



Defence Teaming Centre  
Connecting • Developing • Advocating

# ANNUAL REPORT 2023/24

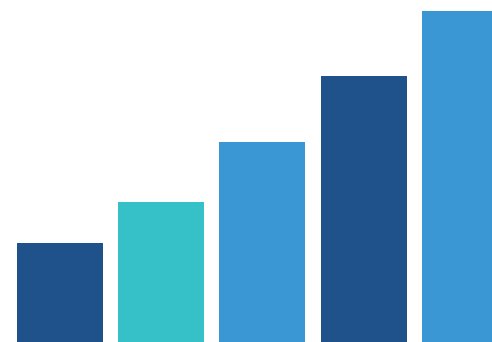


DTC



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# About the DTC

Based in Adelaide, South Australia, the Defence Teaming Centre (DTC) is a leading not-for-profit member-based industry association that invests 100% of its earnings into maturing the Australian defence sector through a variety of services, educational initiatives, events, networking and advocacy. We bring together Defence Primes, SMEs, academia and professional service providers to grow and develop the sector and to support Australia's strategic defence interests. The DTC's role is to represent South Australian defence industry, and national defence industry that has an interest in SA-based business and we do this by connecting our members, developing opportunities for growth and advocating for our industry.

We have three main focus areas in the ever-evolving defence sector:

1. AUKUS Pillar I and Pillar II
2. Workforce skills and training
3. Strengthening the mid-tier of the defence industry.

**Focus 1:** AUKUS Pillar I and Pillar II – The DTC is firmly focused on maximising opportunities for South Australian business around SSN – AUKUS in the short and mid-term. Key to this is the enablement of the SA-based defence sector to identify and capitalise on opportunities related to SSN-AUKUS - to develop local capability, contribution and desired outcomes. This includes the establishment and development of partnerships and licensing agreements with overseas associations, interstate groups and developing members via education and outreach.

**Focus 2:** Workforce skills and training – Collaborating with stakeholders to solve this enormous challenge is an area of focus, including finding ways to engage industry in current workforce opportunities AND identifying future workforce needs will involve a lot of collaborative working. There has never been a greater need for the defence sector to produce leaders through professional development programs. This training is also an essential requirement for Australia to deliver on its SSN-AUKUS obligations.



# About the DTC

The DTC support members and local business to capitalise on opportunities in defence through the appropriate workforce skills and training and we are a provider of two leading courses; the Defence Industry Leadership Program (DILP) and The Defence Graduate Learning Program.

DILP has played a pivotal role in nurturing the personal and professional growth of more than 300 defence industry leaders since its establishment in 2010. The Defence Graduate Learning Program is a collaboration between the DTC and Engineers Australia to offer graduate engineers a professional development program for an exciting career in the Defence sector.

**Focus 3:** Strengthening the mid-tier of the defence industry – Australia needs a larger and stronger mid-tier of defence companies and the DTC supports this by educating and informing the mid-tier with regards to growth and development opportunities. This has been outlined in the 2024 Defence Industry Development Program (DIDS) and the DTC is collaborating with stakeholders to strengthen and enhance the important mid-tier sector.





# About the DTC

## VISION

The Defence Teaming Centre (DTC) is a leading industry association representing SA Defence Industry nationally and internationally for those who have an interest in SA business

## PURPOSE

To build a sustainable defence industry and national security ecosystem to create jobs and protect our way of life

## VALUES

- Connected and engaged
- Partnering and collaborating
- Data and evidence based
- Aligned with government policy

## STRATEGIC PRIORITIES

- AUKUS and optimal pathway
- Workforce, skills and training
- Sustain and maintain a healthy mid-tier
- Members first
- A sustainably viable DTC

## STRATEGIC OUTCOME

A thriving, sustainable defence industry with South Australia at its core

# Chair Report

## Introduction

The 2023-24 period has been transformative for the Australian Defence Industry, marked by significant developments and challenges. The Defence Teaming Centre (DTC) has navigated these changes by advocating for our members and positioning them to capitalise on emerging opportunities. As an industry the challenges and change has not been easy, however I am convinced we remain ready to take advantage of the significant opportunities that exist.

The past year has seen crucial developments, particularly with the AUKUS partnership and the Defence Strategic Review (DSR). The Federal Government's commitment to investing \$9 billion into the AUKUS SSN nuclear-powered submarine pathway underscores the strategic pivot towards strengthening Australia's long-range strike capabilities and nuclear deterrence. However, this comes amidst a backdrop of budget reallocations and program cancellations, creating a complex environment for our industry.

## Contextualising the Defence Industry

The strategic threat facing Australia has significantly evolved. The Australian Government has acknowledged that the previous assumption of a 10-year strategic warning time has effectively been reduced to zero. This shift is driven by the rapid escalation of geopolitical tensions, including aggressive behaviour in the South China Sea, increasing foreign interference, and the potential for conflicts to emerge with little warning. The 2024 National Defence Strategy emphasises the need for a multi-domain operational approach to address these immediate and long-term threats effectively.

The emergence of AUKUS and the implications of the DSR, including Sovereign Defence Industrial Priorities (SDIPs) and the Defence Industry Development Strategy (DIDS), signify substantial strategic shifts in Defence Policy and industry engagement. DTC's actions in response to these shifts are critical in reinforcing its role as a formidable influence in the Defence ecosystem. The landscape is marked by the need for agility and responsiveness from the defence industry. The challenges include managing uncertainty from cancelled and changing defence priorities, navigating the skills shortage, and maintaining a sovereign industrial base amidst global geopolitical tensions.

## DTC's Delivery for the last Year

My objective when taking on the role of Chair was to continue the strong work of my predecessors and working closely with the newly appointed CEO to ensure that the Board of Directors provided direction that achieved what our members wanted and was achievable in our budget.

"The DTC represents SA Defence Industry and national defence industry that has an interest in SA Business."

Clearly defining what our market has enabled us to ensure we met the needs of our members.





# Chair Report

## **Advocacy and Policy Influence**

DTC has been at the forefront of advocacy, ensuring that the voices of our members are heard. We have successfully lobbied for reforms in procurement processes and greater transparency between the Department of Defence and the industry. Our efforts have resulted in a more streamlined engagement for SMEs and mid-tier companies, facilitating their access to international supply chains, particularly under the AUKUS framework. We pushed for suppliers to the Hunter Class Program to be awarded 3+3 ship contracts to enable better long term planning by businesses.

## **Strengthening the Mid-Tier**

Recognising the anticipated lull in domestic growth, DTC has focused on keeping the mid-tier defence sector vibrant and engaged. SA's with Huntington Ingalls Industries Inc. and collaborations in the UK and US have opened new avenues for our members to participate in global defence projects. We continue to advocate for policies that support the mid-tier, ensuring they are prepared for upcoming opportunities.

## **Workforce Development**

The need for a skilled workforce remains critical. DTC has intensified efforts to bridge the skills gap through targeted training programs. Our collaboration with the SA Department of Industry Innovation and Science has led to the development of tailored training modules, ensuring our members are equipped to meet the demands of AUKUS and other defence initiatives.

## **Member Engagement and Support**

This year, we have introduced over 30 members to key procurement managers and decision-makers in the US and UK. Our networking events, including the Defence Industry Dinner & Awards Ceremony, have provided valuable platforms for members to showcase their capabilities and foster partnerships. We have continued to offer professionally focused events targeted at building relationships across our industry.

## **DTC's Strategic Priorities for 2024/25**

**Expanding Global Partnerships:** We will continue to foster international collaborations, ensuring our members can leverage global supply chains. Our focus will remain on facilitating access to AUKUS-related opportunities and beyond.

**Workforce Enhancement:** Addressing the skills shortage is paramount. DTC will enhance its training programs, focusing on high-demand areas such as advanced manufacturing, leadership and engineering. We will advocate for increased government support and funding for these initiatives.





# Chair Report

## **Policy Advocacy**

DTC will intensify its advocacy efforts, pushing for policy changes that benefit our members. We will engage with both state and federal governments to influence decisions that impact the defence sector, particularly in light of the ongoing Defence reviews.

## **Member Support and Growth**

Strengthening our membership base and providing tangible benefits will remain a core focus. We will continue to offer robust professional development opportunities, ensuring our members are 'AUKUS Defence Ready' and well-positioned to seize new opportunities.

## **DTC's Strategic Identity and Value Proposition**

The DTC is committed to being the industry body of choice for South Australia's Defence Industry and National Defence Industry with a focus on doing business in South Australia. Our mission is to champion the interests of our members by providing unmatched advocacy, fostering effective networks, and delivering comprehensive member services. We position ourselves as a pivotal entity that facilitates connections, promotes growth, and ensures our members are equipped to navigate the complexities of the Defence industry.

## **Conclusion**

As we navigate the complexities of the current defence landscape, DTC remains steadfast in its commitment to supporting our members. The coming year will undoubtedly bring new challenges, but with a clear strategic vision and unwavering dedication, we are well-equipped to turn these challenges into opportunities.

I extend my gratitude to our members, partners, and the board for their continued support and contribution. Together, we will ensure that the Australian Defence Industry not only meets but exceeds the expectations set forth by our national defence strategy.

Mike Hartas, JP  
Chair of the Board  
Defence Teaming Centre

# CEO Report

Since joining the DTC at the end of July 2023 I hosted more than 120 meetings in 120 days.

I wanted to listen to members and other stakeholders individually, to learn more about your respective challenges and the opportunities that exist for us all.

What did you tell me?

That the role of the DTC is, more than ever, to assist Defence Industry to navigate its way through a changing industry landscape and to look for opportunities to strengthen us and make us collectively more resilient and able to capitalise on opportunities. We will continue to provide a strong, focussed voice for our industry and assist members to capitalise on opportunities as they arise. We are again headed for tough times but as the saying goes “tough times don’t last, tough people do.”

Message heard loud and clear.

2024 has been a year of transformational change for Defence Industry: the first quarter of the year saw a significant number of changes hit the sector from the recent reviews and Defence updates that came our way. It has taken all of us some time to understand the impact of these, none more strongly signalled than the IIP and the changes to funding and programs that we’re now all witnessing.

Post the reviews, the DTC Board met to discuss how we should respond to best serve our members and building on from feedback from you all, from the defence reviews and other government signals, we agreed on three main areas:

- 1) AUKUS Pillar I and Pillar II
2. Workforce skills and training
3. Strengthening the mid-tier of the defence industry

About the same time, we saw a lot of changes in the SA Defence landscape; a new CEO of Defence SA and a new Defence and Space Industries Minister (also the Treasurer). In early June when I met with Matt Opie, The Treasurer and the Premier, they were all thankful for the work the board had done to align our priorities for the DTC. The DTC’s focus, very much aligned with the Defence Industry for the State and Federal priorities isn’t lost on them. Thus began the repositioning of the DTC to be in step with current government policy (State and Federal).

We also did a lot of work to update our mission, vision and values: the previous ones of Respected, Relevant and Reliable served us well, however they needed updating in line with the contemporary environment.





# CEO Report

They are now:

1. Connected and engaged
2. Partnering and collaborating
3. Data and evidence based
4. Aligned with government policy

Our key themes of Connect, Develop and Advocate remain, and programs supporting these will be bolstered as Defence Industry evolves. Stay tuned for developments and upgrades.

From here, the DTC is re-shaping its Value Proposition, deliverables and team to be able to deliver on its strategic vision. With a new General Manager of Capability Development role expected to be filled around Christmas time, this will provide much needed industry expertise to secure funding for, and deliver programs in line with our Strategic Priorities. From here, we look forward to locking our Strategic Priorities down with actionable deliverables to ensure we are a thriving and forward-focussed sector.

This year we saw the retirement of Tim Dore from the DTC and corporate life. His time as a board member and then as Head of Member Services drew on Tim's Defence Industry knowledge and expertise. We thank Tim for his years of service and passion for this industry.

To the outgoing board members: thank you for your energy, passion and commitment. To the new board members: we welcome you and look forward to driving Defence industry and all the possibilities this brings.

To the DTC team: thank you for your hard work this year, for the myriad of changes you have managed and for your optimism at working together for better outcomes for us all.

And finally, to all of our members: those of you who have leant in, offered suggestions, provided sage advice, provided critical advice – it's all very welcome and will be applied to the benefit our industry.

Libby Day  
CEO



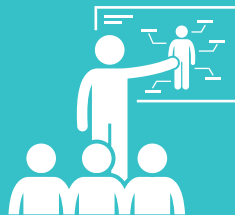


# 2023-2024 at a glance



**39**

new members



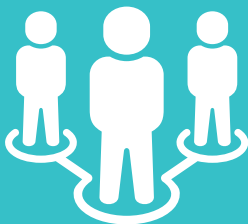
**40**

development programs  
delivered



**1132**

people in attendance  
at DTC events



**150**

personalised  
introductions made



**233**

member meetings



**62**

site visits



**29**

Meetings with Government



**31**

advocacy activities  
undertaken

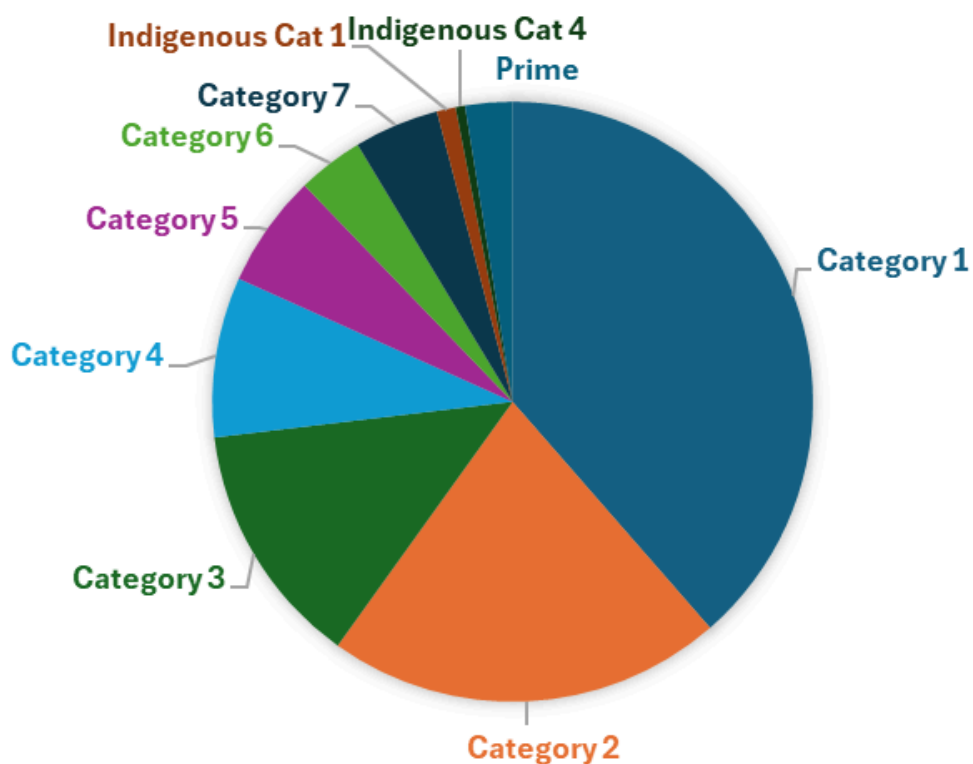


**120**

Collaboration  
endeavours undertaken  
with Defence and  
Government Officials

# 2023-2024 at a glance

## DTC MEMBERSHIP AT 30 JUNE 2024



Category / Full Time Employees	
Cat 1	1-5
Cat 2	6-15
Cat 3	16-25
Cat 4	26-50
Cat 5	51-100
Cat 6	101-200
Cat 7	200+
Prime	



**Academia 10**



**Public Sector  
organisations 57**



**Stakeholder  
companies 84**

# Connecting

This financial year, DTC hosted a range of networking and information sessions to keep members informed and engaged in the most relevant and important topics and themes in Defence Industry. DTC has also rebranded the previously known *BD After Five* event to *Connect@DTC*.

Key highlights for the financial year included:

## **November 2023 - 10 Steps to Naval Nuclear Supply Chain Certification Webinar**

DTC partnered with Bureau Veritas to bring industry a webinar on Naval Nuclear Supply Chain Certification. This webinar provided an overview of the legislation and certification requirements for the companies that are providing equipment and services to the UK and US nuclear operations. The information covered both Civil and Military operations.

## **November 2023 - UK Export controls Awareness Day**

DTC partnered with BAE Systems Australia to bring industry a comprehensive UK Export Control Awareness session to assist business in understanding UK's export control regimes. BAE Systems walked companies through the requirements of the UK export controls and identified some of the changes being initiated due to the AUKUS agreement.

## **December 2023 - Defence Industry Security Program Seminar**

DTC partnered with De Stefano & Co to present on the Defence Industry Security Program (DISP), including an update on the 'DISP pause' and an intro to the Australian Cyber Security Centre (ACSC) Essential Eight, a collection of cyber mitigation strategies.

## **February 2024 - Australian Naval Nuclear Power Safety Bill Roundtable**

DTC partnered with the Australian Submarine Agency for a Roundtable focusing on the Australian Naval Nuclear Power Safety Bill (ANNPS)

## **March 2024 - BD After Five Networking Event Sponsored by DAIRNet**

This networking event provided a brief on the state benefits and progress of the initiatives of the Defence Workforce and Skills Action Plan.





# Connecting

## **18 April 2024 - Line Zero: Pilot Factory of the Future Site Tour**

This tour provided DTC members with the exclusive opportunity to tour Line Zero: Factory of the Future - the first large scale advanced manufacturing accelerator in Australia.

## **23 May 2024 - Defence Leaders Breakfast**

The Defence Leaders Breakfast discussed the outcomes of the DoD reports released in early 2024 and the 2024 Federal Budget, and provided attendees with an understanding of the impacts on defence industry and the emerging opportunities for contracting with Defence.

## **25 June 2024 - DTC Executive Forum**

DTC held an exclusive Executive Forum with selected companies who have a US presence or are in the process of establishing a US presence, particularly on the back of the Sea, Air, Space conference in Washington DC and the subsequent Defence SA visit to the shipyards at Newport News.

## **Defence 101**

The bi-monthly Defence Industry 101 course remains popular with new DTC members, providing a good introductory overview of the sector and doing business with Defence. This year, the Defence 101 content was refreshed, and sessions were delivered both in person and online, providing SA members with the opportunity to meet the DTC staff, industry advisors and make valuable connections. This year we had Board members come and present the course, along with long term members to provide a valuable connection for new members.



# Connecting

## Strategic Alliances

### *Building relationships with the US*

Defence Teaming Centre took proactive steps this financial year to expedite the integration of member businesses into the US supply chain in advance of the commencement of actual AUKUS work.

In June 2024, DTC announced a partnership with SENEDIA - the Alliance for Defense Tech, Talent, and Innovation and as well as the UTIC – the Undersea Technology Innovation Consortium (UTIC). The partnership is the result of a shared, deep commitment to AUKUS and is focused on sharing insights on their respective efforts related to workforce development, small business assistance, supply chain development, and advanced research and commercialisation. The partnership will afford DTC members the ability to network and collaborate with their US counterparts.

This level of collaboration is not only critical to Australia be able to honour its obligations with regards to AUKUS but will create opportunities for the SA defence sector. The partnership is about sharing knowledge and innovation and getting our local industry up to speed with what it takes to deliver on projects of this magnitude but it will also open many doors and create opportunities, even in the present.

### **About SENEDIA and UTIC**

SENEDIA, the alliance for Defense Tech, Talent, and Innovation, is a catalyst for thought leadership, technical innovation, and workforce development. SENEDIA connects, convenes, and partners across the industry to support talent, innovation, and growth. For more information on SENEDIA, please visit [www.SENEDIA.org](http://www.SENEDIA.org).

The Undersea Technology Innovation Consortium (UTIC) promotes the rapid development, prototyping, and commercialization of innovative undersea and maritime defence projects. The Consortium represents a united undersea and maritime industry voice, breaking down barriers to growth by identifying and integrating undersea and maritime technology resources and opportunities, and providing the environment to collaborate on innovative solutions.



# Connecting

## Strategic Alliances cont...

### **JOSCAR**

Accurate and up-to-date information on suppliers and supply chains has become a fundamental requirement to meet the rising challenges of managing supplier risk, compliance, performance and development in the Australian Defence Industry sector.

JOSCAR Australia launched in Australia on 6 June 2024. Created by Hellios, following great success in the the UK market, JOSCAR Australia is an effective way to manage the supply chain data of multiple Primes. Instead of SME's completing supplier forms for each individual Prime they are working with, they can join JOSCAR which holds all company information, accreditation, insurances etc which can be accessed by all of the Primes when they require it. This cuts costs and time spent for both SME's and Primes.

DTC has signed a MOU with JOSCAR and encourages its members to join JOSCAR for which they are entitled to a discount. Information sessions have since been held on JOSCAR and currently 9 Primes plus Department of Defence are part of JOSCAR as well as 900 SME's.



### **Australian Cyber Collaboration Centre (Aus3C)**

Cyber security in the context of defence is one of the key priorities of our industry. The Australian Cyber Collaboration Centre (Aus3C) is committed to building cyber capacity and securing Australia's digital landscape.

This is why DTC this financial year formed a partnership with the Australian Cyber Collaboration Centre (Aus3C) to work collaboratively for the good of defence industry and cyber resilience. An example of this partnership and prioritisation is around Locked Shields 2024, a NATO annual exercise which enables cyber security experts to enhance their skills in defending national IT systems and critical infrastructure under real-time attacks. Matt Salier, Chief Executive Officer at Aus3C presented this opportunity to DTC members at the BD After Five in March, 2024.



# 2023 Defence Industry Dinner and Awards Ceremony

DTC recognises that celebrating the wins and shining a spotlight on industry achievements is a vital pillar of our community. That is why we are delighted to host the DTC Defence Industry Dinner & Awards Ceremony each year. The event is a highlight in the Defence Industry calendar and the 2023 Defence Industry Dinner & Awards Ceremony was the 17th anniversary of our awards night. We are looking forward to another celebratory evening on Wednesday 4th December 2024.

## 600+ people in attendance

The overarching themes of the event were resilience and collaboration, with the keynote speaker sharing real-world experiences on the impact resilience and collaboration have had in resolving complex issues. The keynote speaker of the evening, Dr Richard Harris SC OAM, received a standing ovation for his inspirational story on the 2018 Thailand local soccer team cave rescue.

## 4 Award Categories to recognise member achievements

- Innovation Award – Winner: Neumann Space
- Skilling Award – Winner: DEWC Services
- Teaming Award – Winner: Leidos and Acacia Systems
- The Tony Martin Defence Industry Achievement Award – Winner: Jim Whalley

## \$38K raised for the OPK9 program

This achievement reflects the commitment of our members, partners, sponsors and wider defence community to Australia's Defence Force and defence industry. These funds are instrumental in training assistance dogs for our veterans



# Developing

The 2023/24 financial year heralded the development of an exciting partnership between the DTC and Engineers Australia.

This partnership is a collaboration to present graduate engineers with a professional development program paving the way for their participation in the exciting opportunities on the horizon in the Defence sector. It is hoped the program, the first of its kind in Australia, will contribute meaningfully to addressing the skills and workforce challenges faced by Australia in delivering on its SSN-AUKUS obligations.

Australia's Defence capability, strategic autonomy, and technological advancement rely heavily on skilled engineers to support this complex and critical sector. The Defence Graduate Learning Program is an 18-month self-paced course that equips graduate engineers with the skills they need to thrive in the complex world of Defence and will be of value to graduate engineers representing small, medium, large and even Defence primes. Engineers will gain essential knowledge and critical insights into the structure of Defence, the strategic environment and capability development and procurement to enhance their ability to contribute effectively to Defence related projects and initiatives.

Whilst the real work on SSN-AUKUS is several years away, it is critical that Australia makes an immediate start on developing the high-performing engineers it needs to drastically improve sovereign Defence capability.

## DEFENCE GRADUATE LEARNING PROGRAM



ENGINEERING  
EDUCATION  
AUSTRALIA

An Engineers Australia Business





# Defence Industry Leadership Program

The Defence Industry Leadership Program has been developing leadership capability within the defence sector since 2010, producing an alumni network of over 300 graduates.

This year, we continued our successful partnership with registered training organisation, Skills Lab, to deliver the Diploma of Leadership and Management. In November 2023, we celebrated the graduation of 25 participants from a diverse range of organisations, across primes, SME's and academic institutions.

In 2024, DILP was identified within the South Australian Defence Industry Workforce and Skills Action Plan as key to accelerating the development of leadership and management skills of future leaders within the sector. This has enabled further development and expansion of the program, including the introduction of the Defence Leadership Xcelerator (DLX) (Advanced Diploma) due to commence in 2025.

We expanded our program intake for the first time by running two consecutive cohorts, totaling 40 emerging leaders from primes, SMEs, and academia. Both cohorts were officially welcomed at Ayres House in March, with over 100 guests in attendance, including DILP2024 participants and 2023 Alumni.

We extend our heartfelt thanks to all the DTC members who contributed to the DILP program in various capacities this year. Whether serving as project mentors, guest speakers, offering site tours, or offering other forms of support, your involvement has been invaluable. Your knowledge and expertise have greatly enriched the experience for our emerging leaders and have played a crucial role in the program's continued success.

## Research Papers

Under the guidance of four industry leaders from our DTC membership, our DILP2023 participants delivered research papers exploring a variety of current topics:

- Innovation Catalysis: ASCA
- Countering Adversarial Narratives
- Defence Procurement – Need for Speed
- Growing a Sovereign Defence Industrial Sector with Grants
- ASDEFCON – Evolving the template suite to produce improved and more cost-effective outcomes.



## Defence Industry Leadership Program cont....

"The skills and insights I gained from DILP have been invaluable. It's not just about learning the technical skills to enable you to become a strong leader but also about understanding the broader strategic context and how to navigate complex challenges in the constantly evolving internal and external environment the industry is facing every day." Sarah Tellis, Nova Systems, DILP2023

"I would recommend the course to anyone because it really cemented my knowledge and made me feel much more confident in my position in industry. Additionally, the leadership skills it taught me are applicable to anyone at any point in their defence industry career. The cohort, facilitators, and the relationships made through this journey are something to definitely hold on to and will go far beyond the DILP2023 cohort." Ellen Mitten, Raytheon, DILP2023

"PMB Defence have used the Defence Industry Leadership Program for the development of our leaders and emerging leaders for many years now. The management and leadership development provided with a 'Defence' lens gives a valuable context for the benefit of participants, PMB and the wider defence industry ecosystem." Stephen Faulkner , PMB Defence - Participant's Manager across various years.



# Advocating

Advocacy is a key focus area of the DTC and this financial year has seen the DTC respond to an increased demand for our industry voice to be heard.

The results of our activity have been encouraging. We have successfully lobbied for reforms in procurement processes and greater transparency between the Department of Defence and the industry. Our efforts have resulted in a more streamlined engagement for SMEs and mid-tier companies, facilitating their access to international supply chains, particularly under the AUKUS framework. We pushed for suppliers to the Hunter Class Program to be awarded 3+3 ship contracts to enable better long term planning by businesses.

In February 2024, DTC became a member of the SA Skills Commission Defence and Space Industries Task Force, chaired by Andy Keough, Managing Director of SAAB Australia and Chair, Defence and Aerospace at the SA Skills Commission. Our focus is on enabling the alignment of state (SA) workforce development requirements to match Australia's defence obligations at federal level.

Our engagement with H+B Defence seeks to identify and maximise opportunities for local defence companies to participate in global defence projects. We continue to advocate for policies that support the mid-tier, ensuring they are prepared for upcoming opportunities.

## **Growing relationships and building connections**

DTC CEO Libby Day, and other DTC representatives, undertook more than 120 high level meetings across state, federal and allied industries in this financial year. The DTC will monitor both federal and state agency structural changes that affect the SA defence industry.

The most significant changes for the 2023/24 period were the release of the of Department of Defence Reports – Surface Combatant, DIDS, National Defence Strategy and IIP as well as the announcement of the SSN-AUKUS build partnership between ASC and BAE Systems UK. Other developments included

- Changes at Defence SA – Appointment of Matt Opie and Mel Slater
- Change at State Government – Stephen Mullighan MP appointed the Minister for Defence and Space Industries
- The newly created Australian Submarine Agency and ASCA.
- Workforce Skills and Training Action/Defence
- Industry Workforce focus (part of State Development)





# Advocating

## On our radar...

The DTC has identified new and evolving policies and procedures that effect the performance of the SME community. These include:

- **The Defence Trade Controls Act 2012** - Confusion remains with regards to the amendments with companies discovering that they have dual-use goods or have been in parallel industries and have now restrictions placed on their trade.
- **Australian Naval Nuclear Power Safety Bill** - This legislation creates a new regulatory framework for nuclear safety within Australia's nuclear-powered submarine enterprise and enables the establishment of a new independent regulator – the Australian Naval Nuclear Power Safety Regulator.
- **Defence Trade Legislation Regulations Amendment** - Significant changes for Primes and SMEs. Of most concern is the time, cost and inability for SME's to fully understand and integrate the requirements under this legislation, given Government's support will be awareness raising. Only four external service providers exist in Australia to assist every business (Primes through to SME). With the substantial financial and potentially criminal penalties as part of this legislation, this is looming as a huge challenge for SMEs.
- **CASG evolving policies around ASDEFCON** - The concerns raised were a lack of detail on the changes and the potential for increased costs to the businesses to comply.



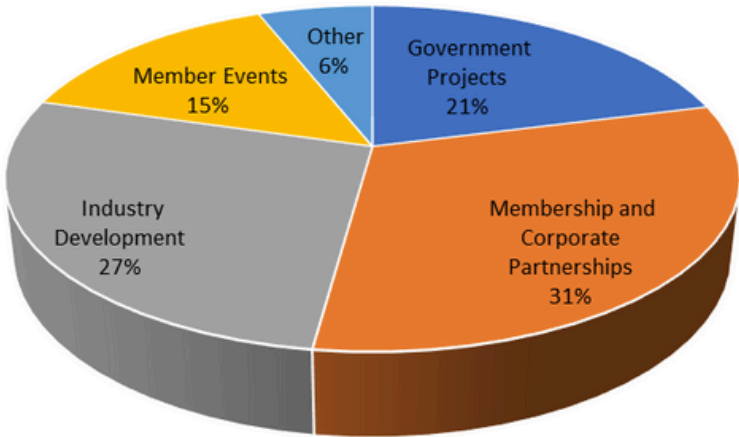
# Financials

Income for FY23/34 was slightly down on the previous year (1.3%) and budget (0.7%), with a good mix of revenue sources providing some necessary income diversity.

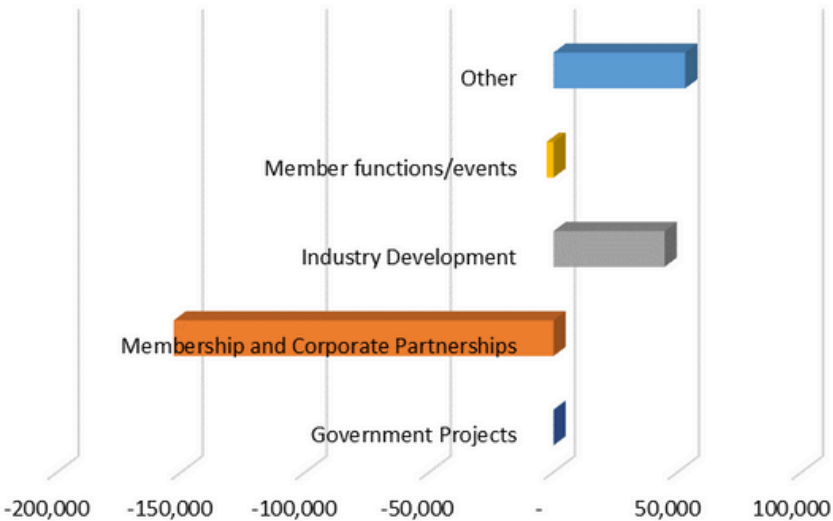
The full year profit was also down on the previous year with a reported deficit of \$56k for the whole year. However, the result was a 44% improvement on the FY23/24 budget. In the high inflationary environment, this improved result reflects prudent cost management, and better than expected profit contribution from training and events.

As with last year, FY24/25 will require a continual focus on delivering the best balance of value to our membership and stakeholders within a constrained cost base, ensuring DTC continues to contribute effectively to the Defence Industry ecosystem.

## Income



## Net Surplus/(Deficit)



# Directors

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**MIKE HARTAS**  
CHAIR

Mike currently spearheads the New Technologies division at PMB Defence, leading a dynamic team dedicated to advancing power technologies for conventional and nuclear submarines. His journey to this pivotal role involved significant leadership positions, including serving as the Deputy CEO and Head of Programs at Shoal Group, and as General Manager of REDARC Defence and Space. Mike's expertise is notably evident in major Australian Industry Capability contracts. He played a crucial role in supporting landmark projects such as the Hunter Class Frigate Program and the L400 Phase 3 Infantry Fighting Vehicle with Hanwha.



**LEE HOULSON**  
VICE-CHAIR

Lee Houlson is a highly qualified and experienced procurement, commercial and risk professional. She has ~30 years of experience across defence, aviation, construction, resources and infrastructure industries, leading both commercial and procurement functions. Lee has held General Manager and Head of Commercial and Procurement roles in several defence primes, including BAE Systems, Lockheed Martin and currently KBR, where she has had responsibility for both the operational and functional aspects for contracts and procurement.



**PETER RICHINGS**  
COMPANY SECRETARY

Peter is the Director and General Manager at MacTaggart Scott Australia. Following a 26 year career in aviation and as a test pilot in the Navy, including command of a helicopter Squadron, Peter moved initially to Westland Helicopters in a marketing role and then to set up Westland in Malaysia. In 2011, following from successfully establishing Westland Kuala Lumpur, he was offered a position to establish and run MacTaggart Scott Australia in Adelaide.

# Directors

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**DUNCAN MILNE**  
TREASURER

Duncan has a blend of skills developed across finance, business development, operations and general management. He has nearly two decades of experience in Defence and Aviation in Australia and internationally. While primarily working with Primes, he has worked for and gained valuable insights from SMEs and their unique capabilities. While a qualified CPA with strong finance and governance credentials, he also brings significant experience in operations, strategy and business development.



**ADAM LEVI**  
DIRECTOR

Adam is the Operations Development Manager of Bastec Services. He was formerly Regional Operations Manager of Eptec Group. He built his own business in 2002 and developed it into a sustainable small enterprise, which specialised in Defence work. In 2005 he joined AFL Services as the Operations Manager and set up to build the business into a holistic surface coating and corrosion maintenance business.



**ANDREW MCCAULEY**  
DIRECTOR

An Engineering and Management career spanning some 20 years, Andrew is a proven and experienced leader with extensive experience in the delivery and support of complex projects and systems. These experiences have been gained working within both project and capability business units worldwide. In addition, Andrew has significant board experience from statutory bodies, advisory boards and non-for-profits. His studies and qualifications include Masters degrees in Engineering, Business and Leadership, which combined with his practical work experience gives him a broad technical and business perspective.



# Directors

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**JENNIFER BURGESS**  
DIRECTOR

Jennifer Burgess is the Institute Manager and Assistant Director, Defence and Security. With qualifications in engineering, capability and project management, and Defence awards for leadership, dedication, courage, outstanding teamwork and military operational service, she is well placed to lead the development and implementation of the Institute governance and operations, including intersections with other University departments, functions and activities, and external stakeholders.



**KEVIN BEAULNE**  
DIRECTOR

Kevin is a decorated veteran of two armed forces and an experienced Business Development, Business Winning, and Strategy professional. With a demonstrated history of working in the aerospace and defence engineering industry, Kevin is skilled in Negotiation, Business Intelligence, Business Winning, Strategy Development, Defence Relations, and Leadership.



**NAOMI SMITH**  
DIRECTOR

Naomi Smith was appointed Director of Sustainment Operations for Boeing Defence Australia in October 2023. In this role, she is responsible for managing the company's through-life sustainment support and training solutions for military platforms in order to maximise operational readiness while reducing the cost of ownership. This includes delivering sustainment contracts for Australia's F/A-18F Super Hornet, EA-18G Growler, P-8A Poseidon and CH-47F Chinook fleets; C-17 Globemaster III logistics support and maintenance; and the Helicopter Aircrew Training System. She also has responsibility for the sustainment contracts for the Republic of Singapore Air Force's CH-47Fs and for the Royal New Zealand Air Force P-8s.



# Directors

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**SEAN FLAHERTY**  
DIRECTOR

Sean's career started in the RAAF in 1981 as a Radio Technician working with the P3C Orion's. Leaving in 1990, Sean has worked in executive roles in the start-up and SME sector with an export focus and since 2011 with GPA Engineering (consulting and design engineers) and is responsible for their development in the defence sector and is the current Managing Director. Having roles as Product Manager, Marketing Director and Chief Operating Officer, Managing Director, his area of expertise is in strategic marketing and engineering management.



**DR SHARON MASCALL-DARE OAM**  
DIRECTOR

Dr Sharon Mascall-Dare OAM is a Corporate Public Affairs strategist specialising in Defence, veterans' affairs, and cross-cultural communication. A former BBC and ABC broadcaster, Sharon was awarded a Medal (OAM) in the Order of Australia for services to media as a journalist. A graduate of the University of Oxford, Sharon was appointed an Adjunct Associate Professor at the University of South Australia in 2017. Her PhD, conferred in 2013 by UniSA, examined the relationship between the media, military culture, and national identity; her current academic and teaching interests include information warfare and communication strategy in complex cross-cultural contexts.



**THOMAS TIZARD**  
DIRECTOR

Tom is a General Manager at MBDA, responsible for leading the market growth in Australia. This includes fostering Government to Government relationships between Australia and their allies, alongside new business generation and project execution. Prior to this role he was Head of Industry Development for BAE Systems Australia, responsible for developing a national industrial ecosystem to underpin the development of future technologies for the Australian Defence Force. As a current Board Director of the Defence Teaming Centre (DTC) he is able to continue this focus on nurturing strong collaboration within the industry ecosystem in line with Australia's National Defence priorities.

# Directors

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## **TRAVIS SHUEARD**

### **DIRECTOR**

Travis is a solicitor at Piper Alderman, specialising in intellectual property protection and commercial litigation. Travis is also experienced in consumer law, contract and directors' liabilities disputes. Travis advises a wide range of clients, including defence contractors, SMEs, IT companies, builders and professional services firms. Travis has acted in most Australian jurisdictions.

Travis' qualifications include a Bachelor of Laws (First Class Honours) and Graduate Certificate of Business Administration from the University of South Australia. Travis is currently completing his Masters of Business Administration. He is also a tutor at the University of South Australia Law School where he teaches contract law.



## **WENDY SMITH**

### **DIRECTOR**

Wendy is the Executive Chairman and Director of Vipac Engineers & Scientists Ltd. The Australian family owned company carries out laboratory qualification testing on a range of technologies on projects in Defence and Aerospace, such as the upgrade of the Anzac Frigates, Collins Class Submarine, The Attack Class Submarines, Joint Strike Fighter F-35A, Super Hornets, Australian FEDSAT Satellite, Huon Class Minehunter, Ocean Patrol Vessel and Protector and a range of armoured land vehicles including the Bushmaster. As a former Member of Parliament, Wendy was Shadow Cabinet Secretary, Shadow Minister for Small Business and a former Ministerial Advisor to the Kennett Government for Major Projects and Infrastructure development.

# Member Anniversaries

The DTC is extremely grateful to all our members, including our longstanding members whose dedication and commitment to the industry is appreciated. Here, we highlight the members who have reached significant anniversary milestones in the past year.

The 2023/2024 financial year saw the following member anniversaries:

Saab Australia – 25 years  
Defence Coating Systems – 20 years  
United Fasteners – 15 years  
Vipac Engineers & Scientists – 15 years  
Toolcraft Australia – 15 years  
Codan Ltd – 15 years  
NRI Australia – 15 years  
Pirtek (Adelaide) Pty Ltd – 15 years  
Logi-tech Pty Ltd – 15 years  
Dedicated Systems Australia – 15 years  
QinetiQ Pty Ltd – 10 years  
Boeing Defence Australia – 10 years



**John Salerno, MD of  
Dedicated Systems**



**Andrew Burrows, Defence Account  
Manager at United Fasteners SA**



**Steven Jenkins  
VP, Systems and Solutions, Codan  
Communications**



**Ben Gulliver  
COO, SAAB**



**Wendy Smith,  
Executive Chair, Vipac**



**Louis Kerrigan, General Manager and  
Bronny Morgan, Business Manager  
Defence Coating Systems**





## Congratulations to our 10+, 15+, 20+ and 25+ membership cohort

### 25+year members

Saab Australia Pty Ltd

### 20+year members

Piper Alderman Lawyers  
Defence Coating Systems

### 15+year members

BAE Systems Australia  
ASC  
Nova Systems  
PMB Defence  
Customs Agency Services  
MTE  
BL Shipway  
Century Engineering  
Leidos Australia Pty Ltd  
Daronmont Technologies  
Lencom Antennas  
AJ Distributors  
Toolcraft Australia  
Pirtek (Adelaide) Pty Ltd  
Logi-tech Pty Ltd

Levett Engineering Pty Ltd  
Avinet  
Airspeed Pty Ltd  
Migration Solutions  
Prism Defence  
Axiom Precision Manufacturing  
APC Technology  
Adelaide Training & Employment Centre (ATEC)  
Acacia Systems  
Dedicated Systems Australia  
Codan Ltd  
United Fasteners SA Pty Ltd  
Vipac Engineers & Scientists Ltd  
NRI Australia Ltd  
Ultra Maritime Australia

### 10+year members

Lockheed Martin Australia  
Frazer-Nash Consultancy  
SAGE Group  
CEA Technologies Pty Ltd  
Aluminium Dynamics  
Morgan Advanced Materials  
Vocus

GBT Industries  
Technoweld Pty Ltd  
MacTaggart Scott Australia  
MG Engineering  
Heatlie BBQs  
QinetiQ Pty Ltd  
Boeing Defence Australia



# Prime Supporters and Corporate Partnerships

Thank you to our Prime Supporters and Corporate Partners during the 2023-2024 year.

## Prime Supporters



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# Prime Supporters and Corporate Partnerships

## Silver Partners



## Bronze Partners



Member of the SGS Group



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