

Defence Business

Issue 53 May 2021

THE CAPABILITY ISSUE

Land Forces

Defence Manufacturing

Five-Page DTC Member
Capability Guide



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Lencom Antennas is an innovative, Australian manufacturer with a blue-chip defence client portfolio that includes UN Peacekeeping Forces, BAE Systems Australia and more...



The DTC will have a strong presence at Land Forces, aligning with members and government to maximise the opportunities for defence business.



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CEO Audra McCarthy

COVER CAPTION

An Australian Army special forces soldier from 2nd Commando Regiment conducts a clearance of a Sydney ferry, as part of a Special Operations Command maritime counter-terrorism training activity on Sydney Harbour, on Wednesday, 24 June 2020.

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- Royal Society for the Blind
- The Repat Foundation - The Road Home

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DTC's New Industry Development Framework

FROM THE DESK OF THE CEO

Audra McCarthy, Chief Executive Officer

Since the DTC's inception in 1996, our core objectives remain unchanged:

- Promote collaboration between members
- Facilitate industry growth; and
- Assist members to do business in the defence industry sector.

Whilst the industry policy landscape has seen significant change and improvements, our objectives remain the same.

Our vision is to be a world-leading defence industry association that is professional, relevant and responsive to its members and stakeholders. This means we must continually evolve to meet the needs of our members and we are doing exactly that.

To achieve this, the DTC employs a team of professionals with experience in the defence sector. We make sure our team is just as passionate about defence industry and our members, as our members are passionate about their businesses

Industry Development

To realise our ambition to be a world-leading defence industry association, we have shifted our focus towards industry development. We are developing cost effective programs and material that fast-track industry's navigation of the defence industry sector; as well as working with academia and primes to develop programs that meet the future needs of the sector.

Whilst COVID-19 restrictions were problematic for the DTC to continue its valuable networking and connecting

activities, COVID-19 provided the opportunity for the business to establish an industry development framework that will guide members towards defence business maturity.

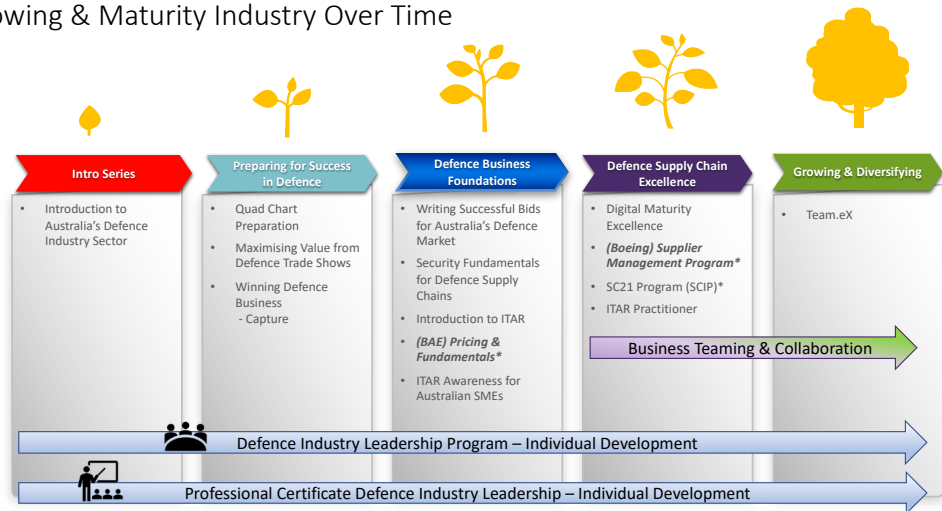
Members now have access to a continuum of business and individual development packages that focus on developing SMEs and individuals on the needs of the defence industry sector.

We are also very proud of our Defence Prime Supporters who worked with the DTC to produce the Quad Chart Development Guide. Our collaboration with defence

primes means Australian industry now has free access to a high quality reference document that guides industry step by step on how to construct a good quality quad chart.

COVID-19 made it difficult for DTC to connect members, but in many respects it enabled us to challenge the way we do business. We have embraced technology and are now delivering more services online. For the very first time our interstate members can now participate in our valuable industry development activities without having to incur the additional travel costs.

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Lencom Antennas a Manufacturing and Exports Success Story



Brad Cowain, General Manager of Lencom Antennas.

Lencom Antennas is an innovative, Australian manufacturer with a blue-chip defence client portfolio that includes UN peacekeeping forces, BAE Systems Australia and commercial and security organisations around the world.

It also maintains the over-the-horizon Jindalee Operational Radar Network (JORN) monitoring air and sea movements across some 37,000 square kilometres.

"We've been building defence antennas since 2005 and supplying direct to primes, the DST and SAS from 2014," said general manager, Brad Cowain.

"We've been involved with the DTC since 2007 when we were looking for alternative markets.

"Obviously, having a diversified customer base is always healthy for a business and we were growing our defence capability.

"Lencom was looking for guidance from both the members and the staff at DTC in terms of how to approach primes, and how to target different, particularly project-based work.

"So we engaged heavily early on with DTC and then we found our feet. We definitely continue to use them for a range of things and to keep informed with what's happening in the market."

Staying in touch with the market, the primes and new opportunities are the reasons Lencom will have a contingent of staff at Land Forces.

So, too, is the search for potential new alliances.

"For Teaming, we submitted a huge request for quote last year and it was too big for us to do by ourselves," said Brad.

"So we approached DTC and they put us in touch with some other members who matched the skills and requirements needed for a consolidated RFQ.

"That was the largest tender we've ever been involved in and we certainly couldn't have achieved it without DTC's support."

A decision on the bid is pending.

From its base in Newton, SA, Lencom designs and manufactures antennas that are "smaller than a ruler" for backpack radios or stealth environments, up to their largest to date, which was 80 metres long, 50 metres high and weighed over three tonnes. It exports 90% of its products.

"I think we're unusual in that we're still a family-owned, wholly Australian-based manufacturer," said Brad.

"We operate in a very niche market and it raises a lot of unique challenges, from volume to supply chains, to labour costs and many other things.

"But the person who started the business in 1984, Peter Leonard, has been absolutely committed to it being an Australian operation.

"To be able to facilitate that is a testament to what he set up originally and the sheer innovativeness of what he produced."



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Our top 6 current pre-tender legal issues:

Map out and quantify your legal risks

Bed down clear contracts with your key suppliers and employees

Consider and quantify obligations to pass through to suppliers and partners

Sort out IP access, protection and sharing rules

Consider the Trade Practices rules, they could apply

Enter into a Collaboration Agreement with key partners and suppliers

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Peter and Leonie Leonard started as a supplier of rugged, field whips for the four-wheel driving community. The whips were soon adopted by a number of commercial organisations and the company extended into tapped whips and base-station, wire antennas.

As an example of Lencom's innovative nature, Peter developed and patented one of the world's first automatic tuning units in the late 80s.

Lencom employees 35 staff and is quality accredited to ISO 9001.

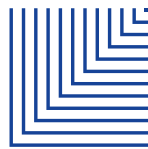
"The level of professionalism that we needed to reach for defence has certainly been a challenge for a small organisation, certainly in terms of documentation," said Brad.

"I know it's not a very exciting topic, but the requirements of both defence and the primes is fairly high in terms of the level of detail and the rigour applied to documentation, all the processes that go behind that, in terms of the quality controls and the testing certificates.

"So for us, it has been a real learning curve in terms of not just being able to produce great products, but being able to demonstrate that those products meet the requirements of the job."



Lencom



A Jindalee Operational Radar Network (JORN) transmitter site at sunset, Harts Range, Alice Springs.



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Graduate Program Links Primes with SMEs

Vi Le, a BAE Systems Australia employee, is three months into a first of its kind Graduate Rotation Program with the Defence Teaming Centre (DTC).

The new program was the brainchild of DTC CEO Audra McCarthy and the industry engagement team at BAE Systems Australia. Audra posed the idea to Sharon Wilson, Continuous Naval Shipbuilding Strategy Director at BAE Systems Maritime Australia, after an event designed to help Primes appreciate the struggles experienced by SMEs in the defence industry.

The Australian government is encouraging Primes such as BAE Systems Australia to use a certain percentage of local companies as suppliers on defence contracts, so building relationships with SMEs has been pushed into focus. Audra and Sharon envisaged a program directed at graduates, an immersive experience to help starters better understand the defence industry landscape, build their knowledge, and network across SMEs.

The program is in its first trial run, with Vi commencing her six-month secondment at the beginning of February. Vi studied law and commerce at the University of Adelaide and works as a Commercial Graduate at BAE Systems Australia.

"BAE Systems Australia was one of the companies I was interested in working for when I started applying for jobs," said Vi.

"BAE Systems Australia is also a leader within the industry in terms of its social responsibility, having amazing programs to help indigenous Australians, SMEs, women in STEM etc.



Defence Teaming Centre CEO, Audra McCarthy with BAE Systems Australia employee, Vi Le.

"It is also inspiring to have a female CEO (Gabby Costigan) in an industry that is predominantly male."

She volunteered for the DTC Graduate Rotation Program after it was promoted to BAE Systems Australia staff, thinking it would be a great opportunity to work with the people and companies BAE Systems Australia often awards contracts to.

"Cross pollination of works can help with the business and individual continued growth," said Vi.

"My time at DTC had also helped me contextualise the broader defence industry and have a better understanding of its history especially within Adelaide.

"One notable memory was being able to sit in on a session where I got to hear SMEs discuss their issues with contracting with Primes and contracting under the ASDEFCON templates."

"My time at DTC had also helped me contextualise the broader defence industry and have a better understanding of its history especially within Adelaide."

At the DTC, Vi works as an Industry Engagement Officer, a role that has given her insight into the workings of SMEs.

"I help the organisation with its member engagement, acting as a point of contact for members, providing quad chart advice, drafting submissions to advocate for SME interests, and just attending the general day-to-day office needs.

"Essentially I help DTC roll out its key initiatives for SMEs to develop, connect and advocate," she said.

Vi's placement will finish at the end of July. Thus far, it has been a positive experience.

"My time at DTC has been rewarding and I have learned lots. I'm excited to bring back my knowledge to BAE Systems Australia and work with my colleagues to develop lasting and beneficial relationships between Primes and SMEs," she said.

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Capability Mandate for Defence Chief Scientist



Professor Tanya Monro,
Chief Defence Scientist.

The role of Australia's chief defence scientist, Professor Tanya Monro, has been widened to include a broad 'capability manager' mandate. Responsible for innovation, science and technology across defence, she is now responsible for making sure this is a broad national capability.

"To support (the) aspiration of Australian sovereign industry capability development, we've developed a defence-wide capability innovation strategy, which is due to be launched shortly," she told the ATN Solutions Summit.

"It's called Concepts To Capability, and it focuses in on the fact that great ideas can come from anywhere."

She said it would help "great ideas navigate through this system, and get support, get sponsorship, get buy-in and provides mechanisms for doing things like rapid prototyping and capability acceleration. This is really important because the reason why we need to do this, is that the changing strategic context, heralds a significantly increased appetite for science and technology."

DSTG (formerly DSTO) comprises just over 2100 scientists, technologists and engineers across eight sites around Australia.

"Last year, we delivered the new defence science and technology strategy for Australia, which is called More Together... At the heart of this strategy, are our new Star Shots.

"These Star Shots are eight really big challenges that we can't solve with current technology, which drive us, inspire us to develop new ways of working together across government, industry and academia. But also create that creative space where people can come up with crazy new ideas, and test them in a defence context."

Professor Monro said the Defence Strategic Update

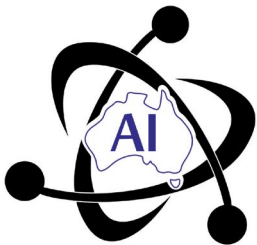
"really completes the shift of Australia being a nation that acquires major defence capability from overseas, to one where in deep partnership with our allies, we more confidently determine what sovereign industry we can and must develop here, how we approach creating resilient supply chains, and what R&D we need to do as a nation, to underpin that."

DSTG was now responsible not only for helping de-risk some of the acquisitions, "we're also charged with helping shape the nation's R&D that's happening within our universities and within our industry, to better align with defence's biggest problems.

Warning

Professor Monro said that due to "the change in our geopolitical environment, Australian research is much more vulnerable than it was in the past to the threat of foreign interference. And it's really heartening to see how the sector is engaging, proactively and positively, with best practice measures, to help guard against this very real threat."

She added: "We need to make sure that Australia's sensitive and critical research is protected."



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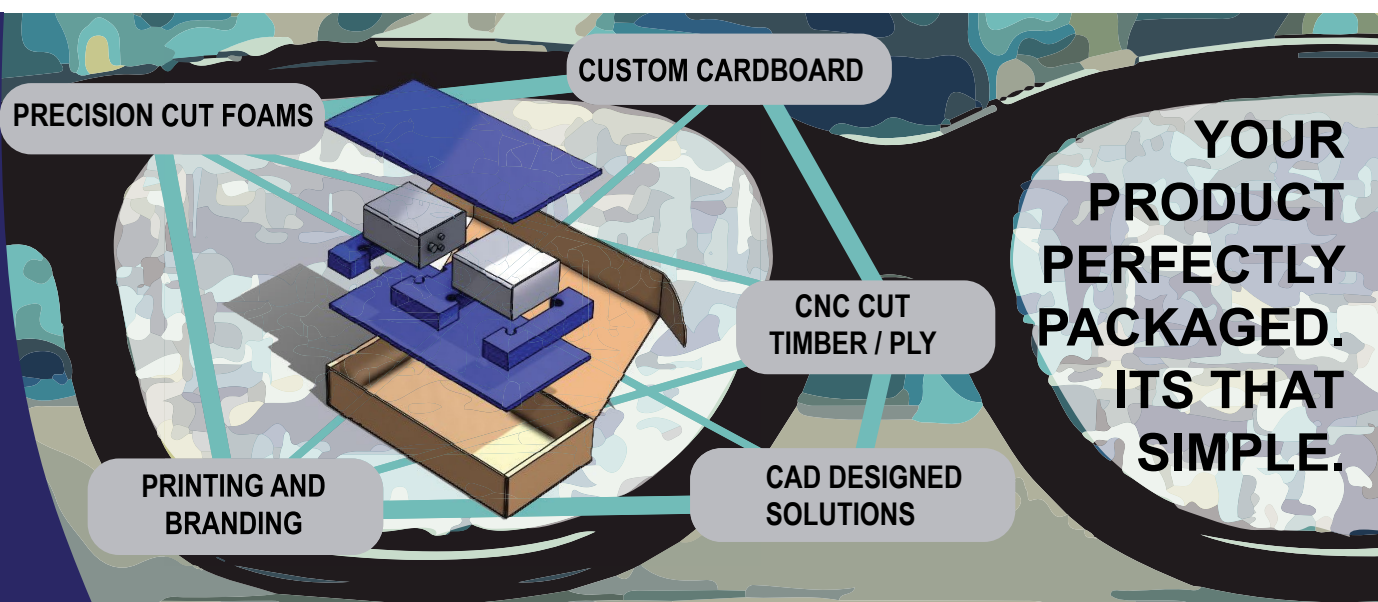
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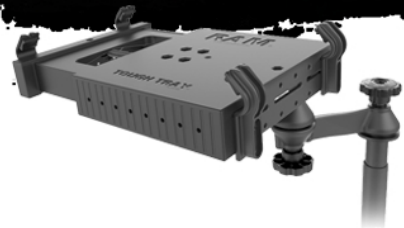
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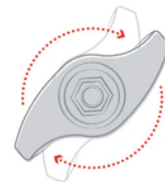
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DTC at Forefront of Grant Applications

The DTC is actively scouring the market to find opportunities where it can undertake group grant applications on behalf of members.

"We recently achieved that for the Flinders University Digital Diplomas grant opportunity and we will continue to do that again for other, similar courses where it makes sense for the DTC to lead the grant application process on behalf of a group of members," said DTC CEO, Audra McCarthy.

"This applies to the commonly accepted technical courses, iTAR (International Traffic in Arms Regulations) and areas where there are common development needs across all of our members.

"We are making sure the DTC is the point of contact to help navigate the grant landscape."

The DTC received a SADI grant to help 14 DTC Member companies undertake a Diploma of Digital Technologies. The Diploma launched in March last year and equips graduates with digital skills for modern shipbuilding.

Throughout the program, students develop future-focused skills in innovation and industry 4.0, cybersecurity, digital design, design for manufacture, cyber-physical systems, robotics and automation. They also undertake projects in industry 4.0.

"In this case, the DTC was able to submit the application on behalf of 14 companies, which saved the grants office from having to process 14 individual applications; in addition to providing a valuable service to DTC members," said Audra.

"This highlights the value of the DTC to the defence industry sector."



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Easing Of Grants Ratios

COVID-19 has delivered some silver linings. It is now easier for small and medium sized businesses in the defence sector to access defence industry grant programs.

Changes to the co-contribution ratios in three existing defence industry grant programs have helped small and medium businesses access support during the pandemic.

The co-contributions have been reduced from the existing 50:50 ratio, as follows:

- New applicants for a Capability Improvement Grant or a Defence Global Competitiveness Grant are only required to fund 20 per cent of the value of their eligible project; and
- New applicants for a Sovereign Industrial Capability Priority Grant are only required to fund 30 per cent of the value of their eligible project.

In another move to support industry, maximum grant values have increased:

- Capability Improvement Grants: increase from \$2,500-\$150,000 to \$4,000-\$240,000
- Defence Global Competitiveness Grants: increase from \$15,000-\$150,000 to \$24,000-\$240,000.
- Sovereign Industrial Capability Priority Grants (SICP): increase from \$50,000-\$1 million to \$70,000-\$1.4 million (see below).

Some 90 Australian small and medium businesses have benefited from SICP grants worth \$47 million since November 2018.

The strengthening of manufacturing capabilities is significant in the latest round of grants, which is helping build, on a sustainable basis, Australia's sovereign industrial capacity to support the ADF.

Defence National Manufacturing Priority Road Map



The DTC has welcomed the release of the Defence National Manufacturing Priority Roadmap.

A key plank in the \$1.3 billion Modern Manufacturing Strategy, it outlines a 10-year plan for investment and industry growth for each of the six National Manufacturing Priorities, of which one is the defence sector.

The Federal Government describes it as a "game changer" that will "super-charge manufacturing and grow jobs". It forms an integral part of the

transformative Modern Manufacturing Strategy, which aims to build Australia's reputation as a reliable and high-value manufacturing nation.

The road map identifies opportunities for defence manufacturers to build on existing areas of strength such as military vehicle and aircraft manufacturing, naval shipbuilding and marine hardware production, cutting-edge digital technologies such as 3D printing, and explosives and propellants. The road map also identifies opportunities for Australian manufacturers to build scale and capability in three key areas:

- investment in the defence sector
- defence exports
- adapting advanced technologies to the defence sector or for civilian application.

A key figure on the manufacturing landscape is Andrew Liveris, former Dow Chemical chief executive who has advised US presidents Donald Trump and Barack Obama. As head of the manufacturing taskforce on the National COVID-19 Commission Advisory Board, he has been providing advice to the Prime Minister.

Last year he told The Advertiser, that he favoured a

national industrial strategy in which each state would take ownership of a key manufacturing sector to reduce duplication and competition across the country, and to fast-track growth. He nominated South Australia for defence manufacturing.

DTC Supports "Unified Approach"

DTC CEO, Audra McCarthy, said the National Manufacturing Defence Roadmap was "an excellent outcome" for Australia's defence industry.

"One thing that has been lacking to date for Australia is a national perspective on advanced manufacturing, including defence," she said.

"Until recently, defence has been treated separately, however given the landscape of industry is dominated by small businesses, the majority of which service multiple sectors, Australia truly needed a clear, unified approach to manufacturing. The new Roadmap is an excellent step in the right direction. It not only highlights the importance of the defence industry sector, but it incorporates this into Australia's advanced manufacturing objectives, something which supports a truly diversified and sovereign industrial capability for Australia."

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SME Pathways to Work with Global Defence Companies

Team.eX

Programs such as Raytheon's Capability Plus and Team.eX, developed by the Defence Teaming Centre, are at the forefront of national collaboration initiatives.

Ten businesses from across Australia have been selected to participate in Raytheon Australia's recently launched industry engagement program designed to help small businesses win defence work at home and abroad.

Capability Plus has been praised as a good example of how large defence contractors can provide pathways for smaller Australian businesses to improve capability and competitiveness through opening opportunities, mentoring and training.

The tailored program will support the local enterprises in leadership, engineering, project management, cyber security and quality and ISO certification.

It will also create pathways for local businesses to access

Raytheon Technologies' global supply chain.

The Australian businesses selected for the inaugural Capability Plus program:

- AOS Group (Melbourne, Australia)
- archTIS (Canberra, Australia)
- Calytrix (Perth, Australia)
- Coherics (Adelaide, Australia)
- Daronmont (Adelaide, Australia)
- JEDS (Sydney, Australia)
- Plexsys (Williamstown, Australia)
- Redarc (Adelaide, Australia)
- Silentium (Adelaide, Australia)
- Willyama (Canberra, Australia)

Team.eX

Team.eX is a specialist business program established by

the Defence Teaming Centre, that helps SMEs develop business maturity and come together to build the capacity and capability often needed to realise export success.

"Together we can achieve more" is the premise behind the Team.eX program, preparing SMEs to take on larger projects, diversifying revenue and achieving export success.

At the core of Team.eX is an Executive Education style eight-month program. Based on extensive independent research and a proven pilot program, it leverages the international standard for collaborative business relationship management systems: ISO 44001.

It is being delivered in partnership with a national network of organisations, including industry, academia and government agencies, and will provide specialist education on how to make the most of collaboration and teaming to overcome traditional barriers to export.

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Defence Role in COVID-19 Economic Recovery



The defence industry is playing a key role in supporting Australia's economic recovery during COVID-19.

During the peak of the crisis, the DTC was called upon weekly to report to Defence and Government on the impacts isolation was having on industry.

The DTC now meets with Defence and the Minister each month to report how the defence industry sector is recovering.

"This highlights the invaluable role the DTC plays as an industry advocate for Australia's defence industry with dedicated staff," said DTC CEO, Audra McCarthy.

"During this time, Defence and Government suddenly realised the true definition of sovereign industrial capability.

"Even industry are now beginning to consider their industrial capability as less about the products they make, but more about the capability they have and the many and varied ways this could be deployed if required.

"DTC member Axiom transitioned into making PPE at the height of the crisis. This is an excellent demonstration of the agility of SMEs and their adaptability; two very important traits when considering sovereign industrial capability."

The sentiment of defence assisting in economic recovery was also the focus of a statement from BAE Systems Australia Chief Executive Charles Woodburn.

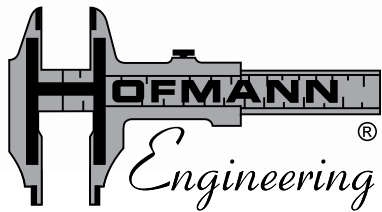
"... if we continue working closely with our partners to use the lessons we've learned in 2020, particularly regarding our agility, resilience and efficiency, this industry can play an increasingly important role in restoring our battered economies, while keeping citizens safe and economies prosperous," he said.

"Collaborative partnership with our customers has been essential to the defence industry's ability to press ahead over the past year. It remains essential as we move forward into 2021 and face an uncertain global environment with complex threats.

"It's only by industry and government working closely, understanding each other and maintaining trust that we'll be able to innovate quickly to outpace the threats. As governments commit to increased spending on defence in countries such as Australia, the UK and a number of European nations, the defence industry must rise to the challenge.

"Our sector not only provides critical capability for a nation's security, we deliver real benefits to the economy by sustaining and creating highly skilled jobs, through investment in research and technology and through exports. I strongly believe we can have a key role to play in restoring the economies of the countries in which we operate.

"For our part in 2021, we'll continue to invest in skills and in new technologies that are vital to maintaining our strong positions on next-generation capabilities across the air, maritime, land and cyber domains."



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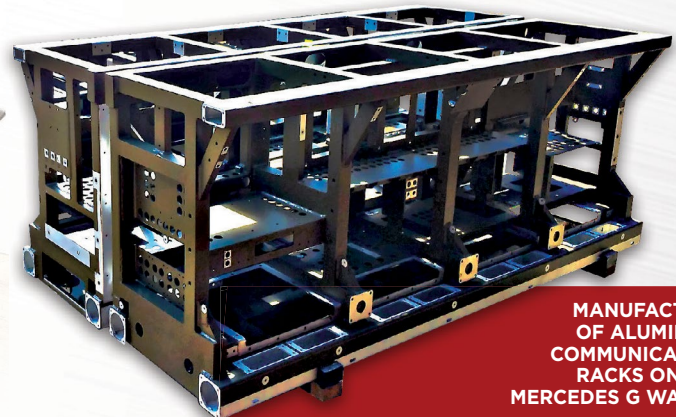
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Hofmann is proud to support Rheinmetall, Thales and Australian Industry in the manufacture and supply of components for the Boxer Combat Reconnaissance Vehicles, Bushmaster and Hawkei to the Australian Army. Future manufacturing opportunities are being investigated between Hofmann Engineering and the primes such as Rheinmetall and Hanwha for LAND 400 phase 3 as they explore Australian industry capabilities.

Hofmann Engineering is a leading manufacturer and globally-recognised engineering solutions provider to the defence sector. Supplying a range of specialised components and sub-assemblies to the Army, Navy and Air Force as well as major defence primes as part of their supply chains, Hofmann Engineering are specialists in emergency breakdown situations.

With leading edge capabilities such as one of the largest 3D 5-axis machining capabilities in Australia, the team at Hofmann have been able to support the ADF for many decades by providing the solutions needed for ensuring an asset is back online in the shortest possible timeframe.



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Taking the Financial Initiative

Lee Fuller



Taking the initiative through careful planning and disciplined execution is a highly successful strategy in the defence sector. From the frontline to the boardroom, leaders of large and small companies across the sector are constantly seeking ways to grasp opportunity and minimise risk. That same approach can be just as effective in improving an organisation's financial performance. Leading accounting and advisory firm William Buck has a 125-year history assisting businesses in Australia to boost their butylamine and growth outlook. According to William Buck Business Advisory Director Lee Fuller, taxation planning and management can often mistakenly be overlooked as more operational matters demand the attention of business operators.

"Taxation is a vitally important area for achieving your ultimate business goals," Mr Fuller said.

"And just as with any strategy, the most successful taxation outcomes come down to awareness, planning and execution."

William Buck's taxation services team members are recognised as leaders in their field, providing specialist

advice on planning and managing tax risk, navigating local and international tax issues, and developing strategies to utilise tax concessions and other opportunities.

"While the end of financial year is fast approaching, there is still time for business owners and operators to be pro-active with taxation," Mr Fuller said.

"For example, there is a range of available government initiatives that may be relevant to target as part of a tax effective strategy." These include:

Loss Carry Back:

The Federal Government has passed legislation to implement a temporary loss carry back regime for some Australian companies. The scheme is subject to an eligibility criteria and provides a cash refund of tax previously paid.

Temporary Full Expensing of Assets:

The Federal Government has extended its scheme to allow eligible businesses to claim a tax deduction for the business portion of assets acquired and installed and ready for use by 30 June 2021 and 30 June 2022. This

scheme applies to assets acquired between 6 October 2020 and 30 June 2022. A limit on the allowable depreciation applies to passenger vehicles and this is currently \$59,136 for the year ended 30 June 2021.

Other Strategies:

There are a number of other strategies that businesses can use to plan for their tax obligations before 30 June 2021 such as:

- Writing off the value of obsolete stock
- Paying employee superannuation by 30 June 2021 (rather than by 28 July 2021)
- Considering the tax benefits of making concessional superannuation contributions for business owners or additional salary sacrifice contributions up to the superannuation cap of \$25,000
- Bringing forward any expenses before 30 June 2021

"Australian taxation law can be quite complicated so it's important to speak with a taxation specialist asap to ensure you're in the best possible position come June 30," Mr Fuller said.

2021 Annual Defence Industry Dinner & Awards Ceremony

Come celebrate the achievements of the Defence Industry at the Defence Teaming Centre's Annual Defence Industry Dinner and Awards Ceremony.

Wednesday, 20 October 2021
Adelaide Convention Centre

Visit the website for details: www.dtc.org.au



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Pathways for Women Entering Defence



Minister for Defence Industry, Melissa Price and former Minister for Defence, Linda Reynolds.

Defence is working to take a leading role in shaping the national STEM agenda and build a strong record of inclusion. However, women currently represent about 16 per cent of Australia's STEM skilled workforce and while this figure is growing, more work remains to be done.

That is the message from Minister for Defence Industry Melissa Price, who said Defence's commitment to building diversity in STEM aligns with its Workforce Strategic Vision, which encourages a systematic approach to increasing the depth and diversity of the talent pool.

"Defence needs to ensure that we access the best talent from all parts of the diverse Australian community to build the workforce," she said.

"This is part of Defence's efforts to strengthen our intellectual capital, building our ability to solve problems with innovative solutions."

The Minister was announcing that eight women studying at three universities across Australia have been awarded Science, Technology, Engineering and Mathematics (STEM) scholarships by Defence.

Defence is a major employer of people with STEM skills, with "extraordinary

opportunities" available to women as Australia grows its naval shipbuilding workforce.

"As I flagged in a new video today, I want to firmly dispel any views that defence industry is mainly for blokes," the Minister said.

"We have a generation of jobs coming up in our sector and the opportunities for women in defence industry are fantastic.

"There are opportunities for industrious and inspiring women across many vocations in a growing number of organisations, and sectors, right across Australia.

"For women who are driven to make, to create, to learn, and to lead, the Naval Shipbuilding College can be where it all starts."

The College is connecting skilled female candidates with shipbuilding firms and education and training providers to develop the future shipbuilding workforce.

The College has been working with industry to share stories of the work that naval shipbuilding companies are doing to build gender diversity within their companies.

"These companies are trailblazers, inspiring the next generation of women to pursue a career in naval shipbuilding," Minister Price said.

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DTC Benefits from SADI Changes

Guidelines have been amended to broaden eligibility requirements for skilling and training and for training providers under the Skilling Australia's Defence Industry (SADI) program.

The aim is to give defence industry businesses greater access to grants, which are designed to grow the skills of Australia's defence industry.

Businesses can now apply for grants for a number of activities to help Australian businesses to become 'defence ready'.

As a result of the changes, the Defence Teaming Centre is using a SADI grant to provide a Diploma of Digital Technologies course. The current intake comprises 16 participants who represent 14 different Australian defence SMEs.

The Skilling Australia's Defence Industry (SADI) program offers grants of up to half a million dollars to support the skilling needs of eligible small to medium businesses.

SADI can now support defence industry in technical and trade skills training, improved human resources practices, apprenticeship supervision, and on-the-job training. Other types of eligible training include design, engineering, project/program management and logistics.

It also includes training to enhance understanding of Commonwealth Government processes, such as procurement services and Defence operations, and support services, including information technology and cyber security.

New Shipbuilding Course



HMAS Ballarat patrols her assigned search area during the search for missing Indonesian submarine KRI Nanggala.

A new naval shipbuilding 'taster course' endorsed by Australia's defence industry has been rolled out to its first cohort of students across Australia. The Introduction to Naval Shipbuilding course was developed by the Naval Shipbuilding College and industry and will be delivered through TAFE SA. The online course is offered by TAFE SA but will be available to students across Australia to learn about the Government's National Naval Shipbuilding Enterprise – including key concepts, terminology and projects. This will put the students on a pathway to gaining employment within the enterprise. The focus is on preparing students for the shipbuilding jobs of the future and ensuring they have the appropriate skills and experience as the Enterprise expands.

In addition, the College has developed a catalogue of education and training courses to help job seekers secure employment in the growing shipbuilding sector. It contains 80 short courses from 28 national education and training providers, including bridging and specialist courses, and 600 entry-level courses that are offered in universities or TAFEs in every state and territory. Australia's Naval Shipbuilding Enterprise will employ more than 15,000 people – with trades to PhDs – to design, build, integrate and sustain Australia's future fleet of naval vessels.

STEM Renewal

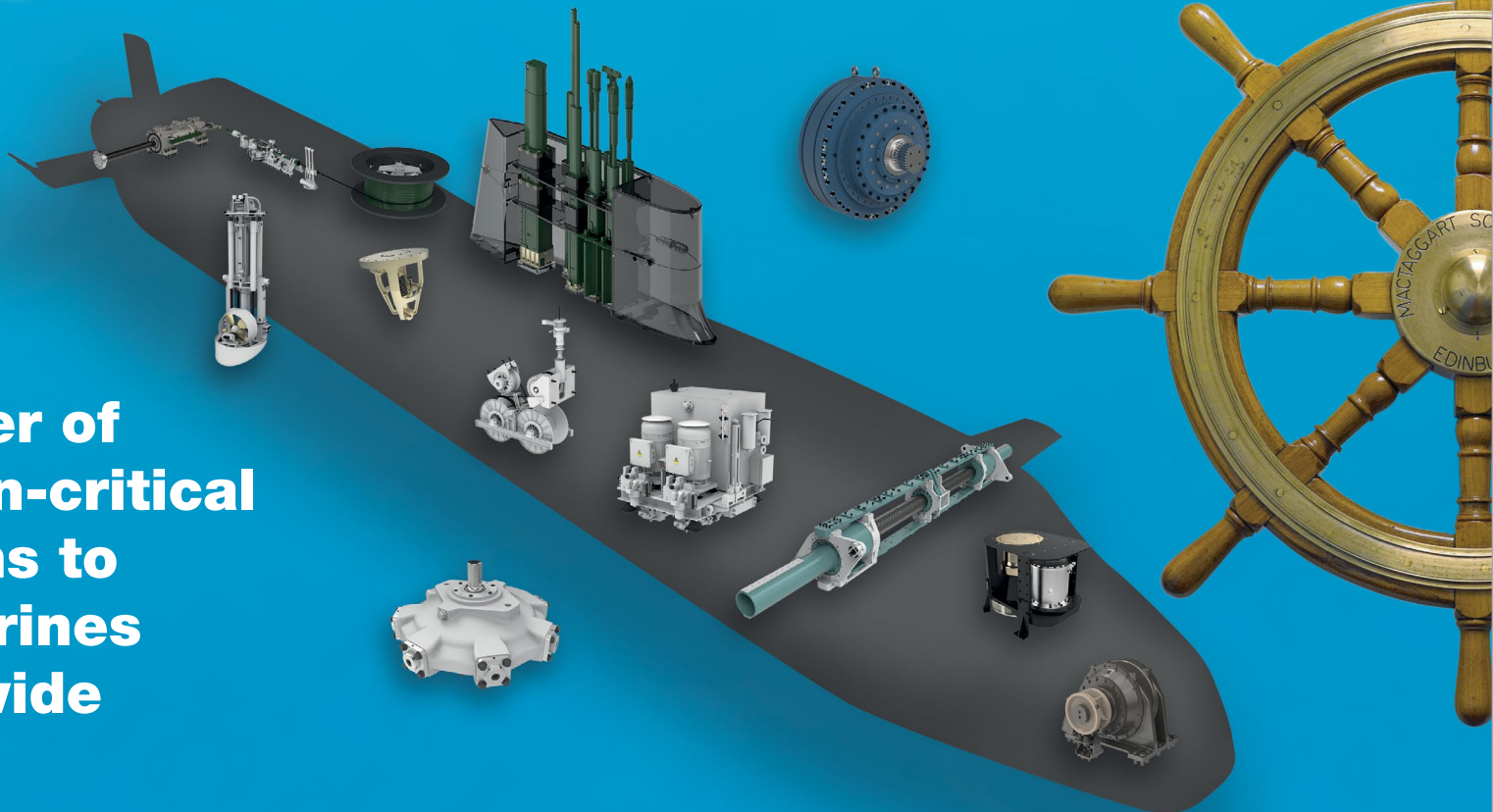
The Schools Pathway Program – which aims to boosting interest in STEM subjects – will continue until 2021-22, the government has announced. The Program is a key initiative of the Defence Industry Skilling and STEM Strategy and is designed to improve access for secondary students to defence industry career pathways by engaging in interactive STEM-based activities."

Initiatives being funded through the program include the SUBS in Schools challenge, a national challenge in which school teams design and build operational Remotely Operated Vehicles or submarines. The Schools Pathway Program will also fund the Advanced Technology Program, which links schools with defence industry through Space education. More than 189,000 students from metropolitan and regional areas have engaged with defence industry organisations through their participation in the program.



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Funding Flows to Cyber Innovation

In mid-April, six of the 12 ICERA contracts that were announced were focused on creating innovative cyber security capabilities. Industry Competitive Evaluation Research Agreement (ICERA) is an industry engagement initiative.

The ICERA contracts will provide \$36 million over six years, funded through Defence's Next Generation Technologies Fund (NGTF). It aims to support small-to-medium businesses that are critical to enhancing Australia's tactical and strategic edge as the nation's strategic context continues to evolve.

SME Security Gap

About 40 per cent of businesses that apply to win Defence work have insufficient cyber security measures to meet Defence's standards.

The Government has joined forces with Australia's defence industry to develop a 'go-to' guide for small businesses on how to improve their security practices to help them win Defence work. The Working Securely with Defence guide is designed to help industry overcome those issues to become 'Defence-ready', in turn supporting the Government's \$270 billion investment in Defence capability over the next decade.



Aircraftwoman Lauren Campbell (left) with Corporal Natalie Ekonomopoulos in a communications cabinet for cyber research and development systems at No. 462 Squadron.

The percentage of businesses missing out on Defence work due to insufficient security measures has already prompted Defence to focus on providing support to applicants to improve their cyber security.

Over the past year Defence has helped more than 600 companies improve their security through the Defence Industry Security Program (DISP).

The DISP supports Australian businesses to understand and meet their security obligations when engaging in Defence projects, contracts and tenders.

Defence currently has more than 230 companies in the program.

The Working Securely with Defence guide can be accessed from the Defence: <https://www1.defence.gov.au/security/industry>

Assess Your Cyber Security – Online Tool

An average of over 160 cyber security incidents are reported daily to the Australian Cyber Security Centre (ACSC).

The Australian Government has developed a Cyber Security Assessment Tool to help businesses check how cyber secure their business is and what they can do to make it more cyber secure. The tool is designed to:

- identify your business' cyber security strengths
- understand areas where your business can improve
- know how to improve your cyber security and where to find help

It can be accessed via www.business.gov.au



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An Australian Army Hawkei Protected Mobility Vehicle with a mock-up of a CEA Technologies Tactical Radar and an Electro-Optic Systems RS400 Mk2 Remote Weapon System on display at Russell Offices, Canberra for the full-rate production announcement.

DTC's Pivotal Presence at Land Forces

The DTC will have a strong presence at Land Forces, aligning with members and government to maximise the opportunities for defence business.

"Land Forces, Avalon and Pacific are very important events for the purpose of maximising opportunities to expose and introduce our members to new networks," said DTC CEO, Audra McCarthy.

"This year, we will be active at Land Forces to help members connect to opportunities in the defence sector.

"Our role is to introduce our members to other parties, like foreign delegations and defence Primes.

"We are also there to facilitate conversations the other way. We are often referenced by overseas organisations as being the 'go-to' organisation. We help those businesses to identify who they should speak to and we facilitate the connection so that they can collaborate and team with local industry for the transfer of technology opportunities for various Australian defence programs."

Nova Systems' Rapid Growth in the Land Domain

Nova Systems will this year have a stand-alone presence at Land Forces 2021, the first time in its 20-year history. It will showcase the extent of its land domain offerings, alongside its deeply embedded geospatial and situational awareness capability.

From humble beginnings founded in South Australia by two flight test professionals; now in its 21st year of operations, Nova Systems has more than 730 employees worldwide solving clients' complex challenges.

Recognised as leaders in test, evaluation, certification and systems assurance in aerospace and maritime, more recently Nova Systems has experienced rapid growth in the Land Domain.

Nova Systems leads Team Nova, an established Major Service Provider (MSP) for the Capability Acquisition

& Sustainment Group (CASG), trusted to support the delivery of over \$20B worth of complex land projects.

Team Nova (with industry partners QinetiQ and PWC) was appointed as a Land Domain Integrated Works Package partner under the MSP arrangement in May last year.

It resulted in a doubling of the Melbourne-based team, and engineers with cutting-edge skills from adjacent industries were recruited to support specific areas within the land domain, including the Armoured Vehicle Division and Land Manoeuvrability Systems Branch.

"Over the past 12 months we have cemented our place as a key industry body in the delivery of Land projects, supporting CASG to keep the modern soldier at the cutting-edge of emerging technology and threats,"

General Manager Maritime, Land and Future Systems, Lee Kormany said.

"We now have 150 high performing Team Nova staff and consultants delivering to the Commonwealth and supporting complex projects throughout the entire delivery; from project management to systems engineering to logistics.

"We partner with primes, including Safran and BAE Systems Australia to create Team SABRE to combine key strengths in response to the Commonwealth's Land 125 Phase 4 (L125-4) Integrated Soldier System project bid.

"Our combined strengths bring together a solid centric solution in response to the Commonwealth's land 125 Phase 4 (L125-4) Integrated Soldier System Project Request for Proposal."



DTC Advocates to Cut Cost Of Business

The need to cut “red tape” and the cost of doing business is well understood by Australian businesses and nowhere is this more important than in the fast-developing defence sector.

“The DTC has a strong advocacy focus on trying to reduce the cost of doing business in the defence industry sector,” said DTC CEO Audra McCarthy.

“There’s a huge overhead and barriers to overcome to enter the sector.

“The valuable role an industry association can play is coming up with innovative service delivery models that enable businesses to work together and leverage from each other’s strengths to be able to reduce the cost of doing business.

“The ongoing challenge for the DTC is finding new ways to reduce the cost of doing business for SMEs by delivering commonly needed services.”

Government Commitment

In September last year, the Minister for Defence Industry, Melissa Price, said the government was placing small business “front and centre of Defence decision-making” and this included the cost of doing business.

“We are going to provide enhanced and more tailored support to Australian businesses,” she said.

“And we will cut red-tape, processing times and costs to businesses who contract with Defence.”

Maximising Your Time at Land Forces

1. Know your purpose.
2. Set goals – activity goals for each event and each day, as well as achievement goals. Write them down!
3. Do your homework: know who is going to be there that you want to meet? Use the Land Forces smartphone app to set up meetings.
4. Hone your elevator pitch. Know your value proposition: highlight to a customer how your organisation is a “problem solution” fit for their business.
5. Make sure your staff are equally prepared.
6. If you have an exhibition stand, make sure less experienced staff are up to speed. Role play if necessary – just don’t leave it to chance.
7. “Work it” – don’t just wander around aimlessly but don’t be “that person” that rushes around thrusting business cards onto everyone.
8. Be open to unexpected opportunities.
9. Social events aren’t there for you to party – align your social activities to suit your goals (e.g. relationship building, getting in front of a hard-to-meet person etc).
10. Follow up new contacts. Make sure you deliver on any promises.

More detailed advice can be found in this PowerPoint presentation by DTC CEO, Audra McCarthy: https://global.vic.gov.au/_data/assets/pdf_file/0007/323980/First_Impressions_Training.pdf ➔

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DTC Aiding Business Defence Exports

The Ghost Robotics quadruped robot is presented at the Robotics Expo and Quantum Technology Challenge during the Chief of Army Symposium at the Brisbane Convention and Exhibition Centre.

During the pandemic, the DTC received federal funding to establish the Teaming for Export Success in Advanced Manufacturing Export Hub.

As border restrictions ease, exporters are expected to embrace the opportunity to intensify their efforts to drive growth through overseas markets, including the USA, UK and Germany.

Australia-UK Partnership

It has also been announced that five Australian-led groups will develop technology to accelerate the integration of advanced materials into military platforms and give Defence personnel a competitive advantage.

The projects are part of a program run jointly by Australia and the United Kingdom.

They will be funded by Australia's Next Generation Technologies Fund under the Small Business Innovation Research for Defence (SBIRD) initiative and the Australian-led projects have already received \$1.6 million

in SBIRD funding. Fourteen Australian academic and industry groups answered the joint Australia and UK call for responses to four challenges aimed at using innovative technologies to speed up advanced materials integration.

Advanced materials are those with properties that are engineered to make them superior to conventional materials, including ceramics, high value-added metals, electronic materials and composites. The successful Australian proposals were from:

- Western Sydney University, Imperial College London, Metrologi Pty Ltd, UNSW and Airbus Australia Pacific, awarded \$348,204 to research the use of nanotechnology in more durable bonded joints;
- Qinetiq Australia Pty Ltd and RMIT, awarded \$349,317 to develop a modelling framework supporting the use of Multi-functional Shape Memory Alloy Tufted Composite Joints (MuST) technology;

- University of New South Wales, Imperial College London, Advanced Composite Structures Australia Pty Ltd, awarded \$349,946 to research the use of advanced materials in more effective armour;
- RMIT University awarded \$330,500 to develop more effective metal-to-composite hybrid joints through the use of advanced materials; and
- University of Adelaide, Research Institute of Saint-Louis (ISL – France) and Materials Science Institute, awarded \$209,510 to develop improved means of examining areas where adhesives have been used in aging military platforms.

In the UK, participation is being led by Defence Science and Technology Laboratory and supported by the Materials for Strategic Advance Program.

The competition for projects was managed by the UK's Defence and Security Accelerator and funded cooperatively by both nations.

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As COVID-19 Slows, Funding Flows for Sovereign Capability



Mr Jim Grose (Axiom Managing Director) and Mr Ben Barona (DST Group, Defence) examine the injection moulding die used to manufacture face mask strut components in support of Operation COVID-19 Assist.

Australian defence companies are well aware of the government's drive to secure and maintain a capability edge in critical areas.

The supply disruptions caused by COVID-19 have only served to heighten that imperative, which has bipartisan political support. SMEs are clear beneficiaries.

In recent months, three small Australian manufacturing businesses have received more than \$2 million in support as part of the latest round of Sovereign Industrial Capability Priority grants.

The grants are designed to build up their sovereign capability, thereby avoiding Australian reliance on foreign companies for crucial Defence technologies and components.

South Australian companies Axiom Precision Manufacturing and M. & I. Samaras both received grants of \$1 million, while NSW company Jehbco Manufacturing received \$92,340.

Axiom has contributed to Australia's COVID-19 response by producing face shields for health and aged care workers, and recently signed a contract for component supply for the Joint Strike Fighter Program.

It is the second Sovereign Industrial Capability Priority grant Axiom has received, and will be used to further develop its precision welding capabilities.

Weld Australia, based in NSW, has also received funding in a previous round.

The company is bringing a welding accreditation to Australia and developing Australian supply chains for the Land 400 Phase 2 project and beyond.

The companies are the most recent of 73 Australian small and medium businesses to benefit from the SICP grants program, to a combined value of \$40 million since November 2018.

The intent is to grow Australia's sovereign defence industry, ensuring Australia has the skills to deliver and sustain critical defence capabilities.

Additional benefits are boosting the economy and creating employment.

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WA and SA Benefit From Combats Systems Expansion

The DTC has repeatedly called for a unified national approach to securing work for Australian defence business, rather than a fragmented and sometimes overly competitive state-by-state approach.

It has welcomed the news that the expansion of Defence's 'next generation' combat management system has created more than 100 local jobs and new opportunities for Australian businesses across two states – SA and WA.

Minister for Defence Industry Melissa Price said the expanded combat management system will now include Maritime Mine Counter Measures and Military Survey Vessels. As such it would drive the next phase of growth and investment by Saab Australia, the nation's sovereign Combat Management System provider.

"This project will create Australian jobs for engineers and project managers, developing further capability within



The crew of HMAS Supply line the upper decks during her commissioning ceremony at Fleet Base East in Sydney, New South Wales.

the industrial supply chain and supporting a major, multi-million-dollar expansion of Saab's South Australian and West Australian facilities," she said.

"Saab's investment and recruitment since signing their Enterprise Partnering Agreement with Defence in February 2020 is clear evidence that the Morrison Government's Naval Shipbuilding Plan is creating jobs and delivering sovereign capability.

"In the first 12 months of the EPA, Saab has been awarded almost \$20 million and welcomed 108 new staff across Australia."

Saab Australia is a key partner in the delivery of Australia's sovereign shipbuilding capability, with almost 600 highly skilled engineers, project managers and specialists delivering defence and security solutions.

Today's announcement means Saab's CMS will be equipped on six of the RAN's classes of vessels: Anzac, Canberra, Supply, Arafura, Mine Countermeasures and Military Survey Vessels.

For more information regarding opportunities associated with SEA 1905 Phase 1, visit [AusTender](http://AusTender.gov.au) at www.tenders.gov.au →



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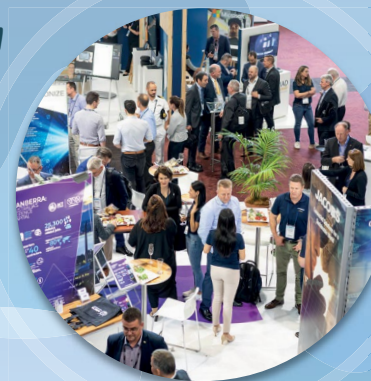
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Defence Export Success Stories

International trade shows such as Land Forces are critical in showcasing the export potential of Australian defence business. While many international visitors will have to be content with an online experience this year, there is an air of excitement locally about the Federal Government's renewed commitment to Defence spending, building local capability and helping develop new export markets.

The Land Forces smartphone app enables delegates to find and reach out to potential customers, suppliers and partners and arrange meetings and briefings.

The full-day Industry Capability – Equipping Defence Conference will hear from a range of companies “in the frontline of defence capability”. Mark Hilton, Vice President, Sales and Marketing at Thales Australia, will deliver a speech on Improving Domestic Capability through International Export.

Following that conference will be the two-hour event A Whole Government Approach to Defence Exports.

The event promises to “provide defence industry SMEs with information on government initiatives and support available for them to access export markets; including market advice, financial assistance, and advocacy.

It will include presentations from government agencies such as the Australian Defence Export Office, Austrade, and Export Finance Australia.

DTC Assistance

Defence Global Competitiveness Grants are available to help Australian small and medium businesses invest in projects that help to build their export capacity.

The Defence Teaming Centre can guide and assist companies looking for contract and grant opportunities. In line with its charter of “Connecting” and “Developing”, the DTC also offers continuous advice and support to members as their businesses grow and adapt.

The DTC has worked for many years with member company, Lightforce Australia, which has previously been featured in Defence Business magazine. The company is working to improve its design and prototype capabilities for infra-red driving or searchlights for military customers in the US, and last year received \$150,000 to advance this project.

COVID-19 has had a significant impact on the way the nation's thinking, with evidence of a mind shift from importing specialist capability to manufacturing locally for domestic needs - and then taking the next step to exporting.

An example is the announcement that Australia will invest billions of dollars to develop Australia's own long-range missiles.

The government is also funding smaller defence SMEs to build export capability. The Australian Defence Export Office has assisted NSW's Blueprint Lab to grow from a robotics hardware start-up to a company exporting to more than 11 countries.

A fresh round of funding will enable it to commission a new deployable test vehicle which Blueprint Lab will use to certify equipment to international standards, opening up further export opportunities. Its robotics products are used across a broad range of applications including marine science, oil and gas companies, and nuclear plant operators.

BUILDING CAPABILITY AND PERFORMANCE

South Australia's largest locally owned accounting and advisory firm – William Buck – proudly supports businesses and service providers in the defence sector.

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Winning Tenders – Why Marketing Matters

Companies with watertight marketing strategies, strong branding and alluring video content are the most likely to establish strong business connections when competing for defence contracts, according to a leading industry expert. A concise and targeted marketing campaign also provided businesses an opportunity to make a great first impression and establish initial connections, said Justin O'Brien, creative director of video production company redbikini and B2B digital marketing business LOOP.

Justin said it was vital for businesses to have a positive digital profile in order to stand out and "nudge" their tender in the right direction, noting the increasing competition vying for defence projects in South Australia.

"When people start analysing your business as a potential partner, it's important that you're putting your best foot forward," he said.

"When a tender lands on someone's desk from a business they may not be overly familiar with, the first thing they'll do is desktop research to look at who you are.

"And when you have a competitive tender that makes it through to the second round of evaluation, this is where good marketing, your content, your website, can nudge your tender in the right direction."

Justin said marketing was about finding the best environment to sell a company's products and services and putting them in front of the decision makers.

"Your website, digital communications and media communications all play an important role in continuing the sales process when you're not in front of your customers," he said. Risk management was also a key factor contributing towards a successful tender process.

"Risk is in the DNA of everything defence related," he said.

"Keeping our defence force personnel is the principle driving factor in all defence procurement. But other factors such as workplace health and safety, cybersecurity and intellectual property are also vitally important."

With contracts worth millions and even billions of dollars, defence companies looking to buy a product or service from another business want to be shown how potential risk factors can be minimized.

"When an organisation looks to an SME, the first thing they do is look to a risk analysis in order to establish whether they're in safe hands," Mr O'Brien said, adding that a lot can be determined based on a company's website.




"Having brand and marketing assets that demonstrate your commitment to risk mitigation and effective quality procedures can be very advantageous in a tender environment.

"If you have a website that looks like it was designed in 1990 and you do little in terms of communication and managing your company's own story these could be seen as negatives to some procurement officers."

Justin said this due diligence was also performed by companies moving into the Australian market to facilitate defence procurement.

"These organisations will be looking to partner with industry to fulfill local content requirements and they will apply the same criteria – the businesses that look to have their act together will be the ones to receive the first phone calls," he said.

"Having a good tender is just the price of entry. If you don't have a good competitive tender with the right product with the right risk with the right profile you won't go anywhere."

The second half of this article can be found at www.redbikini.com.au 



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POWER FOR THE MISSION

Chance to Embed ADF Personnel in Your Business

In previous issues of Defence Business, companies have discussed the benefits of being able to work closely with ADF personnel to understand how their concept, product or service will actually work in the real world.


Defence employees are now able to work with small and medium businesses as part of a new program aimed at giving them a hands-on insight into Australia's defence industry. The Defence Industry Secondment Program is designed to give Defence staff the opportunity to work inside Australian businesses and to learn new commercial skills to bring back to Defence.

However, many defence businesses see the two-way value in being able to embed Defence personnel in their business to gain firsthand feedback on their business plans.

The program is also designed to help Defence "understand the pressures Australian businesses face on a daily basis and will create long-term change for

the way Defence and industry work together to deliver essential capability". Secondees have been selected from an expressions of interest process, with alumni from the Defence Industry Studies Course specifically invited to participate. Secondees are matched to hosts based on their skills and location. Both ADF personnel and Defence Australian Public Servants can undertake

placements for a period of up to six weeks during an initial pilot program.

The first wave of placements is now in place, and an Evaluate, Review, Adapt and Improve model will be used to deliver continuous improvement for the businesses and participants. For more information or to register your interest, email industry.secondments@defence.gov.au .



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Sovereign Guided Weapons Manufacturing

The Chief of Joint Capabilities has been appointed as the capability manager for the national guided weapons enterprise to ensure this strategic capability is “leveraged” across the ADF and beyond.

The \$1 billion Sovereign Guided Weapons Enterprise will support missile and guided weapons manufacturing for use across the Australian Defence Force.

Prime Minister Scott Morrison said creating a sovereign defence industrial capability was a key priority for the Government while also creating new opportunities for jobs and small business growth.

“As the COVID-19 pandemic has shown, having the ability for self-reliance, be it vaccine development or the defence of Australia, is vital to meeting our own requirements in a changing global environment.

“It’s an imperative we now proceed with the creation of a sovereign guided weapons capability as a priority, accelerating this process following the idea first being explored in the Force Structure Plan.”

The Department of Defence will now use a Smart Buyer process to select an experienced strategic industry partner to operate a sovereign guided weapons manufacturing capability.

The mandate is to manufacture a suite of precision weapons that will meet Australia’s growing needs and provide export opportunities as a second source of supply.

“The manufacturing and supply of weapons in Australia will not only benefit and enhance our ADF operational capacity but will ensure we have adequate supply of weapon stock holdings to sustain combat operations if global supply chains are



Able Seaman Aviation Technician Avionics Matthew Dockrill conducts a routine inspection between the after body and fuel cell of a MK48 Heavyweight torpedo in the Torpedo Maintenance Facility at the Navy Guided Weapons Systems Program Office-West on HMAS Stirling.

disrupted,” Minister Dutton said.

According to defence industry estimates this new national enterprise could be worth \$40 billion in local production and export over the next 20 years, while also creating over 2,000 jobs in different locations across the nation.

The Australian Strategic Policy Institute has forecast that Australia will spend \$100 billion in the next 20 years on missile and guided weapons purchases.

Initial applications will be limited to the Translation and Integration streams of the Modern Manufacturing Initiative, with expressions of interest for the larger Collaboration stream to open in coming months.



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Helping the Veterans You Employ

The benefits of employing a veteran in a defence business are numerous. These include an unrivalled understanding of the environment that goods and services will be used in, the ability to follow instructions and work in a team but also think on their feet, as well as invaluable leadership experience.

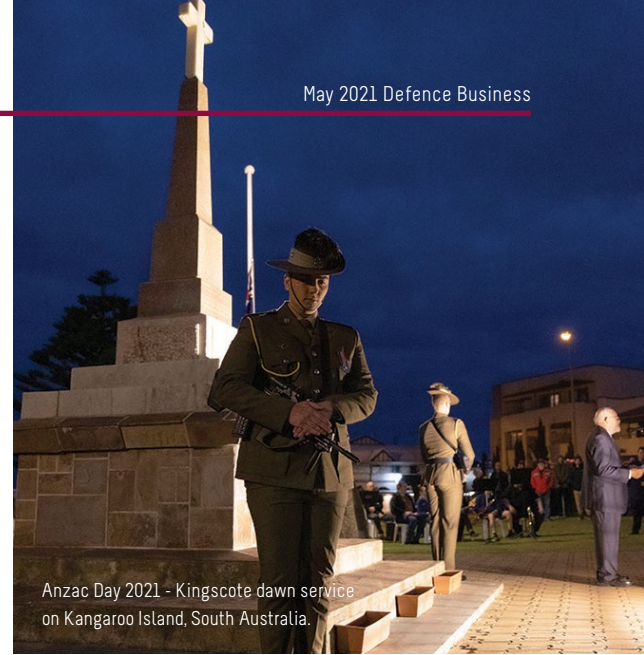
However, veterans also face unique challenges when they enter a non-military workplace. Given the high rate of suicide among veterans, employers need to be mindful of their duty of care.

The announcement of a Royal Commission into Defence and Veterans Suicide has shone a light on some of the challenges faced by military personnel returning

to civilian life. If as an employer or manager you are concerned about the mental health of a veteran employee it is important to have a workplace culture in place where problems, concerns and issues can be discussed.

You may not have the skills to navigate an individual's circumstances, so it is also important to be aware of third-party resources that are available.

The Department of Veterans Affairs is a good place to start. All veterans can access free mental health care for life through the DVA White Card (Non-Liability Health Care) and the Open Arms – Veterans & Families Counselling service.



Anzac Day 2021 - Kingscote dawn service on Kangaroo Island, South Australia.

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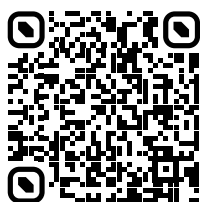
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