Process Considerations

In undertaking a procurement, Defence officials must ensure 'proper use' (i.e. efficient, effective, economical and ethical use) of public resources and achieve 'value for money' in accordance with the *Public Governance Performance and Accountability (PGPA) Act 2013, Commonwealth Procurement Rules (CPRs)*, the Defence Accountable Authority Instructions, financial delegations and various Defence requirements including the Defence Procurement Policy Manual (DPPM). Key NMP process considerations are summarised below:

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Procurement of External Legal Services

Defence Legal supports the E&IG through the engagement of external legal services providers to support its business. Pursuant to the Legal Service Directions 2005 service providers are engaged by Defence from the Attorney-General's Department whole-of-government Legal Services Multi-Use List (LSMUL). The LSMUL includes service providers who have been pre-qualified to provide legal services to agencies across four broad categories of legal work. Those service providers included on the LSMUL have satisfied the conditions for participation. Defence encourages service providers to consider applying for inclusion on the LSMUL.

Further information

For more information regarding the LSMUL contact the Directorate of External Legal Services at DefenceLegal@defence.gov.au or the Attorney-General's Department LSMUL <https://www.ag.gov.au/LegalSystem/LegalServicesCoordination/Pages/Legalservicesmultiuselistandserviceproviders.aspx>

Step 1: Plan the Procurement Based on an Identified Need

- Determine the procurement objectives, outputs and outcomes.
- Consult relevant stakeholders and seek specialist advice, where appropriate.
- Research the market maturity and competitiveness, supplier capabilities, risks, opportunities and supply chain, and commercial and financial details for the relevant NMP category.
- Consider probity arrangements where appropriate.
- Document relevant decisions relating to the procurement plan.
- Identify and incorporate relevant transparency requirements.

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Step 2: Scope the Procurement and Determine the Procurement Method

- Detail a clear scope of requirements agreed by the relevant stakeholders.
- Determine whether the goods or services to be purchased are subject to mandatory coordinated procurement arrangements.
- Determine if there is a suitable Defence panel or panel of another agency that Defence participates in, that can be used.
- Estimate the value of the procurement—this must be done before a decision on the procurement method is made.
- Unless a specific exemption of the CPRs applies, Defence must comply with the ‘Division 2 – Additional rules for procurements at or above the relevant procurement threshold’.

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Step 3: Prepare to Approach the Market

- Establish appropriate procurement governance arrangements.
- Use the appropriate Commonwealth or Defence tender and contract template to develop request documentation.
- Incorporate relevant Procurement Connected Policies and procurement details (e.g. tender closing time, lodgement mechanism, evaluation criteria and methodology, tender process rules, contact officer, if an industry briefing or site visit will be scheduled, include a draft contract and statement of compliance, etc), to enable suppliers to develop and lodge complete, competitive and compliant submissions.
- Prepare tender evaluation plan and seek delegate clearance / endorsement (as required) to approach the market.

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Step 4: Approach the Market

- Notify the market—for open tenders this involves (as a minimum) publishing the 'Approach to Market' on AusTender.
- Ensure the minimum time requirements of the CPRs for tenders are met.
- Ensure clarifications or additional materials are made available to all potential suppliers in a timely and equitable manner.
- Do not materially change the evaluation plan after the tender closes and submissions are received and opened.

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Step 5: Evaluate Submissions and Conclude the Sourcing Process

- Deal with unintentional errors in tenders in accordance with the CPRs.
- Deal with late tenders in accordance with the CPRs.
- Ensure the procurement process is fair, equitable and will withstand scrutiny, including that the evaluation is conducted in accordance with the Tender Evaluation Plan.
- Ensure the process is consistent with the CPRs, including in relation to handling complaints.
- Undertake a financial viability assessment(s) of the preferred supplier(s) if necessary.
- Provide sufficient documentation and information to the delegate to enable them to make an informed decision and achieve value for money.
- Obtain delegate approval, execute and record two signed copies of the contract (one for Defence, and another for the supplier).
- Advise unsuccessful tenderers and schedule debriefings where requested.
- Report contracts valued at or above \$10,000 (GST inclusive) on AusTender.

<http://finance.gov.au/procurement/procurement-policy-and-guidance/buying/procurement-practice/process-considerations/practice.html>

Step 6: Manage the Contract

- For complex procurement develop a contract management plan to assist the entity to understand and implement obligations under the contract.
- Ensure compliance with the 'Supplier pay on-time or pay interest' policy.
- Assess and approve contract variations and contract extension options (if applicable), in accordance with the terms of the contract.
- Consider any obligations that survive the contract end-date or termination of the contract such as confidentiality and Intellectual Property rights.

Indigenous Procurement Policy

The Commonwealth Government's Indigenous Procurement Policy (IPP) must be applied by all Commonwealth officials when undertaking procurement.

The IPP came into effect on 1 July 2015. The primary purpose of the policy is to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy.

The policy has three parts:

- A target number of contracts that need to be awarded to Indigenous businesses;
- A mandatory set-aside of contracts for Indigenous businesses to apply in certain situations; and
- Mandatory minimum requirements for Indigenous employment and Indigenous supplier use applying to certain Commonwealth contracts.

As the Indigenous business sector is dominated by small to medium sized enterprises (SMEs), the IPP focuses effort on these enterprises to drive improvements in Indigenous economic development and Indigenous employment.

The Department of the Prime Minister and Cabinet has contracted Supply Nation to develop and maintain an Indigenous Business Directory. The Directory contains a list of Indigenous enterprises that meet the Indigenous Procurement Policy definition of a small to medium enterprise with at least 50 per cent Indigenous ownership.

The Indigenous Business Directory is the primary source for all Commonwealth procurement officers to check whether an Indigenous enterprise can deliver the goods or services on a value for money basis, before making any other approach to the market.

How can an Indigenous enterprise find contracting opportunities?

- Register with Supply Nation's Indigenous Business Directory (http://www.supplynation.org.au/indigenous_businesses) to make it easier for your business to be identified by Commonwealth procurement officers;
- Register your business on AusTender (www.tenders.gov.au) and:
 - create a business profile for automatic notification of opportunities;
 - monitor Austender to learn what contracts are being entered into by the Commonwealth relevant to your business;
 - monitor Austender Annual Procurement Plans for details on planned strategic and major procurements;
- Meet potential Commonwealth buyers by attending events such as 'Meet the Buyer' and make sure your business is well known.

For more information on the Indigenous Procurement Policy, go to www.dpmc.gov.au/ipp or email IndigenousProcurement@pmc.gov.au



Small to Medium Enterprises

Small to medium enterprises (SMEs) and small businesses play an important role in the delivery of products and services to Defence.

The Australian Government is committed to non-corporate Commonwealth entities sourcing at least 10 per cent of procurement by contract value from SMEs. SME and Small Business participation for Defence and DMO in FY 2014-15 was 15 per cent and 14 per cent by contract value.

It is estimated that around 3,000 SMEs and local businesses support Defence across the country, and a significant number of these companies deliver various goods and services to E&IG. It is evident that both SMEs and Small Businesses play an important role in the delivery of goods and services to Defence, and in particular to E&IG.

Key Defence Stakeholders for Procurement and Contracting

Close collaboration between Defence and industry is critical to meet the challenges of the future and deliver Defence's ambitious program of works. The Defence and industry partnership of the future will be instrumental in delivering and supporting the future ADF. Key Defence stakeholders include:

- Strategic Policy & Intelligence Group's Defence Industry Policy Division, which was established to inform and improve how Defence approaches industry engagement. The division is responsible for implementing the Defence Industry Policy Statement 2016 and creating a strategy-led program of industry engagement and innovation. The division also manages Defence Export Controls.
- Capability Acquisition & Sustainment Group's (CASG) Commercial Division provides strategic commercial law advice and contracting support services, supplier level analysis and relationships, and implements Defence's 'Smart Buyer' model. CASG is also responsible for maintaining the currency of Defence procurement policy, processes and ASDEFCON templates, and professionalising Defence's procurement and contracting job family. The Defence NMP Shared Services function is also part of this division.

- E&IG has overall responsibility for estate and infrastructure related procurements. These include development, approval and delivery of major and medium works identified in the capital works program through the Parliamentary Standing Committee on Public Works process, delivery of the Estate Works Program under the Base Services Contracts, managing the infrastructure and environment panels; and the Defence Estate Quality Management System (DEQMS, including the suite of contract templates).

Resources

AusTender -

<https://www.tenders.gov.au/>

Selling to the Australian Government -

<http://sellingtogov.finance.gov.au/>

<http://www.finance.gov.au/procurement/procurement-policy-and-guidance/selling/>

Public Governance Performance and Accountability (PGPA) Act 2013 -

<http://www.finance.gov.au/resource-management/pgpa-act/>

Directorate of External Legal Services

<http://www.defence.gov.au/legal/directorates/dels.asp>

Commonwealth Procurement Rules -

<http://finance.gov.au/procurement/procurement-policy-and-guidance/commonwealth-procurement-rules/>

Defence Procurement Policy Manual -

<http://www.defence.gov.au/casg/DoingBusiness/ProcurementDefence/Policies/DefencePolicyProcurementManual/>

ASDEFCON -

<http://www.defence.gov.au/casg/DoingBusiness/ProcurementDefence/ContractinginCASG/ASDEFCON/Default.aspx>

DEQMS -

<http://www.defence.gov.au/EstateManagement/>

Doing Business with Defence -

<http://www.defence.gov.au/casg/DoingBusiness/>



