

# ADM

AUSTRALIAN DEFENCE MAGAZINE

SERVING THE BUSINESS OF DEFENCE

## DEFENCE WEEK PREMIUM EDITION



The change will affect SMEs during a time of great uncertainty.

PIXABAY

## RHETORIC VS REALITY IN TREATMENT OF DEFENCE SMES

News came this week that Land Systems Division will be shaking up their contracting mechanism for above the line services to align with the Integrated Work Packages for the Major Service Providers (MSPs).

**KATHERINE ZIESING | CANBERRA**

ADM has obtained a copy of a letter sent by ACASG's Head of Land Systems Division Major General Andrew Bottrell on the issue.

ADM also understands that the email was sent to individuals rather than companies, with many SMEs finding out that their work will change dramatically from July 1 during a time of massive uncertainty thanks to the coronavirus pandemic.

An edited copy of the letter is below.

"In 2018, the Capability Acquisition and Sustainment Group (CASG) adopted the Major Service Provider (MSP) arrangement, which provides a strategic and

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integrated approach for its support services requirement in acquiring and sustaining capability for the Australian Defence Force (ADF)," the letter opens.

"From 1 July 2020, Land Domain is transitioning to an MSP arrangement that will see the vast majority of Above The Line contractor support services provided through MSPs Team Nova and KEY Team.

"Under this new arrangement, a collaborative relationship will exist between Team Nova, KEY Team and the Land Domain PMO, led by Dr Simon Atyeo. This arrangement, administered by the PMO, is called the Land Domain External Contractor Strategy (ECS).

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**"FROM 1 JULY 2020, LAND DOMAIN IS TRANSITIONING TO AN MSP ARRANGEMENT THAT WILL SEE THE VAST MAJORITY OF ABOVE THE LINE CONTRACTOR SUPPORT SERVICES PROVIDED THROUGH MSPS TEAM NOVA AND KEY TEAM"**

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"Team Nova will predominantly provide contractor services to Land Manoeuvre Systems Branch and Land Engineering Agency and KEY Team will predominantly provide contractor services to Integrated Soldier Systems Branch and Land Vehicle Systems Branch.

"Where these Branches have enduring requirements currently contracted under the Defence Support Services (DSS) panel, the PMO will coordinate and manage these to transition, where appropriate, into an MSP under one of two new Integrated Work Partner (IWP) service contracts.

Armoured Vehicle Division (AVD) will also transition elements of its existing DSS project-related contractor workforce to an MSP arrangement, predominantly under Team Nova, later in the year.

"What is changing?

"DSS panel arrangements will only continue to be established in very specific circumstances where it can be demonstrated that the MSP provider is unable to supply the requirement, where there are highly specialised requirements, and/or it is a once-off, short-term engagement.

"Existing DSS panel arrangements will be honoured to their natural expiry dates, and where practical those that expire on or before 30 June 2020 will be transitioned to an MSP from 1 July 2020.

"Through the ECS, industry and Defence will work together in transitioning, where relevant and able, extant tasking into the MSPs. As such, resourcing requirements will not mandate 'named' contractors as being 'solely suitable' or provide narrow experience sets that limit the MSP's ability to secure a resource other than a 'named' contractor.

"Because existing DSS contractors will now need to be engaged through an MSP in the vast majority of cases, there are some notable changes to quotes and rates:

- The MSPs will seek value for money on behalf of CASG from contractor companies, meaning that CASG has full visibility of rates, which must remain competitive and have only a pre-agreed margin placed on top by the MSP; and
- The MSPs will seek quotes from contractor companies on either a competitive or sole source basis depending on the particular situation.

"Why is it changing?

"In line with the purpose of MSPs, the ECS will deliver ongoing value for money

through improved affordability over the longer term by focusing on outcomes. By engaging two MSPs to deliver the ECS, Land Domain benefits from improved flexibility, efficiency, competition and collaboration, as well as operational simplicity that creates uniformity in processes, procedures, practices and more.

“These changes represent another step forward for CASG in improving the workshare arrangements between industry and Defence to deliver high quality capability in the most efficient way to the men and women of the ADF.

“How can existing contractors prepare?

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**“NOW IS HARDLY THE TIME TO TAKE  
WORK AWAY FROM THE ENGINE OF  
THE DEFENCE INDUSTRY”**

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“Through the Enterprise Support Services Agreement (ESSA), MSPs are committed to using Australian small-medium enterprises and small businesses (SMEs) within their workshare, including those on the DSS Panel. MSPs are also committed to mentoring and working with the Defence SME community to grow capability and capacity. MSPs also rely on SMEs to become trusted partners, providing increased opportunities to SMEs

to be engaged by an MSP on IWPs throughout CASG.

“As a result of these arrangements, existing contractors are well positioned to prepare for the transition by contacting both MSPs to discuss becoming part of their supply chain.

“KEY Team can be contacted at [key\\_msp@kbr.com](mailto:key_msp@kbr.com) and Team Nova at [industryengagement@novasystems.com](mailto:industryengagement@novasystems.com). Further information regarding the MSP Arrangement and the MSP teams is available on the Defence website.

“MSPs may also contact current External Service Provider footprint companies to organise arrangements. Team Nova and KEY Team have been provided with the existing companies as well as a summary of taskings, duration within SPOs and current engagements within CASG.

“Existing contractors may also contact CASG’s other two MSPs, Jacobs Beca Team and Team Downer, to organise subcontractor agreements within other areas. Contact Jacobs Beca Team at [mspadministration.ja@jacobs.com](mailto:mspadministration.ja@jacobs.com) and Team Downer at [TeamDownerMSP@downergroup.com](mailto:TeamDownerMSP@downergroup.com).

“If you have any further questions or concerns regarding Land Domain’s transition to the MSP arrangement, my point of contact is Dr Simon Atyeo, lead of the Land Domain PMO.”

ADM has been contacted by numerous SMEs on this issue who have concerns about the MSPs ability to assign workshare and issues around conflicts of interest on particular upcoming land programs. For obvious reasons none of them were prepared to go on the record about their views on the change.

## **POLICY VS PRACTICE**

Also of concern are the two independent reviews from the Minister for Defence Industry Melissa Price on the [Australian industry Capability \(AIC\)](#) audit framework and Centre for Defence Industry Capability (CDIC).

As ADM has previously reported, the CDIC review [terms of reference](#) have now been released with responses due back next month.

“COVID-19 is creating unprecedented challenges for Australian small businesses and that is why we need to press on with a new and enhanced AIC contractual framework, Independent AIC Audit Program and CDIC Review,” Minister for Defence Industry Melissa Price said to ADM in a statement.

“The enhanced AIC contractual framework and audit program are still under development with the CDIC review still progressing, all are due to be finalised for my consideration by mid-2020.”

“My team and I have been regularly engaging with industry associations, major contractors and Australian small and medium businesses to hear their suggestions. I will improve small business practices within Defence by offering better assistance, more guarantees of work in our major programs and greater protections in contracts.”

The CDIC review is being conducted by their two co-chairs of the body while the AIC audit review framework is still being developed. There is no word yet on the organisations to be involved in that process.

**ADM Comment:** The MSP panel that took place earlier this year at ADM’s Congress was an interesting experience as many of the questions coming through from the audience were incredibly negative in nature. Many SMEs have complained loudly about the structure and amount of power the MSPs have and how little oversight is provided by CASG in their behaviours.

With the startling advent of a global pandemic and related economic conditions, which fall somewhere between the ‘recession we had to have’ in the early 90s and the Great Depression of last century, now is hardly the time to take work away from the engine of the Defence industry; agile SMEs.

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## DETAILS MISSING IN CHILEAN FFG DEAL

**News came late last week that Defence has sold former Adelaide-class frigates HMAS *Melbourne* and HMAS *Newcastle* to the Chilean Navy for a deal reportedly worth \$110 million.**

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**EWEN LEVICK | SYDNEY**

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Reports indicate that the formal ceremony was held at HMAS Watson on 15 April. Defence confirmed to ADM that the ships, now known as the *Almirante Latorre* and *Capitan Prat*, will remain in Sydney and in NSW waters until May whilst crew training is underway.

They replace two Chilean air defence frigates purchased second-hand from the Netherlands in 2004.

It has also been reported that the Phalanx Close-In Weapons System (CIWS) will be removed in Australia, and the ships will be retrofitted with the Thales Goalkeeper CIWS after arrival in Chile. The date of arrival is uncertain given COVID-19 restrictions.

Defence, however, would only confirm that the transfer had taken place and that the ships will remain in Australia for crew training. In a response to questions from *ADM*, the Department declined to confirm when the handover took place, financial figures or details on which weapons systems are being removed.

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**“DEFENCE WILL  
NOT BE PROVIDING  
FURTHER COMMENT”**

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“As the ships are now formally owned by a foreign Navy, Defence will not be providing further comment,” a spokesperson said. “Please direct further enquiries to the Chilean Government.”

The Chilean Government is believed to want to avoid publicity of the purchase given recent major protests in the country against inequality, which saw up to five per cent of the population take to the streets in October last year.

Last August, *ADM* revealed that representatives from the Greek Navy were hosted aboard *HMAS Newcastle* as it was docked in Singapore during Indo-Pacific Endeavour 2019. Two months later, the Australian Embassy in Athens requested a meeting with the Greek Agency for Military Procurements.

*ADM* understands that Greek interest in the ships, however, waned because Australia declined to include SM-2 Block IIIA air defence missiles and Evolved Sea Sparrow Missiles (ESSMs) in the deal. Sources also indicated that the Greek representatives hosted in Singapore were ‘not happy’ with the condition of the ships.

Greece is seeking new warships for acute operational requirements related to protecting gas fields around Cyprus from Turkish incursions.



HMAS *Melbourne* sails into Sydney Harbour for the last time.

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# CONSTRUCTION BEGINS IN MARYBOROUGH

**Rheinmetall NIOA Munitions (RNM) has begun construction of its shell forging plant in Maryborough.**

**H**heavy machinery moved in during March, just after BADGE Constructions was announced as the builder, to begin the process of transforming the greenfield site into a 7000 square metre artillery shell forging factory that will eventually supply the ADF and allied forces globally.

The \$60 million facility is planned to be fully operational by 2022.

The projectile plant has had the backing of both the Federal Government (\$28.5 million) and State Government (\$7.5 million).

BADGE will lead a 14-month construction phase, which would be followed by the fit-out then commissioning late next year.

"This has been in the planning stages for two years, so it is very exciting to see work finally begin, especially at a time when the wider economy has been knocked around by the COVID-19 pandemic," RNM Maryborough project manager Jeff Crabtree said. "The new building will not only be an employment-generator for the immediate future, but it will put this region on the map for years to come as a defence industry centre of excellence domestically and globally."

Recruitment at RNM has already begun for senior managers and engineers with employment in advanced manufacturing roles to open late 2020, early 2021.



Concept art of the Maryborough facility.

RNM

**“IT IS VERY EXCITING TO  
SEE WORK FINALLY BEGIN”**

“We looked at sites around the world for a factory like this and in the end we settled on this region because we know we can draw on the skills, workmanship and expertise to make high-quality equipment,” Roman Koehne, Chairman of Rheinmetall NIOA Munitions, said.

Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development Michael McCormack said production from the Maryborough facility would meet increasing demand for investment in munitions for the ADF.

“The forging and manufacturing facility will ensure future resources supplied to the ADF will be Australian-made and create Australian industry capability now and into the future,” Minister McCormack said.

## RUAG AUSTRALIA UPGRADES MANUFACTURING CENTRE TO INDUSTRY 4.0 STANDARDS

**RUAG Australia has implemented Industry 4.0 standards throughout their Bayswater site.**

The acquisition of next generation embedded technology means RUAG has been able to transition its machine shop into a state-of-the-art interconnected, data-driven environment. The company says the upgrade improves productivity and enhances the reliability of the manufacturing process to benefit customer supply chains, including those for hydraulic components for the F-35 program.

Industry 4.0 refers to the advancement of interconnectivity between devices, equipment, tools, visualisation systems, and the human users within the manufacturing



The change will benefit the manufacture of hydraulic components for the F-35 program.

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system. It is an optimisation and networking of existing computerised technologies with a central server to create cyber-to-physical systems for a smarter, more productive factory.

The move to full interconnectivity at RUAG's Hydraulic Centre of Excellence, housed at its Bayswater facility, is reportedly generating 'significantly improved efficiencies' as it creates a new human-to-machine interface. Real-time performance data is immediately available at any given moment throughout the manufacturing system, reducing manufacturing lead times and securing a more efficient and reliable supply chain.

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**“MOVING TO INDUSTRY 4.0  
ALLOWS US TO MORE FULLY  
REALISE THE POTENTIAL OF  
RECENT WORKSHOP UPGRADES”**

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“Moving to Industry 4.0 allows us to more fully realise the potential of recent workshop upgrades and investments in manufacturing capabilities and in so doing ensure we deliver high performance for our customers,” Terry Miles, General Manager RUAG Australia, said. “Exploiting the equipment's ability to be networked, we are able to generate a full array of visual performance indicators on demand that report on overall equipment effectiveness. Our process reviews are granular, where we trend uptime, identify otherwise-hidden process bottle-necks, and provide visual management controls within each work cell.”

identify otherwise-hidden process bottle-necks, and provide visual management controls within each work cell.”

The transition of the Bayswater facility to Industry 4.0 standards included the integration of a dedicated server capable of interfacing with manufacturing tools running dated software platforms as well as those featuring state-of-the-art data interfaces.

The company says that software integration and machine connectivity allows all manufacturing process data to be logged into a relational database management system. Teams company-wide have direct access to the system and are able to interrogate and trend machining performance in real time.

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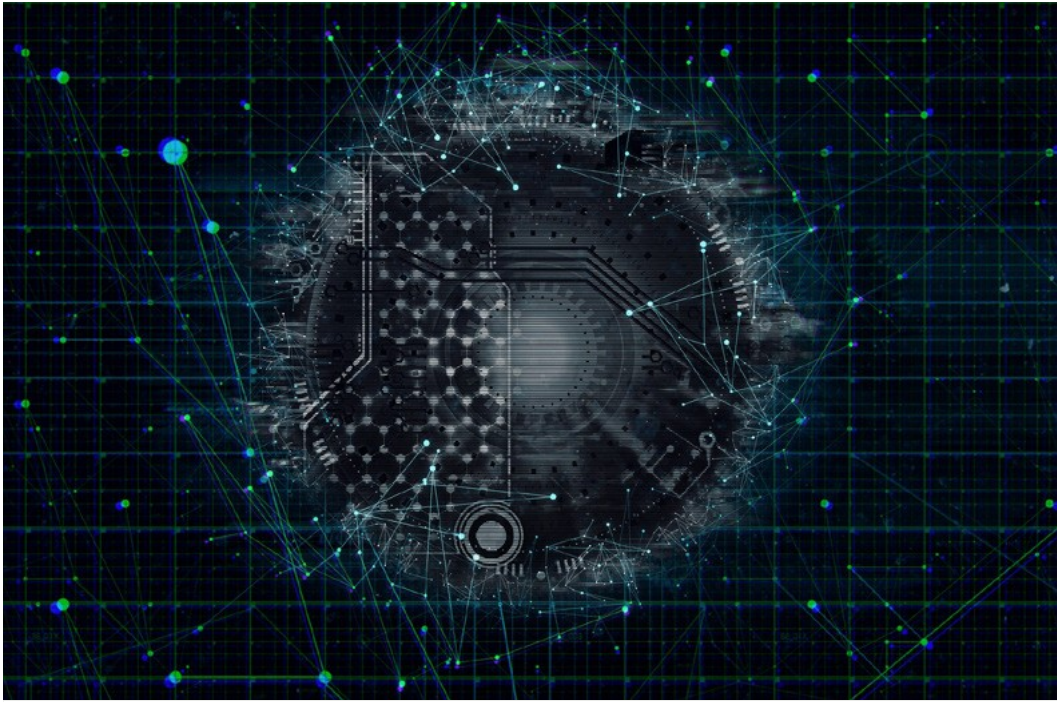
## BAE TO DEVELOP MACHINE LEARNING AS A SERVICE

**BAE Systems aims to develop machine learning analytics as a service – a first-of-its-kind, cloud-based model for the government – that can leverage commercial and open source data to deliver constant worldwide situational awareness for a diverse range of challenges.**

BAE Systems was awarded a contract by the US Defense Advanced Research Projects Agency (DARPA) to develop the new technology model, which seeks to provide an automated service to leverage commercial and open source data, including satellite imagery, to deliver continuous worldwide situational awareness for a diverse range of challenges, including anomaly detection and prediction.

As part of DARPA's Geospatial Cloud Analytics (GCA) program, the BAE Systems





The approach seeks to remove the traditional need to conduct extensive manual analysis.

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**“THIS APPROACH SEEKS  
TO APPLY AUTOMATED  
ANALYTICS TO A PROBLEM”**

FAST Labs research and development team aims to use the company’s Multi-INT Analytics for Pattern Learning & Exploitation (MAPLE) technology to offer MAPLE as a service (MaaS).

This approach seeks to apply automated analytics to a problem, freeing operators to query the data to answer specific questions about important mission issues at hand while removing the traditional need to conduct extensive manual analysis.

For the purposes of this program, the BAE Systems team says it is seeking to apply MaaS to a proposed maritime challenge to automatically and reliably detect vessels that are engaging in illegal fishing.

The ultimate goal is to automate analytics in a new way so that machine learning can be used to discover nuanced patterns in both sparse and large data volumes to solve complicated security problems.

**MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU**



1. [Thales to export six more Bushmasters to the Netherlands](#)
2. [Submarines and manned-unmanned teaming](#)
3. [New space facility at Exmouth takes first pictures](#)
4. [SYPAQ acquires Bellinger Systems](#)
5. [Land 400 Phase 3 roadshow now online](#)

# DARPA TO DEVELOP RAPID TACTICAL TUNNELLING CAPABILITY

**The US Defense Advanced Research Projects Agency (DARPA) has selected three teams to develop technologies and solutions for the 'Underminer' program, which aims to demonstrate the feasibility of rapidly constructing tactical tunnel networks.**

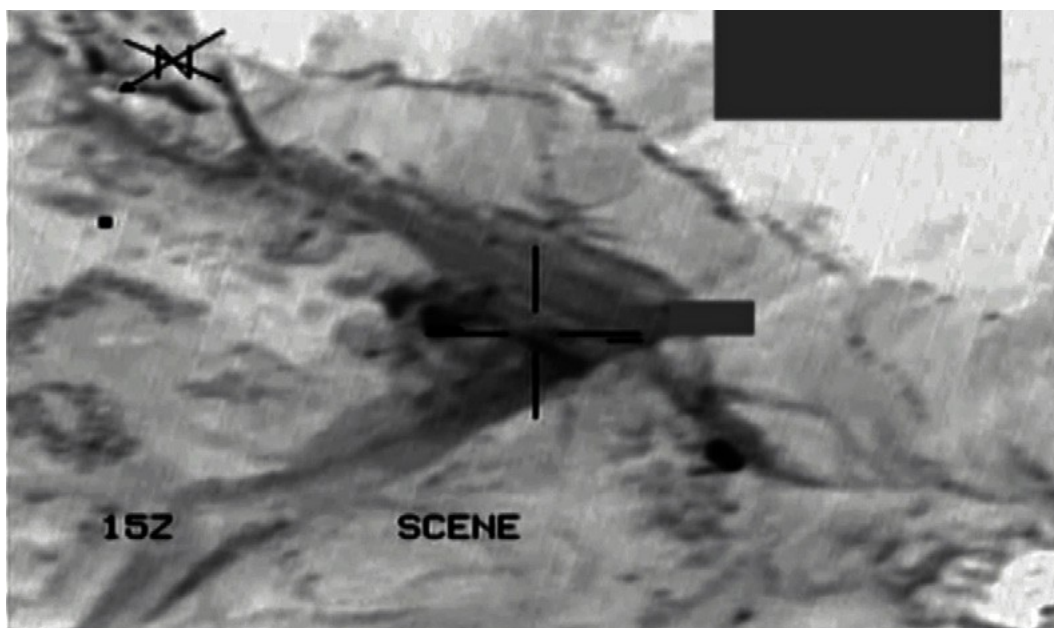
The networks could provide secure logistics infrastructure to pre-position supplies or resupply troops as they move through an area.

The capability will need to surpass current commercial drilling capabilities by a factor of 20, with the goal reportedly set at 10 cm per second.

Tunnels have been used extensively by insurgent groups, including the Viet Cong, Daesh, Hezbollah and Hamas. The US military has capabilities dedicated to detecting and destroying tunnels, but does not possess an offensive tunnelling capability. It currently relies on exploratory bores and above ground guidance beacons.

Teams from General Electric Research Centre and Colorado School of Mines will focus on development of an integrated solution for Underminer technology and operational needs. A third team, Sandia National Laboratories, will conduct technology exploration and integration to address current process and system limitations.

The teams will focus on tunnelling approaches, downhole sensing, and operations concepts. Underminer seeks to merge breakthroughs in horizontal drilling, trenchless boring technologies, and robotics to create a set of systems allowing consistent underground access.



An infrared picture from a RAAF F/A-18A Hornet fighter aircraft shows the entrance to a Daesh underground tunnel complex in Syria.  
DEFENCE

**“THE ABILITY TO QUICKLY BORE TACTICAL TUNNELS COULD BENEFIT CONTINGENCY OPERATIONS”**

“The Underminer program aims to develop and demonstrate tactical uses for rapidly created underground infrastructure in contested environments,” Dr Andrew Nuss, the Underminer program manager in DARPA’s Tactical Technology Office, said. “The ability to quickly bore tactical tunnels could benefit contingency operations such as rapid ammunition resupply, rescue missions, or other immediate needs.”

Resulting new technologies could improve future underground infrastructure systems, including, but DARPA says are ‘not limited to’, high speed drilling, precise positioning without external aids, obstacle avoidance and sensing, and drilling analytics.

## SPECIAL TRIBUTES PAID ON ANZAC DAY

**A Commonwealth War Graves Commission (CWGC) member of staff has paid a special tribute to the thousands of WW1 dead killed in Gallipoli, on an Anzac Day like no other. Turkish local Burak Gundogan laid wreaths on behalf of those who would have attended this year’s cancelled Anzac Day commemorations.**

**H**is effort comes as commemorative Anzac Day events around the world are among the gatherings to have been cancelled to help slow the spread of coronavirus. Australians and New Zealanders instead marked the occasion at the entrance to their properties.



Burak Gundogan laid wreaths alone at Lone Pine cemetery, accompanied only by a photographer.

CWGC

Visiting memorials and cemeteries alone, Burak, CWGC’s country manager for Turkey, was able to safely conduct a small gesture of remembrance at Lone Pine Cemetery, Chunuk Bair (NZ) Memorial and the Helles Memorial.

Together these sites contain the graves and memorials to thousands of men from the Australian and NZ Army Corps (ANZAC). Their landing on the beaches of Gallipoli on 25 April 1915, and the bloody campaign that ensued against Ottoman forces, continues to act as a focal point of Australia and NZ’s national day of remembrance.

As well as Anzacs, there are British, Indian, Irish and Newfoundland war dead commemorated by CWGC at the sites where wreaths were laid.

**“USUALLY OUR CEMETERIES AND MEMORIALS WOULD BE FILLED WITH PEOPLE PAYING THEIR RESPECTS”**

“Usually our cemeteries and memorials would be filled with people paying their respects on Anzac Day but that’s just not possible right now,” Gundogan said. “I was lucky to be in the unique position of being able to do something on behalf of the Commonwealth community and show that these men are no less remembered today.”

“I hope this small act of remembrance from here in Turkey can show that wherever we are in the world and whatever circumstances we find ourselves in, it is still possible to pause and reflect on the generations before us.

“As a local I always admired the work of the Commonwealth War Graves Commission in Gallipoli and it is a great honour to be a part of the team. Every day brings a new challenge, but I am so proud of what my team and I strive to do, because we keep memories alive and remind people of the sacrifices made.”

Both of Burak’s great-grandfathers fought at Gallipoli and lost their lives. Turkish forces suffered 85,000 deaths and Allied forces suffered 44,000 deaths.

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# FORTHCOMING EVENTS

## ADM EVENTS

More detail on ADM Events can be found on our [dedicated website](#).

- [ADM STEM and Defence Summit](#) – Cancelled
- [ADM Defence Estate and Base Services Summit](#) – 15 September 2020 | Canberra
- [ADM Women in Defence Awards](#) – 23 October 2020
- [Defence in the North](#) – 28 October 2020 | Darwin Convention Centre
- [ADM Space Summit](#) – 3 December 2020, Hyatt Hotel | Canberra

## AIRBUS DEFENCE AND SPACE INDUSTRY ENGAGEMENT ROADSHOW

**DATE** postponed until further notice

**LOCATION** Various

**WEBSITE** [www.airbus.com/space.html](http://www.airbus.com/space.html)

The purpose of the briefings is to engage Australian industry and identify potential roles in the pursuit, delivery and support of projects of interest to Airbus Defence and Space such as but not limited to satellite and terrestrial communication networks, processing of imagery and data and surveillance sensors. Airbus are particularly interested in companies with the following capabilities, but not exclusive to: Advanced manufacturing; Electronics/Electrical engineering; Antenna design and manufacturing; Mobile Terminals; Electrical harness; Software development; Payload development; Infrastructure.

## CYBER DEFENCE NEXT GENERATION TECHNOLOGY & SCIENCE CONFERENCE

**DATE:** postponed until further notice

**LOCATION:** Brisbane

**WEBSITE:** [wp.csiro.au/cdng](http://wp.csiro.au/cdng)

The Cyber Defence Next Generation Technology and Science Conference, is a first of its kind scientific and technology focused Cyber Defence Conference. The aim is to have the community of cyber-security under the “Next Generation Defence Technologies | Cyber Research” program in collaboration with DST-Data61 and partner universities meet together, expose relevant research activities and discuss future collaborations.

## **CERTIFICATE IV IN RESPONDING TO ORGANISATIONAL COMPLEXITY | CANBERRA**

**DATE** postponed until further notice  
**LOCATION** to be confirmed  
**WEBSITE** [iccpm.com/events/certificate-iv-canberra-2020](https://iccpm.com/events/certificate-iv-canberra-2020)

Developed and offered exclusively by ICCPM (RTO number 41394), the Certificate IV in Responding to Organisational Complexity helps project leaders develop the skills and attributes they need to respond to complexity, as defined in the Complex Project Manager Competency Standards. This is a highly interactive course which introduces project leaders to useful tools and methodologies with a strong focus on the practical application of concepts to real-world situations.

## **WILLIAMS FOUNDATION SEMINAR: NEXT-GEN AUTONOMOUS SYSTEMS**

**DATE** postponed until further notice  
**LOCATION:** National Gallery of Australia  
**WEBSITE** [www.williamsfoundation.org.au](http://www.williamsfoundation.org.au)

Building upon the existing foundations of ADF capability, the aim of the March seminar is to explore the force multiplying capability and increasingly complex requirements associated with unmanned systems. From its origins at the platform level, the opportunities and potential of increased autonomy across the enterprise are now expected to fundamentally transform Joint and Coalition operations.

## **ASIA-PACIFIC SECURITY INNOVATION SUMMIT**

**DATE** postponed until next year  
**LOCATION** Queenstown, NZ  
**WEBSITE** [www.apsisummit.com/page/apsi-summit-2020](http://www.apsisummit.com/page/apsi-summit-2020)

The theme of this year's APSI summit, to be held in Queenstown on the South Island, is Strengthening Security Resiliency Through Partnerships and Alliances.

## **2020 VERNON PARKER ORATION AND DINNER**

**DATE** 17 June 2020  
**LOCATION** Hotel Realm, Canberra  
**WEBSITE** [navalinstitute.com.au/2020-vernon-parker-oration-and-dinner](https://navalinstitute.com.au/2020-vernon-parker-oration-and-dinner)

Sir Peter Cosgrove has kindly agreed to deliver the 2020 Vernon Parker Oration on 17 June. Sir Peter was Governor-General from 2014-2019 and former Chief of the Defence Force. In January 2020 Sir Peter accepted the voluntary role as chairman of the Business Council of Australia's Community Rebuilding Initiative in response to the 2019/20 bushfires.

## **43RD COSPAR SCIENTIFIC ASSEMBLY**

**DATE** 15 – 22 August 2020  
**LOCATION** International Convention Centre Sydney  
**WEBSITE** [www.cospar2020.org](http://www.cospar2020.org)

The Australian space research community enthusiastically extends the invitation to you, to meet with us for COSPAR 2020, and in so doing to forge the friendships and opportunities that will connect space research for global impact. The 2020 Assembly will combine the latest in space research findings with activities designed to enrich the global space research community – including helping equip our future leaders, and workshoping with space industry – and inspire the next generation of scientists and engineers.

## **PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM 2020**

**DATE** 25-26 August 2020  
**LOCATION** Canberra Rex Hotel  
**WEBSITE** [www.pgcsymposium.org.au](http://www.pgcsymposium.org.au)

PGCS 2020 is designed to help project and program managers, and their sponsors and senior managers, develop the skills and understanding needed to deliver projects success in the next decade. Now in its 8th year, PGCS 2020 will focus on ways to build the foundations needed to create project and program success.

## **2020 INTERNATIONAL ROUNDTABLE WORKSHOP – BRISBANE**

**DATE** 27 August 2020  
**LOCATION** QUT Brisbane, Gardens Point Campus, Brisbane City  
**WEBSITE** <https://iccpm.com/events/2020-rts-brisbane/>

The International Centre for Complex Project Management (ICCPM) invites project leaders to participate in the 2020 International Roundtable Series. Workshops will be held in key Australian locations and internationally.

## **LAND FORCES 2020**

**DATE** 01-03 September 2020  
**LOCATION** Brisbane Convention Centre  
**WEBSITE** [www.landforces.com.au](http://www.landforces.com.au)

The biennial LAND FORCES exposition is an international industry event to showcase equipment, technology and services for the armies of Australia and the Indo-Asia-Pacific. The Land Forces 2020 team is now setting about ensuring the event will achieve its goals of providing an effective platform for the exchange of ideas on key land forces issues and of taking Australian industry to the world.

## **AUSCERT 2020**

**DATE:** 15-18 September  
**LOCATION:** The Star, Gold Coast  
**WEBSITE:** [www.auscert.org.au/giveaway](http://www.auscert.org.au/giveaway)

The AusCERT Conference is the oldest information security conference in Australia. Each year, we attract in the vicinity of 800 participants and approximately 50 sponsors. AusCERT is hosting more than 50 speakers at AusCERT2020, as well as an array of tutorials, workshops, networking events & much more.

## **ROTORTECH 2020**

**DATE** 14-16 October 2020  
**LOCATION** Royal International Convention Centre, Brisbane  
**WEBSITE** [www.rotortech.com.au](http://www.rotortech.com.au)

RotorTech 2020 is the region's premier helicopter and unmanned flight systems showcase and forum, bringing together operators, manufacturers, suppliers, regulators and government across the Indo-Asia-Pacific. With a comprehensive three-day free industry conference program, RotorTech 2020 will also feature manufacturers technical workshops and an industry exhibition showcasing more than 100 helicopter and unmanned flight related companies.

## **MILCIS 2020**

**DATE** 10 – 12 November 2020  
**LOCATION** National Convention Centre, Canberra  
**WEBSITE** <https://www.milcis.com.au>

In November each year, the Defence Chief Information Officer Group (CIOG) partners with the UNSW Canberra and the Institute of Electronic and Electrical Engineers (IEEE) to present MilCIS. The annual Military Communications and Information Systems (MilCIS) Conference welcomes military and government organisations, academia, and defence industries to contribute to the future direction of military communications and information systems.



## 10TH BIENNIAL SIA CONFERENCE 2020

**DATE:** 17-18 November 2020  
**LOCATION** Hotel Realm, Canberra  
**WEBSITE** <https://www.submarineinstitute.com/sia-conferences>

The 10th Biennial SIA Conference will be held 17-18 November 2020 at the Hotel Realm, Canberra. This year's theme is 'Submarine Build and Sustainment Programs: The Strategic Nature of Reliable, Sovereign Supply Chains'. The Call for Presentations is available on the website.

## 2021

### AVALON 2021

**DATE** 23 – 28 February 2021  
**LOCATION** Avalon Airport

The Australian International Airshow and Aerospace & Defence Exposition is one of Asia-Pacific's most prestigious aviation and aerospace events and the most comprehensive aviation, aerospace and defence exposition in the southern hemisphere. Avalon hosts multiple concurrent conferences and expo streams, across the spectrum of Defence, Airlines, Business and General Aviation, Sport and Recreational Aviation, Airports, MRO, Space, Unmanned Systems, Air Safety and Ground Equipment.

### LOCATE21

**DATE** 30 March – 1 April 2021 (rescheduled dates)  
**LOCATION** Brisbane Convention and Exhibition Centre  
**WEBSITE** <https://www.locateconference.com/2021/>

Due to COVID-19, Locate20 has been rescheduled for Locate21 happening in Brisbane March 30 – 1 April 2021. The event will focus on how geospatial technologies are intersecting with business, Government and defence to address national challenges. It's Australia's premier spatial conference with the inclusion of over 50 inspiring thought-leaders including speakers from government, academia, the defence force, technology, mining, natural resources and more. We believe this conference is of interest to defence personnel.

## PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM

**DATE** 10 – 12 August 2021 (rescheduled dates)  
**LOCATION** Canberra Rex Hotel  
**WEBSITE** <https://www.pgcsymposium.org.au>

Foresight is more valuable than hindsight! PGCS 2020 is designed to help project and program managers, and their sponsors and senior managers, develop the skills and understanding needed to deliver projects success in the next decade. Creating the organisational capability needed to underpin the consistent delivery of successful projects in the 2020's starts at the top. Now in its 8th year, PGCS 2020 will focus on ways to build the foundations needed to create project and program success

## VARIOUS DATES

### NSW DEFENCE INNOVATION NETWORK'S REGIONAL ROAD SHOW

**DATE:** Various  
**LOCATION:** Various  
**WEBSITE:** [defenceinnovationnetwork.com/din-regional-road-show-2019-20](https://defenceinnovationnetwork.com/din-regional-road-show-2019-20)

NSW Defence Innovation Network and AIDN will be undertaking a series of small business focused regional forums across NSW. Register to attend and hear about the programs, grants, opportunities and services the NSW Defence Innovation Network (DIN) provides to the small business community across NSW. We encourage small businesses to engage with us and participate in opportunities across our networks, including DIN's seven partner universities, as well as with other state and federal agencies.

### DEFENCE READINESS SEMINAR SERIES

**DATE** postponed until further notice  
**LOCATION** Various  
**WEBSITE** [bit.ly/37fipjH](https://bit.ly/37fipjH)

The Defence Readiness Seminar Series kicked off in November last year. If you are considering entering the Defence market, or have staff you consider require orientation to the Defence market, you are strongly encouraged to consider this invaluable series, shaped and developed by people in the Hunter that have worked closely in the Defence Industry over many years. Please see the website for more information on how to get involved.

## **2020 ICCPM INTERNATIONAL ROUNDTABLE SERIES**

**DATE** Various (April, August)  
**LOCATION** Various  
**WEBSITE** [iccpm.com/2020-rs](http://iccpm.com/2020-rs)

One of the characteristics of complex projects is that they emerge over time. This creates uncertainty for project leaders. To support project success, project leaders need to understand how to manage risk in uncertainty and identify new opportunities. The International Roundtable Series is a Thought Leadership initiative that brings together senior project leaders and leading academics from different industries to share their experience and international perspectives. The outcomes report will share these insights to improve project success.

## **ICCPM ONLINE WORKSHOPS**

**DATE** Various  
**LOCATION** Online  
**WEBSITE** [www.iccpm.com/online-workshop-webinars](http://www.iccpm.com/online-workshop-webinars)

Designed to support project teams who are experiencing new challenges due to COVID-19 concerns – Learn how to mitigate new risk levels, effectively deploy virtual teams, manage messy problems and more. ICCPM Online Workshops and Webinars provide you with an easily accessible and engaging option to continue your training from anywhere in the world. These options provide you and your team with a conducive learning environment to support your complex project success.