KATHERINE REGIONAL ECONOMIC DEVELOPMENT COMMITTEE

A Framework for Indigenous Participation in Commercial Opportunities within the Katherine Region



Proposed Strategic Alliances
between
Indigenous Organisations of Katherine
and Local Industry
to take up opportunities
with proposed
Defence upgrades at
RAAF Base Tindal

This proposal is an initiative of the Katherine Region Economic Development Committee (KREDC) developed in conjunction with the Indigenous organisations of Katherine that represent and benefit the Indigenous population of Katherine and the region. This document can be read as a Business Case/Project Plan for the proposed project.

The Project which promotes economic and enterprise development, training and employment through Strategic Alliances and Joint Venture Enterprises between the Katherine Indigenous Sector and the local Katherine Industry is identified in the Strategic Plan 2015 – 2017 of the Katherine and Big Rivers Region Economic Development Committee.

The project utilises the principles of ABCD (Asset Based Community Development) where the asset (local people, community organisations and local industries) are recognised at their existing capacity and engaged with to develop Strategic Alliances that enable participation in a higher level commercial environment. This "WOG-WOC" strategic approach engages the community in the following manner: WOG = Whole of Government (NTG, Commonwealth, Local Government)

- Participate in the Governance for the project
- Provides transparency for the community project
- Supports the project through preferred contacts where skills development can occur
- Provides seed funding to commence the project

WOC = Whole of Community (local community people, Indigenous Organisations and Local Industry)

- An alliance between the local Indigenous Organisations and Local Industry to engage with WOG to develop the capacity and capability of the local indigenous workforce to participate in training and employment opportunities in a commercial environment.
- Develops the capacity of local Industry as Joint-Venture partners to participate in projects which may have Indigenous employment clauses and preferred contract status.

The Project has been endorsed and recommended by the Katherine Regional Economic Development Committee which is an independent advisory body to the Northern Territory Government on the regional development needs and priorities of the community and other stakeholders

The Katherine Regional Economic Development Committee (KREDC) is appointed by the Chief Minister, Adam Giles in his role as Minister for Minister for Economic Development and Major Projects. The Chief Minister is also the Minister for Indigenous Affairs.

KREDC comprises the following members:

Ms Fay Miller, Mayor, Katherine Town Council, Chairperson Members

Mr Kevin Grey, Chairperson, Chamber of Commerce NT - Katherine

Mr. Geoff Crowhurst, President Katherine Mining Services

Ms Julie Newton, Business Advisory Council NT

Mr Michael Berto, CEO, Roper Gulf Shire Council

Mr Rick Fletcher, Manager, Regional Development South, Northern Land Council Katherine

Dr Simon Quilty, President, Katherine Regional Arts

Emma Cooper, Representative Chief Minister's Round table for young Territorians

John De Koning, Regional Executive Director, Big Rivers Region, Dept. of Chief Minister

Mr Robert Jennings, CEO, Katherine Town Council

Mr Noel Hinschen, Wing Commander, Tindal RAAF Base

Vacant, RDA NT Representative

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	a.	Katherine Regional Economic Committee	
	b.	Mayor, Katherine Town Council	
	c.	Hon. Willeme Westra van Holte, MLA Local Member for Katherine	
	d.	Hon Johan (John) Wessel Elferink MLA	
		Minister for Correctional Services	
		Attorney-General and Minister for Justice	
	e.	Hon. Peter Donald Styles MLA	
		Minister for Business	
		Minister for Employment and Training	
		Minister for Defence Industries	
	f.	Regional Development Australia, Northern Territory	
	g.	Kalano Community Association Inc.	
	h.	JobFind Katherine	
	i.	Charles Darwin University	
	j.	Batchelor Institute of Indigenous Tertiary Education	
	k.	Chief Minister - Adam Giles	
	***	Minister for Economic Development and Major Projects	
		Minister for Indigenous Affairs	

B. CAPABILITY STATEMENTS FOR THE PROPOSED KIDT STRATEGIC ALLIANCE PARTNERS

i. Interim Contract Manager – Territory Construction Management Solutions
ii. Project Management & Contract Administration - Grant Walker
iii. Structural - Crowhurst Engineering
iv. Kalano/Crowhurst Joint Venture
v. Licensed Builder – Ricon Contractors
vi. Licensed Builder – Solar Living Homes
vii.Civil Works - Allan King & Sons
viii. Electrical, Airconditioning and Communication
- ACDC Electrical & Communication Services Pty Ltd (Indigenous Business)
ix. Concrete and Aggregate Suppliers
Jawoyn Quarries
- <mark>Rowlands Quarries</mark>
- Holcim
x. Transport and Lifting Companies
- Katherine Tilt Trays and Tipper Hire (Indigenous Business)
 Bodhi Bus Worker Transport (Indigenous Business)
- COSA Cranes and Engineering
- Cairns Industries
xi. Waste Management
- MT Bins Recycling Centre
xii. Equipment Hire
- <mark>Macs Hire Service</mark>
xiii. Katherine Mining Services Membership
(Company participation to be confirmed. Profiles/Capability Statements to
be updated)

Company involvement will be confirmed with Letter of Intent and Indication of possible Indigenous Employment positions.

ACTIONS TO DATE

- ${\bf 13.\ Letters\ from\ KREDC\ sent\ to\ Federal\ Ministers-\ Scullion,\ Johnson\ and\ MP\ Tudge}$
- 14. Request for Legal Advice Solicitor for the NT

Proposal to set-up Strategic Alliances with Indigenous Organisations in Katherine

This Project has been sanctioned by the Katherine Regional Economic Development Committee as a priority for the economic development of the Katherine region.

Attached are some documents which describe/suggest an option that the Indigenous organisations of Katherine could use to gear-up to participate in the opportunities that the Defence Contracts at Tindal will present.

Presently the Key Indigenous Organisations in Katherine are being run to capacity, managing their core functions ie. Jawoyn Association carrying out cultural and land business, Wurli Wurlinjang Aboriginal Corporation focusing on health outcomes and Kalano Association focusing on managing the social programs with some minor enterprise and training activities with limited pathways for employment. The current structures of the organisations do not lend themselves to the higher specialist levels of contract management or enterprise creation as the organisations do not possess capacity or capability in technical areas, financial management, project management or have appropriate structures for governance in the economic development space. The risks involved in commercial business also poses as a threat to the existing core business of these organisations.

The major issues hampering economic development in Katherine are

- Land Releases being locked-up due to Native Title claims
- Lack of availability of Land for Agricultural Development
- Lack of Training & Employment Opportunities
- Down turn of the Mining Industry
- Anti-Social Behaviour

The advent of the Tindal Developments on our doorstep is a very definite prospect and as the attached Case Studies (4a. & 4b. pages 19-21) demonstrate, that the Federal Government is supportive of Indigenous participation in Defence contracts even to the extent of offering "preferred contracts" to appropriate Indigenous organisations or partnerships with greater than 50% Indigenous ownership. Case Study 1 illustrates that Indigenous participation in defence contrast has actually happened with some success nearly 30 years ago at Tindal.

To this end, to quickly muster to take up opportunities that will be presenting (attachment 2a and 2b pages 13-14), it is proposed that the key Indigenous organisation form partnerships with "Indigenous friendly" reputable Katherine-based industrial organisations which will immediately raise the capacity of the Indigenous organisations to be involved with contracts of a higher level rather than the tokenistic basic Fencing and Landscaping contracts which will no doubt be made available to the straggling Indigenous workforce when the time comes.

At this point in time our understanding is that the overall the spend at Tindal will be in the vicinity of \$3 Billion over 10 years (attachment 3b. page 18) and the proposed local Indigenous Partnership bids for preferred contracts could be quite substantial. The would allow for the design of Training and Employment programs for a term of over 15 years and therefore 3 - 4 generations of trained Indigenous people in a variety of professions instead of the present situation where most of the Indigenous men end-up with a Cert. 2 in Construction or Land Management and there is no other avenue for development. There is also good potential for "Preferred Contracts" from the NTG in the areas of Minor Construction, Emu Bobs, Weed Management as well as contracts from the Mining Companies.

The Diagram 1. (Page 7) alludes to a new Indigenous Organisation being set up in Katherine with a focus on Economic Development and Contracting. The new organisation can be a leading-edge partnership of the existing Key Indigenous Organisations (IO) with buy-in from Indigenous Business Australia (IBA) as they have done with the Dagoman Association in purchasing the NT Government Centre. The Governance of the new Corporation could be the management representatives from the IO's with representation from the NTG and Commonwealth Governments, IBA as well as Independent Industry reps including Engineers, Accountants, Lawyers and experienced business people (similar to the MRM CBT set-up).

This new organisation (called KIDT as an example) could also take a lead role in Native Title settlements in a similar fashion to the Larrakia Corporation in Darwin which was gifted land as settlement of Native Title by the Larrakia Nation. Private Developers could then be sourced to partner-up with KIDT to develop Shopping centres, subdivisions and Housing estates moving the Indigenous participation from being consumers to becoming the suppliers.

KIDT would then form Strategic Alliances with relevant Katherine businesses with expertise in various industries to take up opportunities in the region. These proposed Alliance Partners would be required to sign an Agreement of Intent to participate as well as a submit a proposed Indigenous Scheduled that relates to their organisation.

This new organisation would also qualify for major funding under the Australian Government new Indigenous Advancement Strategy programmes in particular the **Jobs Land and Economy** stream. (Attachment 5 – pages 22-23)

Attached to this document are Capability Statements from Katherine Regional Businesses that are keen to sign up as Strategic Joint-Venture Partners with the Indigenous Organisations to take-up the employment and enterprise opportunities that will present in the near future. To date the following Industrial organisations have agreed to participate in the initiative:

- Territory Construction Management Solutions
- Crowhurst Engineering (......)
- Ri-Con Contractors
- Kalano/Crowhurst Joint Venture
- ACDC Electrical & Communication Services (Indigenous Business)
- Katherine Tilt Trays and Tipper Hire (Indigenous Business)
- Gunjai Contracting & Plumbing (Indigenous Business)
- Katherine Construction & Maintenance
- COSA Cranes and Engineering
- Cairns Industries (pages)

The following businesses have been contacted and have expressed initial interest:

- Ri-Con Contractors
- Solar Living Homes
- Allan King & Sons
- Rowlands Quarries
- Holcim
- MT Bins Recycling Centre
- Macs Hire Service

OPTION FOR PROPOSED CORPORATE STRUCTURE OF INDIGENOUS DEVELOPMENT – KATHERINE

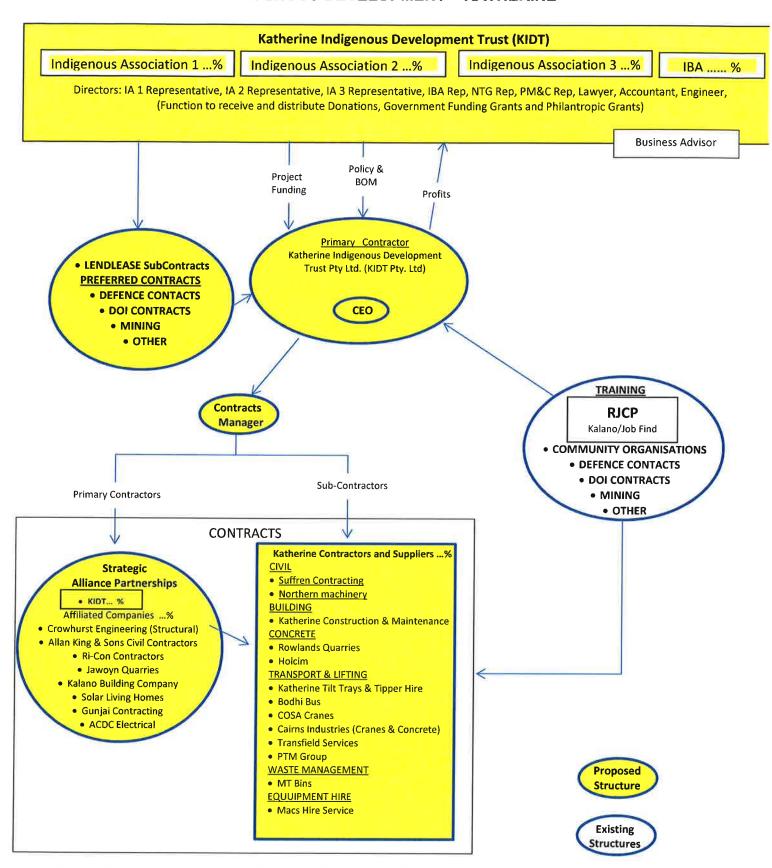


Diagram 1. - Proposed Corporate Structure of Trust for Indigenous Development

The following businesses have been identified for consultation regarding participation in the initiative:

- Bodhi Bus Worker Transport (Indigenous Business)
- PTM Group
- Transfield Services

A suite of Letters have been written by the Chair of the Katherine Regional Economic Committee to the following Federal Government Ministers seeking support for a collaborative approach between the key Indigenous Organisations and the local industry of Katherine to partner-up and bid for contract opportunities under a preferred contract arrangement (limited tender exemption under - Commonwealth Procurement Rules):

- Senator Scullion, Minister for Indigenous Affairs
- Senator Johnson, Minister for Defence, Parliamentary Secretary to the Prime Minister
- Alan Tudge MP, Parliamentary Secretary to the Prime Minister

A request for Legal advice for the from the Solicitor for the NT has also been submitted seeking advice for the optimum corporate structure for a new entity to cover the proposed joint-venture partnerships

Description of Proposed Corporate Structure for Indigenous Development

The proposed corporate structure is modelled on the McArthur River Mine Community Benefits Trust (MRM CBT) which has been operating successfully since 2007 and delivers \$ 1.25M in grants annually towards building capacity in the Borroloola community by supporting community initiatives such as Kids Breakfast programs, school attendance initiatives, expansion of the community store and accommodation for staff, football and sporting competitions, cultural and environmental programs and Training & Employment Programs.

It is intended that the proposed Katherine Indigenous Development Corporation (KIDT) will comprise a similar structure to that of the MRM CBT, a Trust that can receive and distribute grants and donations from Government, companies and Philanthropic organisations. The main function of the Trust will be provide the Indigenous community of Katherine with pathways to participate in the economic development opportunities that are becoming available through engaging in commercial developments and activities that promote training and employment of Indigenous people.

The Foundation Members of the Trust will possibly comprise of Representatives from the Indigenous Organisations that represent and benefit the Indigenous population of Katherine and the region. These Katherine Indigenous Community Organisations may include:

Kalano Community Association, Jawoyn Association and the Wurli Wurlinjang Health Service

A Propriety Limited Company directed by Trust Members and Representatives of Government and Industry will stand along-side the Trust (KIDT) to carry out the economic and operational functions utilising the Alliance Joint Venture partners as directed by KIDT including:

- Contract Management of
 - Preferred Contracts from Dept. of Defence
 - Tendered work from Tindal JSAF Expansion
 - Preferred Contracts from NTG
 - Tendered work from NTG
 - Preferred Contracts from Mining Companies
 - Other Contracts

There will be a clear separation of roles and obligations between the organisations with the Propriety Limited Company operating on strict commercial principles and demonstrating viability and sustainability in the long term.

The proposed organisations could also function as the peak body for consultation with the indigenous community on matters of economic development in the region including:

- Proposed Mining Developments
- Proposed Horticultural/Agricultural Development
- Pastoral Development
- Cultural Tourism
- Transport & Freight
- Employment & Training
- Enterprise Development
- Facilitation of Native Title Resolution

The Business Consultant will flesh out further details of the proposed Structure and scope of operations of the proposed entities and the relationship between the Trust and the Pty. Ltd. Company

RELATIONSHIP OF KIDT TO EXISTING NGO STRUCTURES

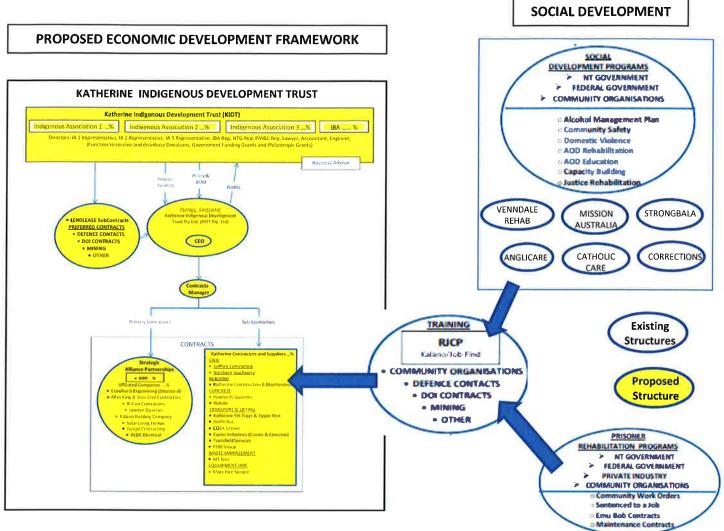


Diagram 2. – Proposed Linkages between KIDT and Existing Services

LINKAGES BETWEEN KIDT AND EXISTING AGENCIES PROVIDING SOCIAL SERVICES AND REHABILITATION

Presently there is no definite pathway for Indigenous people to progress into employment from their current socially disadvantaged situation in the Katherine community as there is no real employment opportunity.

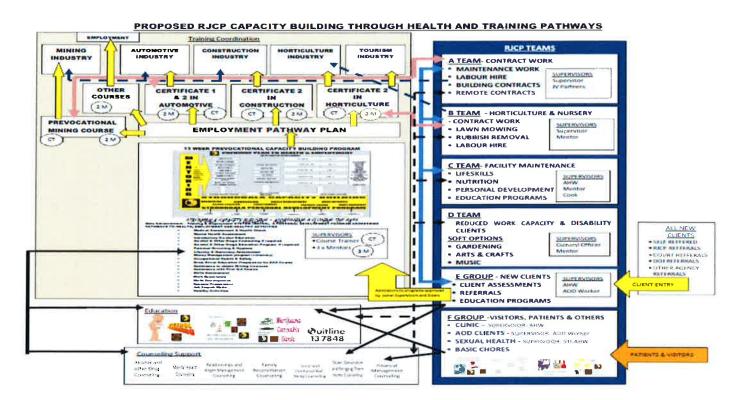
The second diagram illustrates the existing organisations and programs that respond to rehabilitation and capacity building to get Indigenous clients off the "Merry go Round" that they are committed to living with today.

All of the Social Development Programs are targeted at capacity building to teach people how to deal with alcohol, domestic violence, anger management, money management and social skills that will improve antisocial behaviour and lessen the high impact of Indigenous people ending up before the courts and being incarcerated for offences that they do not comprehend. The present pathway effectively ends at the RJCP where if clients do not attend or participate in activities, they will lose their entitlement to welfare payments.

The missing portion of the present pathway is the Economic Development Framework which could provide more Jobs and training opportunities.

EXISTING FRAMEWORK FOR HEALTH CHECKS AND RJCP ACTIVITIES

Diagram 3. – Existing Frameworks for Employment Pathways



The above diagram illustrates the existing pathways that have been developed by the Strongbala Mens Health Program which is being delivered by the Wurli Wurlinjang Health Service which provides a Health Check which will deem the individual "fit for work" or for suitable for soft activities due to health issues, prior to going through the rigmarole of participating in the RJCP Employment Plan.

This program has been operating since 2009 and has qualified several Indigenous men with a Certificate 2 in Construction or Horticulture but once again, there were no jobs for participants to move onto.

As can be seen the existing Indigenous capacity building Structures are now well placed and developed and the next step of the journey is to complete in the Economic Development framework (incorporation of KIDT and KIDT Pty Ltd.) which will complete the pathway and gives the Indigenous sector the capacity to operate in a commercial environment and opening the door to employment and enterprise opportunities.

PROPOSED MEMBERSHIP OF KIDT STRATEGIC ALLIANCES

Contract Management Territory Construction Management Solutions – Consultant Civil Engineer Grant Walker – Project Management & Administration Structural Construction 1. Crowhurst Engineering **Builders** 2. Ri-Con Contractors 3. Kalano Building Company 4. Crowlano JV 5. Solar Living Homes 6. PTM Group **Building and Property Maintenance** 7. Katherine Construction and Maintenance 8. Transfield Services **Civil Works** 9. Allan King & Sons **Electrical, Air-conditioning and Communication** 10. ACDC Electrical & Communication Services Pty Ltd (Indigenous Business) 11. Shockless Electrical Services Plumbing 12. Gundjai Contracting (Indigenous Business) **Concrete and Aggregate Suppliers** 13. Jawoyn Quarries (Indigenous Business) 14. Rowlands Quarries 15. Holcim **Transport and Lifting Companies** 16. Katherine Tilt Trays and Tipper Hire (Indigenous Business) 17. Bodhi Bus Worker Transport (Indigenous Business) 18. COSA Cranes and Engineering 19. Cairns Industries (Crane Hire and Concrete Trucks) **Waste Management** 20. MT Bins Recycling Centre **Equipment Hire** 21. Macs Hire Service 22. Katherine Mining Services Membership

PROPOSED EMPLOYMENT & TRAINING POSITIONS FOR THE KIDT ALLIANCE

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6. PTM Group																										

NOTE: This Scoping is presented as an example of a possible Indigenous Participation Plan (IPP) that could be attributed to the project. The following actions need to be carried out to confirm a final Scoping for the IPP:

- Confirm the Alliance Partnership with each Company listed
- Develop an MOU and Terms of Reference for each Alliance Partner
- Ensure that an IPP is developed for the participation of each Alliance partner $% \left(1\right) =\left(1\right) \left(1\right)$

http://www.defence.gov.au/id/air6000/TindalWorks.asp

Defence

Department of Defence, Australian Government

Defence Infrastructure Division - Air 6000 Phase 2A/B - New Air Combat Capability Facilities Project

Air 6000 Phase 2A/B - New Air Combat Capability Facilities Project

- Home
- Project Location
- RAAF Base Williamtown Works
- RAAF Base Tindal Works
- FOBs and Myambat
- Indicative Drawings
- PWC Process
- Community Consultation
- Contacts and Further Information

Air 6000 Phase 2A/B - New Air Combat Capability Facilities Project

RAAF Base Tindal Works

The proposed works at RAAF Base Tindal will include an F-35A Operational Precinct, upgrades to the on-base warehouse, minor pavement upgrades, counter measure storage and preparation facilities, engineering infrastructure and replacement of displaced elements.



F-35A Operational Precinct. The proposed F-35A Operational Precinct will provide a secure precinct which will be the basis of F-35A operations for both No. 75 Squadron and visiting Australian squadrons at RAAF Base Tindal. The F-35A Operational Precinct includes the following facilities:

- 1. **75 Squadron Headquarters Facility.** The headquarters facility will allow No. 75 Squadron to exercise effective command and control of F-35A operations and to prepare for exercises and deployments. The proposed facility is consistent in layout and functionality to the squadron headquarters being constructed at RAAF Base Williamtown.
- 2. **Off-Aircraft Maintenance Facility.** Off-aircraft maintenance for No. 75 Squadron will be conducted across a number of buildings utilising both new build and adaptive reuse.
- 3. **Detached Training Facility.** The proposed detached training facility will provide facilities and training infrastructure to support continuation training for No. 75 Squadron personnel. It includes administration areas, classrooms, full mission simulators and a deployable mission rehearsal trainer.
- 4. **Parking Apron.** The proposed consolidated parking apron will provide a secure area for aircraft to be parked when not flying and where minor maintenance tasks may be conducted.
- 5. **Manual Aircraft Wash and Engine Wash.** A manual aircraft wash and engine wash facility is proposed to be provided adjacent to the existing No. 75 Squadron apron, providing access to both No. 75 Squadron and visiting squadron aircraft.

Base Warehouse. The existing base warehouse is proposed to be fitted out to meet the functional and security requirements for the F-35A logistics system

Pavement Upgrades. Aircraft hold points on the taxiways, Ordnance Loading Aprons, and the runway thresholds are proposed to be upgraded to rigid pavement to prevent deterioration due to the F-35A's heat output and tyre pressure

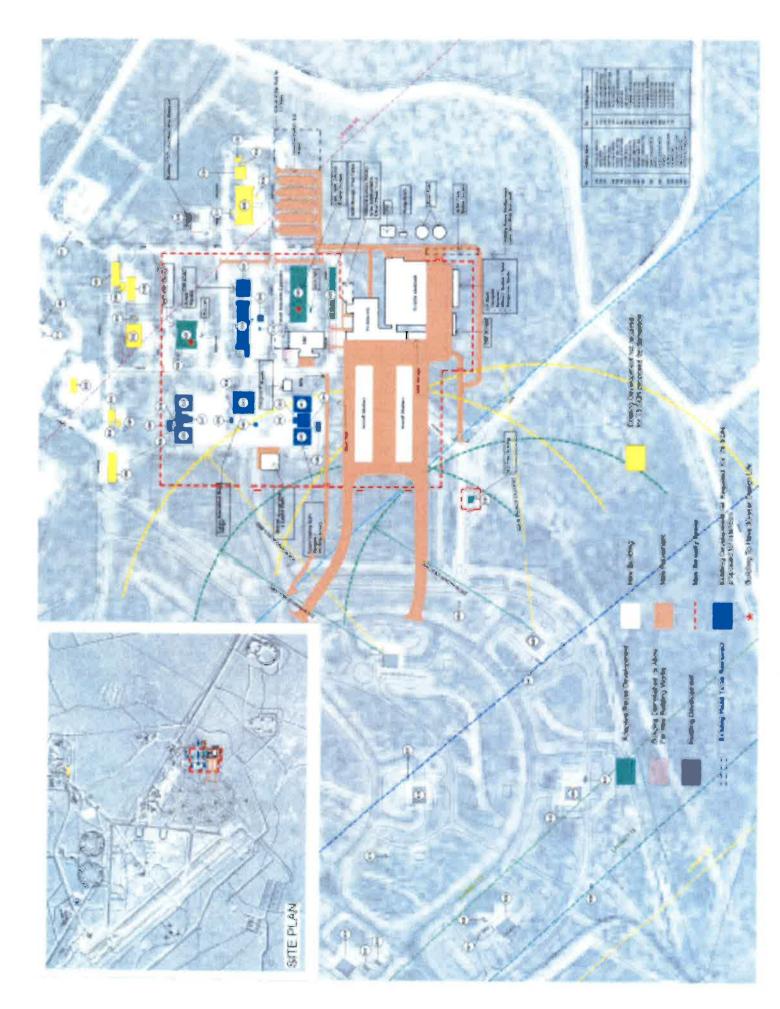
Counter Measure Storage and Preparation. New facilities are proposed to be constructed in the vicinity of the existing explosive ordnance storage area for the storage and preparation of counter measures.

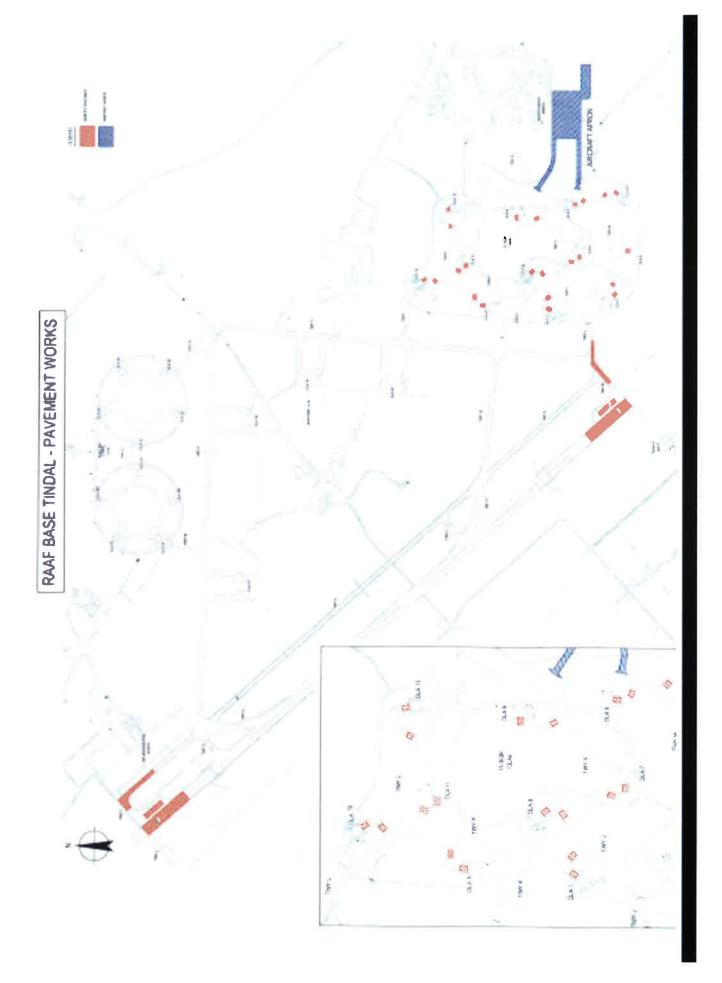
Transit Accommodation. Defence anticipates that much of the construction workforce will come from outside the Katherine area. Accordingly, as an efficiency measure and to minimise the impact of the project on the availability of housing in the area, Defence proposes to develop a construction accommodation facility for the workforce. Long term benefits will be realised by resolving the existing shortfall of transit accommodation on base by refurbishing and retaining the construction accommodation once construction is complete.

Engineering Infrastructure. Site engineering infrastructure is proposed to be upgraded to support the facilities being delivered as part of the proposed works and to comply with modern statutory requirements.

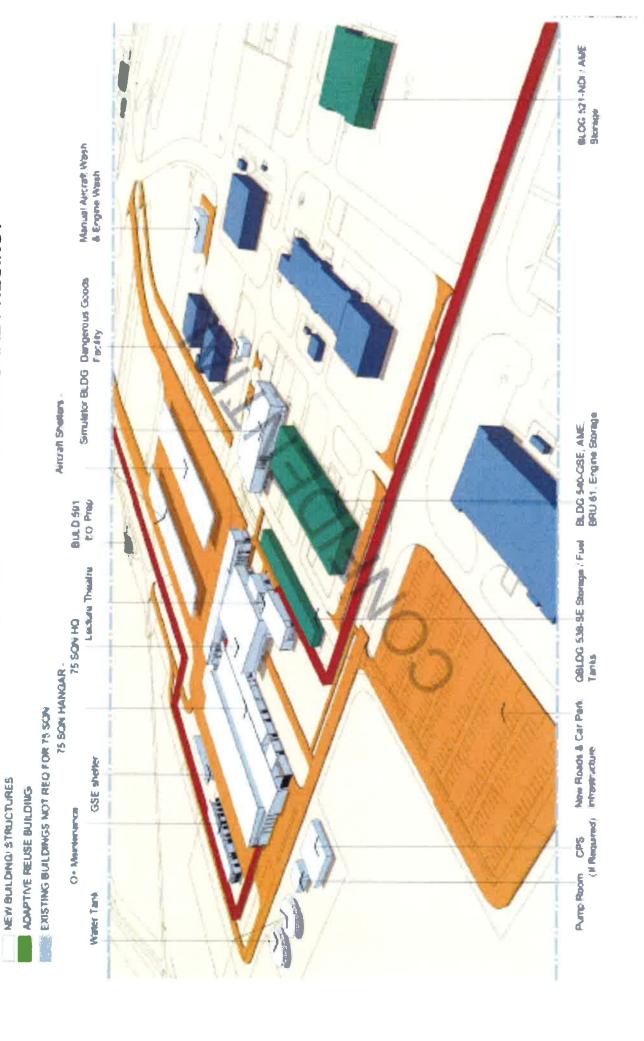


Defending Australia and its National Interests





RAAF BASE TINDAL - JSF OPERATIONAL PRECINCT



Peter Sims 16 October 2014 Defence building boom

From: Peter Sims

Sent: Thursday, 16 October 2014 6:48 AM

To: Julie Wilson; John De Koning **Subject:** Fwd: Defence building boom

Defence building boom

Arrival of US Marines to spark \$3 billion in work

- NT News
- 16 October 2014

THE Northern Territory can expect about 30 Defence construction projects worth a combined \$3 billion to be completed within 10 years, a senior Australian Defence Force program leader says. Speaking in Darwin yesterday at the second annual Northern Australia Defence Summit, Air Commodore Anker Brodersen, who is overseeing the Australian end of the US Force Posture Initiative, said his team was "champing at the bit" to get the projects underway. The US Force Posture Initiative was signed earlier this year and will result in 2500 US Marines stationed in the Top End by 2020, but it awaits formal parliamentary approval to go ahead. Until then, and until more high-level meetings with the US Government and defence departments from both nations, Air Commodore Brodersen could not go into depth about the projects other than to say some will support the US Force Posture Initiatives and some will provide facilities for new ADF equipment. Other projects will be base upgrades already identified. "At this point in time we're saying there's a lot of construction needed over the next six to 10 years," he said. "We'll see a surge in work in the NT in that time frame ... Some (projects) are quite small, others are much larger," he said. "Earlier in the conference the Chief Minister alluded to the Joint Strike Fighter facilities at almost half a billion dollars at (RAAF Base) Tindal. That one project will have more value than perhaps ten of the others combined." Air Commodore Brodersen could not say how many jobs would be created and expected a socio-economic study would determine how residents in Darwin and Katherine might be affected. Using Katherine and its small population base as an example, he said Defence would consider how to best coordinate the flow of projects and necessary labour and material. "We would like to align some of the work so you don't have a very high workload with lots of tradesmen brought in over one period, then do nothing for two or three years and then send another group of people in" he said. "Can we actually smooth out the flow so it's better for the local community and it's easier to manage? That's what we're trying to comprehend." All facilities built for the US Force Posture Initiatives will be Australianowned and there are no provisions in the agreement for any to be leased to the US. While negotiations are still in an early phase, he said costs would be shared between the US and Australia based on proportionate use.

Attachment 4a.

Case Study 1

Aboriginal Employment and Enterprise Involvement with Dept. of Defence Contracts

Company: ABCON Civil Contracting Pty. Ltd.

Location: Tindal RAAF Base

Period: 1986 - 1988 Stage 2 Tindal Expansion

Background:

In late 1985 a group of Aboriginal men talking at the back bar of Kirby's Hotel in Katherine about a Katherine Times report quoting employment and enterprise opportunities at Tindal for Aboriginal people, decided to take up the opportunities that were presenting.

With the assistance of Kirk Whelan who was working for the Dept. of Community Development, and the Senior NTG Officer at the time, a Mr. Rhys Jones, the Group comprising of the following local people Billy King, David Ross Snr., Robert Campbell, William Lane and Gordon King formed the company ABCON Pty. Limited and presented themselves as potential contractors for the Indigenous contracting opportunities at Tindal.

The then Department of Employment, Education and Training (DEET), stepped in and organised training in Civil Works for the members of ABCON at the NT Rural College and also appointed an Engineering Surveyor as the Project Manager/Trainer to assist with the company's proposed works at Tindal and the 5 Directors of ABCON Pty. Ltd. were employed as trainees with wages subsidised by DEET for a period of 6 months. ABCON was also supported by the FACTS organisation which supplied Book-keeping services including wages and accounts receivable and payable.

Work Undertaken:

Preferred Contracts at Tindal

- Construct 2 x Carparks including Drainage works \$ 300k
 Ross Road (500m from Stuart Highway to Radar Tower) \$ 500K
- Rifle Range (> \$500K)
- Various Minor Fencing Contracts

ABCON also undertook Various small contracts

- Pine Creek Caravan Park
- Binjari Access Road
- Legune Community Airstrip
- Rockhole Community Roadworks

Machinery acquired during term of contracts

- Toyota Station wagon
- Toyota TroopCarrier
- Cat 130G Grader
- CAT 140G Grader
- Ford Cargo 10 Tonne Tipper
- Backhoe
- 7 tonne Toyota Tipper
- 7000 litre Water Cart

All other machinery was hired in on an "as required" basis

Role of the Project Manager

- provided management and training services for Civil Contracts to the Directors of ABCON Pty, Ltd.
- Provided Engineering Surveying services
- provided supervision of a construction crew of up to 40 (subcontractors and employees)
- Liaise with clients and sub-contractors.
- Draw up and submit claims for contract progress payments.
- Monitor cashflows and carry out forward planning.
- Costing and tendering for contracts.

Other Local Outcomes from the ABCON experience

The successful formation and initial operation of ABCON also inspired other local Indigenous people to set up the following businesses:

- ABMECH (mechanical repair business with 3 Indigenous partners)
- Cleaning Company

http://www.minister.defence.gov.au/2014/06/18/minister-for-defence-and-parliamentary-secretary-to-the-prime-minister-indigenous-enterprise-awarded-contract-in-milestone-decision/

Defence Ministers » Minister for Defence and Parliamentary Secretary to the Prime M... Page 1 of 1

David Johnston Media Release

Minister for Defence and Parliamentary Secretary to the Prime Minister – Indigenous enterprise awarded contract in milestone decision

18 June 2014

Defence has engaged an Indigenous-owned enterprise to deliver a project worth up to \$6 million supporting Navy's Canberra class amphibious assault ships, in what is a first for a Commonwealth Government construction contract.

Minister for Defence David Johnston and Parliamentary Secretary to the Prime Minister Alan Tudge today announced that Pacific Services Group Holdings Pty Ltd has been appointed as the Head Contractor for the works, which will refurbish existing marine infrastructure and buildings at HMAS Waterhen in Sydney in preparation for the Landing Helicopter Dock (LHD) 12 Landing Craft.

"This is a noteworthy milestone for Defence and the Government more broadly as it represents a significant step forward on the Prime Minister's path to practical reconciliation," Senator Johnston said.

Defence used an exemption under the Commonwealth Procurement Rules, which encourages contracts with small to medium enterprises with at least 50 percent Indigenous ownership, to engage Pacific Services Group Holdings.

Under the exemption, an Indigenous Small to Medium Enterprise can be directly engaged without the need to conduct a full tender process, on the condition the procurement represents value for money.

Parliamentary Secretary Alan Tudge commended Defence for taking a leadership role in supporting Indigenous business.

"Contracting Indigenous businesses is one of the best ways government and corporate Australia can support Indigenous advancement," Mr Tudge said.

"Not only does it encourage entrepreneurship, but Indigenous businesses are 100 times more likely to employ Indigenous people."

The LHD Landing Craft will serve as critical ship-to-shore connectors for the multi-billion dollar LHD ships, which in turn will be central to the Australian Defence Force's amphibious capability once commissioned into Royal Australian Navy service.

Construction is expected to commence in June 2014 and be completed by early 2015.

Media contacts:

Rebecca Horton (Senator Johnston's office) 0477 389 554 Llewella Jago (Mr Tudge's office) 0450 955 330



MINISTER FOR INDIGENOUS AFFAIRS

Dear Sir/Madam

Further to my letter of 14 May 2014, I am writing to inform you of the next steps in the implementation of the Australian Government's new Indigenous Advancement Strategy (IAS).

The Government wants to make arrangements for Indigenous Affairs as uncomplicated as possible. The number and complexity of programmes and activities has grown dramatically over the years to the point where they are confusing, mired in red-tape and not producing the results we need to close the gap between Indigenous and non-Indigenous Australians.

To simplify things, the Government moved more than 150 individual Indigenous Affairs programmes and activities into the Department of the Prime Minister and Cabinet. The Government then made available \$4.8 billion in the recent Federal Budget to replace those 150 programmes and services with five broad programmes under an Indigenous Advancement Strategy. The new programmes are:

- Jobs, Land and Economy;
- Children and Schooling:
- Safety and Wellbeing:
- Culture and Capability; and
- Remote Australia Strategies.

Under these five programmes, funding will be allocated to projects that focus on:

- Getting Indigenous Australians into work, fostering Indigenous business and ensuring Indigenous people receive economic and social benefits from the effective management of their land and native title rights;
- Ensuring Indigenous children regularly go to school, improving literacy and numeracy and supporting families to give children a good start in life;
- Increasing Indigenous Year 12 attainment and pathways to further training and education;
- Making communities safer so that Indigenous people enjoy similar levels of physical, emotional and social wellbeing as that enjoyed by other Australians;
- Increasing participation and acceptance of Indigenous Australians in the economic and social life of the nation; and
- Addressing the disproportionate disadvantage in remote Australia and the need for strategic grant funding for local solutions.

The IAS gives us unprecedented flexibility to work with individuals, families and communities to fund the strategies that will work to improve outcomes for Aboriginal and Torres Strait Islander people over the long term. I understand the solutions may look different from community to community. Under the IAS there will be no more 'off the shelf' solutions designed in Canberra.

To support this collaboration, we will look to channel funds through the organisations that can best work closely with Indigenous people, families and communities, particularly those organisations that employ Indigenous people and that understand what needs to be done to improve outcomes for Indigenous people.

It must also be acknowledged that government funding is only part of the answer. The Government will be looking to make funding decisions that support positive social norms and functioning communities, increased participation and responsibility, and more opportunities and choices for individuals and families. These things will require strong leadership voices within Indigenous communities, and a firm commitment by individuals to change where change is necessary.

Guidelines for the Indigenous Advancement Strategy programmes are now available on the website of the Department of the Prime Minister and Cabinet at www.dpmc.gov.au/indigenous-affairs.

I am also pleased to announce that the national funding round for the IAS will be opening on 8 September 2014, and will remain open for four weeks. The funding round will provide calendar year funding from 1 January 2015, or financial year funding from 1 July 2015, as required. Applications for time-limited opportunities, such as the creation of an Indigenous job, may be received at any time.

No longer will organisations need to apply across multiple programmes and sign multiple contracts, each with different objectives and reporting requirements. Organisations or individuals can now apply for funding from one or more of the IAS programmes through a single application form, and have a single agreement with the Department. This will fundamentally reduce the red tape and reporting burden on providers, freeing them up to deliver better services rather than more paper work. This marks a major shift away from the historical way we have tackled Indigenous inequality.

For more information about funding under the Indigenous Advancement Strategy, please contact your local PM&C office in the first instance. Alternatively, you can phone 1800 088 323 or email IASgrants@pmc.gov.au.

Yours sincerely

NIGEL SCULLION

15 August 2014

APPENDIX A

LETTERS OF SUPPORT

a.	Katherine Regional Economic Committee

- b. Mayor, Katherine Town Council
- c. Hon. Willeme Westra van Holte, MLA Local Member for Katherine
- d. Hon Johan (John) Wessel Elferink MLA

 Minister for Correctional Services

 Attorney-General and Minister for Justice
- e. Hon. Peter Donald Styles MLA

Minister for Business

Minister for Employment and Training

Minister for Defence Industries

- f. Regional Development Australia, Northern Territory
- g. Kalano Community Association Inc
- h. JobFind Katherine
- i. Charles Darwin University
- j. Batchelor Institute of Indigenous Tertiary Education
- k. Chief Minister Adam Giles

Minister for Economic Development and Major Projects Minister for Indigenous Affairs

(to be sourced)

APPENDIX B

CAPABILITY STATEMENTS OF PROPOSED KIDT STRATEGIC ALLIANCE PARTNERS

	Contract and Project Management											
i.	Territory Construction Management Solutions – Consultant Civil Engineer											
ii.	Grant Walker – Project Management & Administration											
iii.	Structural - Crowhurst Engineering											
	Building Construction -											
iv.	Ri-Con Contractors											
٧.	Licensed Builder – Solar Living Homes											
	Civil Works -											
vi.	Allan King & Sons											
vii.	Suffren Contracting and Plant Hire											
viii.	Northern Machinery											
	Electrical, Airconditioning and Communication											
ix.	ACDC Electrical & Communication Services Pty Ltd (Indigenous Business)											
	Concrete and Aggregate Suppliers											
Χ.	Jawoyn Quaries											
xi.	Rowlands Quarries											
xii.	Holcim Holcim											
	Transport and Lifting Companies											
xiii.	Katherine Tilt Trays and Tipper Hire (Indigenous Business)											
xiv.	Bodhi Bus Worker Transport (Indigenous Business)											
XV.	COSA Cranes and Engineering											
xvi.	Cairns Industries											
	Waste Management											
xvii	. MT Bins Recycling Centre											
	Equipment Hire											
xvii												
xix.	Katherine Mining Services Membership											
	(Company portionation to be confirmed Duefiles/Canability Statements to											
	be apagea;											

Company involvement will be confirmed with Letter of Intent and Indication of possible Indigenous Employment positions.

Souleymane Sangare MIEAust, MSCMgmt, BSc (Civil Katherine, Northern Territory, 0850|M: 0412 992 154|E: sangare27@hotmail.com |LinkedIn

Construction and Project Management Professional

GOVERNMENT & PRIVATE SECTOR | ROAD/BRIDGES/AIRPORT PAVING | EMBANKMENT/CONCRETE/UTILITIES

Souleymane is an experienced construction project management professional with a career spanning nearly twenty years. He is a highly motivated individual who interacts well with people; he is flexible and adaptable at a moment's notice. Being self driven, energetic & full of positive attitude; Souleymane's past employers have noted his excellent time management skills; his efficiency & ability to organize on the job.

Souleymane is personable and utilizing his strong presentation skills coupled with his commercial acumen, he not only always hits the project budget but has had demonstrable success in tender & estimation management. He has developed strong business relationships at all levels, from subcontractors and suppliers to new as well as existing clients. His understanding of tenders and contracts allow him to anticipate and overcome possible issues on site ahead of them becoming troublesome, a factor that has helped him turnaround problematic projects and form strong bonds with his clients.

KEY QUALIFICATIONS & LICENSES

- Master's of Science Construction Management, Southern Polytechnic State University, Marietta GA 2007
- ✓ Management of Business Certificate, WIMI ,Washington DC

1998

- ✓ Bachelor Civil Engineering, UGANC, Guinea
- ✓ Member, Institution of Engineers, Australia

TECHNOLOGY SNAPSHOT

✓ Primavera P3-P6

- ✓ MS Project
- ✓ Sure Trak

- ✓ MS Office Suite Word/Excel/PowerPoint
- ✓ Cheops

EXPERIENCE AND AREA OF EXPERTISE

- ✓ 100% Project Completion on time while meeting budget requirements with zero LTI's
- √ 75% Success rate on submitted tenders
- Slashed material and equipment expenses by 15% by introducing and establishing valuable vendor contacts with major material suppliers, and equipment rental companies.
- ✓ Secured millions in new business through exceptional customer relations, hard work and word-of-mouth
- Developed strong employee and sub-contractor relationship and established solid, positive, and productive environment.

Area of expertise included but not limited to:

- Bulk earthwork (including commercial and residential land development)
- Road and Bridge construction (highway and local road)
- Existing road and bridge rehabilitation and improvements
- Storm & Sewer drainage pipe and structures installation
- Foundation slab on caissons and piles
- Reinforced retaining walls

Page 1 of 4

TCMS Capability Statement

Souleymane Sangare MIEAust, MSCMgmt, BSc (Civil Katherine, Northern Territory, 0850|M: 0412 992 154|E: sangare27@hotmail.com | LinkedIn

Concrete sidewalks, driveways, curb and gutter construction

PROJECT MANAGEMENT OVERVIEW AND WORK HISTORY

Duties:

- Reviewed all tender documents, identified risks and potential opportunities; developed innovative and cost
 effective solution for enhancing competitiveness; determined project direct and indirect costs.
- Lead, managed and supervised teams of small, medium to a large number of personnel on a single to multiple multi-million dollars projects.
- Planned, scheduled, organized and controlled project activities. Identified and resolved all scheduling conflict among different trades on site.
- Maintained, facilitated and coordinated project communication among all stakeholders during the construction phase.
- Forecast project monthly costs, monitored and tracked daily cost of all construction activities, subcontractors, materials and equipments.
- Managed and evaluated personnel and subcontractors performance
- Identified potential construction problem, prepared all RFI and submit to clients
- Prepared and submitted monthly progress claim including any change orders.
- Compiled detailed monthly reports and presented to senior management team as required.
- Managed the technical coordination of all drawings and liaised with relevant design firm in order to achieve accuracy on site.
- Managed construction activities and directed engineers and subcontractors to make sure that construction standards and specification are maintained.
- Managed multiple subcontractors and ensured work was being carried out effectively and according to the baseline schedule and budget.
- Identified all differing site conditions, and quickly assessed to submit the variation claimed
- Worked closely with other department managers to deliver projects and assessed the development performance.
- Managed and controlled that all statutory and regulatory OHS&E guidelines and procedure on site and off site are maintained and made sure projects are delivered with Zero LTI.

DEPARTMENT OF INFRASTRUCTRE KATHERINE REGION, NTG

June 2014-Current

Manager Civil and Roads

Primary Objective

Manage the development and delivery of Capital Works, Minor New Works and Repairs and Maintenance civil projects for the Region, ensuring projects are delivered as defined by clients. Provide high level professional advice to senior management on the management of the civil assets and projects throughout the Region.

Key Responsibilities

- 1. Provide high level management to regional teams responsible for the development and implementation of roads and civil works programs in the Region.
- 2. Provide high level professional advice to senior management on the management of civil assets and projects throughout the Region.
- 3. Manage the design, planning and delivery of civil works programs and projects in the Region.
- 4. Provide high level expert advice to and liaise with client agencies at the senior level on the development of the client's functional brief for major projects. Clarify needs, scope, funding and other special requirements.
- 5. Carry out all duties in accordance with Departmental Occupational Health and Safety (OH&S), Equal Employment Opportunity (EEO) and environmental guidelines.

Page 2 of 4

TCMS Capability Statement

Souleymane Sangare MIEAust, MSCMgmt, BSc (Civil Katherine, Northern Territory, 0850|M: 0412 992 154|E: sangare27@hotmail.com | LinkedIn

DOWSING CONCRETE, WESTERN AUSTRALIA

Jan 2014-June 2014

Project Development Manager:

Responsibilities:

- Network with customers, designers, engineers, in-house estimating department, subcontractors and suppliers.
- Manage, review, and coordinate architectural/engineering projects and proposals developed in-house or by consultants.
- Assist in the qualification of consultants used during re-design and pre-construction services.
- Assist in the preparation of project milestone schedules and cash-flow forecasts,
- Provide VE analysis and options on impacts to project schedules and budgets.
- Visit ongoing projects and offer tech assistance.
- Identify and coordinate any project required permits.

- Identify potential long lead or potential cost escalation items
- Collaborate with estimators on cost estimates, cost model and material comparisons, constructability reviews, and schedules with qualifications and assumptions.
- Manage pre-construction coordination meetings and assist with bid analysis and reviews.
- Participate with Business Development Dept in opening new opportunities in, locate and analyze project opportunities for growth of the company.

ALLIANCE CONTRACTING, WESTERN AUSTRALIA

Jul 2012-August 2013

Project Manager:

- Rio Tinto Iron Ore (RTIO): Fixed Plant Maintenance Project at Yandicoogina. Project Value: \$4.5M AUD.
- ➤ Tenix/Water Corporation: Karratha Waste Water Treatment Plant Upgrade. Project Value: \$11M AUD.

Achievements:

- Increased project profitability on the Rio Tinto Iron Ore project by 20% over projected net profit by aligning machine hours within the project.
- Quickly identified the areas of risk associated with the Karratha Waste Water Treatment Plant Project and brought solution to eliminate or minimize those risks.
- ✓ Identified and negotiated subcontractors and suppliers by reducing the tender price by 15%.

MARSH CIVIL, WESTERN AUSTRALIA

Jan 2012-Jun 2012

Project Manager:

Roy Hill: Construction of Camp 2 and Camp 4. Project Value: \$8M AUD

Achievements:

✓ Took on role after numerous issues with previous project managers. Drove the project forward and successfully completed project with a gross profit margin of 45%.

GCI, ATLANTA, GEORGIA USA

2001-Dec 2011

Project Manager:

- Hartsfield International 5R Embankment project. Project Value: \$360M USD
- Peachtree Road Widening including (three 96 feet span bridge. Project Value: \$120M USD
- Jacoby Atlantic Redevelopment, LLC Brownfield land development. Project Value: \$73M USD
- City of Atlanta Runway 9R/27L Reconstruction. Project Value: \$55M USD
- The East international Embankment and Utilities Relocation project. Project Value: \$ 30M USD
- Consolidated Rental car facility-CONRAC. Project Value \$15M USD
- I-85 Interchange Highway exit Bridge safety realignment. Project Value: \$25M USD
- DeKalb County Runway Repair. Project Value 4.5M USD

Achievements:

Page 3 of 4

TCMS Capability Statement

Souleymane Sangare MIEAust, MSCMgmt, BSc (Civil Katherine, Northern Territory, 0850 | M: 0412 992 154 | E: sangare27@hotmail.com | LinkedIn

- ✓ Completed the 25 million cubic meters fill 5R Embankment Project (\$360,000,000) three months ahead of the 30 months schedule while carrying an additional 150 million in other projects.
- ✓ Completed the Jacoby Atlantic Redevelopment, LLC Brownfield land development project (\$73,000,000) twenty-five days ahead of schedule with 10% saving on budget.
- ✓ Successfully completed the I-85 Interchange Highway exit bridge safety realignment while opened to traffic.
- ✓ Successfully completed the 9R/ 27L fast track project on time using 2 twelve hours shifts.

Grant Walker

Address & Availability

Unit 15/ 9 Aristos Crt NT 0828 PO Box 91 Berrimah NT 0828 M 0419 755 060 Email grantwalker@bigpond.com

Fields; Project Management & Contract Administration

Availability; Contract or full time basis

Qualifications

- · Indentured Apprenticeship Architectural drafting
- Licensed Qld Builder BSA 60566
- Licensed Work Place Health & Safety Officer Qld 01886858
- Licensed to undertake metal roofing contracts in Victoria, New Sales Wales and Queensland, Current
- Certificate IV in Building CNBU1012 Yeronga Institute of TAFE 2005
- Builders Foreman Clerk of Works Miller Technical College NSW 1980
- Military leadership courses to the rank of Warrant Officer
- Military trade courses to the rank of Warrant Officer
- Professional Selling Course Pahlman Pty Ltd in 1987 and 1991
- Management Development Program BHP & PBP in-house training in 1987 & 1997.

Professional Licences & Affiliations

•	Commercial Builder/Site Supervisor Licence	BSA Qld	060566
•	Licensed Work Place Health & Safety Officer	Qld	01886858
	Carpenter & Joiner	BSA Qld	060566
	Roofing & Wall Cladding	BSA Qld	060566
	Carpenter & Joiner	BSC NSW	54177C
	Wall Cladding, Metal Roofing	BSC NSW	54177C
•	Plumbers Gasfitters & Drainers Board Roofing	VIC	36288
•	Metal Roofers Association	VIC	Past Member
•	Metal Roofing Association	QLD	Past Member
•	Building Designers Association of Qld Inc	QLD	Past Member
	Administration of the contract		

Master Plumbers & Mechanical Services Association of Victoria

Skills & Experience

- Project and construction management control over design and construct commercial buildings.
- Commercial, Industrial & residential building estimating and contract negotiation skills.
- Commercial building contract administration and supervisory skills.
- Ability to control and report project cost standards
- Extensive sub- contractor management experience.
- Isolated and overseas administration experience.
- Conceptual, analytical and implementation skills.
- Experience in developing strong relationships with suppliers and customers.
- Demonstrated achievements in key account management, project management, and construction management roles.
- · A mature and experienced understanding of the needs of business and staff development.
- Computer proficiency in Windows, Excel, Word, PowerPoint, Outlook, Microsoft Project & CAD.
- Computer proficiency in use of project management programs CHEOPS & JOBPAC.
- Computer proficiency in Buildsoft and Cost X estimating programs.
- Strong understanding of the customer and product profitability relationship.
- Ability to balance the needs for profitable development with that of human relations.

Professional Experience

Oct 2014 - Aug 2015, Contract Administrator/ Estimator Sitzler Pty Ltd - Darwin

In this role I was part of the estimating team and CA for one of the largest builders in Darwin.

Roles & Responsibilities;

- Primary role for estimating & preliminary costing viability proposals of projects up to \$150M.
- Preparation of business budgets and management reporting of results.
- Direct coordination of documentation for all principal and sub contract projects.
- Coordination of sub-contractors & suppliers.
- Cost control & reporting management
- Project management including variations, progress claims, sub-contractor and supplier payments.

Dec 2008 - Sept 2014, Business Development & Project Manager Halikos Roofing Pty Ltd - Darwin

In this role I was jointly responsible for a business arm within the Halikos Group. This division operates within the construction industry as a major roofing and general sub contractor and has an annual budget of \$16M. The company contracts to tier 1 builders for Federal and State government and major infrastructure projects, In addition to our primary role we are often required to undertake additional trade works. A list of major works undertaken is available on request,

Roles & Responsibilities;

- Project management including variations, progress claims, sub- contractor and supplier payments.
- All major project estimating & preliminary costing viability proposals.
- · Preparation of business budgets and management reporting of results.
- Direct coordination of documentation for all principal and sub contract projects,
- · Coordination of sub contractors & suppliers.
- Cost control & reporting management
- Controlled all WPH&S procedures.

Aug 2003 - Dec 2008, Contract Administrator, Project Manager ACOS Qld Pty Ltd

Operating on a contract basis for new business developments and construction management for a number of building & sub contracting firms as well as development of own building projects in the residential and commercial building industry. During this period I have been directly involved with the construction of over 30 commercial projects in the South East Qld Area. A list of projects & their descriptions is available on request.

Roles undertaken in these projects included:

- Preliminary costing viability studies.
- Project design layouts and project costing coordination.
- Drafting of contract documentation.
- Direct coordination of documentation for DA and BA approvals.
- Full Project management
- · Oversee Site construction management of project.
- Coordination of sub contractors & suppliers.
- Cost control management
- · Controlled all WPH&S procedures.
- Processing variations, progress claims, sub-contractor and supplier payments.

Mar 2002 - Aug 2003, Queensland State Manager Williams River Steel

Responsible for the principal business arm of WRS, which specialised in structural steel and precast concrete panel manufacturing. The company regularly undertook work as the primary contractor on its own projects and subcontracted to other builders in the commercial and industrial building industry through out NSW & Queensland.

Roles & Responsibilities;

- Project management including variations, progress claims, sub- contractor and supplier payments.
- · Preliminary costing viability studies.
- · Project design layouts and project costing coordination.
- · Generating contract documentation.
- Direct coordination of documentation for DA and BA approvals.
- Coordination of sub contractors & suppliers.
- Cost control & reporting management
- Controlled all WPH&S procedures.

April 2001- Mar 2002, Queensland Key Account Manager Shade Structures Birdair P/L

Key responsibilities for this position included sales and coordination of supply and installation of structural steel & tensioned membrane building related structures for the Queensland branch of this international company.

Jan 2000-Feb 2001, Key Account & Project Manager, National Panels A division of The Southern Pacific EPS Group P/L

Responsible for the Australian wide sales and coordination of supply and installation of cool and freezer room insulated panelling to a variety of food processing industries.

June 1998-Dec 1999 Contract Management Metal Roofing Industry GT & JL Walker Pty Ltd

Contracted to a number of large commercial metal roofing contractors supplying administrative and supervisory services for residential and commercial projects located in the south east of Queensland.

Dec 1996 - Nov 1998 Contracts Manager – Roofing, Pioneer Building Products (Qld) P/L a division of Pioneer International Ltd

This position reported to the state manager and was responsible for the coordination of all contracts for the supply and installation of concrete tile and metal deck roofing to the residential building industry.

Jan 1996 - Nov 1998 Bachelor of Business Full & Part time study Sunshine Coast University

Undertook a study program for a Bachelor of business degree. This was on a full time basis for one year and continued on a part time basis after joining PBP. On PBP's instigation I upgraded to an MBA program prior to completing the undergraduate program. The MBA was fully funded by PBP as part of their management-training program. After being made redundant under PBP's restructuring program I was unable to continue with the MBA and family & financial commitments at that time negated my ability to go back to the undergraduate program. Units completed included;

 Principals of International Business, Marketing, Accounting, Introduction to Economics, Statistics, Industrial Relations, Business Law & Ethics, IT Management, Human Resource Management.

Dec 1992- Nov 1995 General Manager / Director Stoddart Walker (Melb) Pty Ltd & Stoddart Walker (Darling Downs) Pty Ltd

Established these two companies in partnership with the Stoddart Metal Building Products Group and maintained full control of operations and development of this privately owned company. This business was part of the Stoddart Metal Building Products group of companies, specialising in contracting for the supply and installation of various metal products to the Project Home market. The products and services provided are Metal fascia and guttering, downpipes, metal battens and metal roofing systems. The thirteen companies in this group had an annual turnover of \$36M with the Melbourne branch achieving sales of \$4.2M in its second year of operation. I was responsible for the following;

- The undertaking of market research and projected viability of setting up and expanding the Stoddart group to the Victorian market
- Planned, coordinated and directed the set-up of a Stoddart Metal Building Products company in the Darling Downs & Victorian market.
- Responsible for company wide operations, (sales, production, logistics, and site management) & profitable operational budgets outcomes each year.
- Development of HR, OH&S, IR & ISO QA procedures, hire and training of staff, recruiting and training of contractors resulting in a staff level of twelve (12) persons and a sub-contract base of over thirty (30) fully qualified plumbers.
- Overall responsibility and accountability of all company works projects.
- Developed estimating, contract & project managements systems resulting in successfully managing strong growth in a declining market.
- Effectively working with our major suppliers in formulating strategies, scheduling and performance requirements to achieve results and profitability.
- Implementation of procedures that allowed us to maintain up-to-date credit control, resulting in negligible write-offs due to bad debts

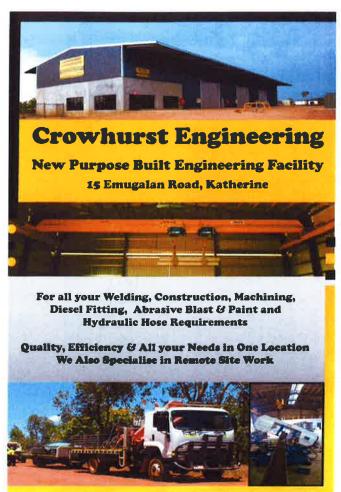
Jun 1989 - Dec 1992, Area Manager, Lysaght Building Industries Qld Toowoomba Branch

May 1985 - Jun 1989, Sales & Production Manager, John Lysaght (PNG) Pty Ltd, Papua New Guinea

Jun 1976 - May 1985, Building Supervisor, Clerk of Works, Australian Army, Corps of Engineers

Referees:

Steve Margetic - Managing Director - Sitzler Pty Ltd - 0419 999 339 Andrew McDonald - State Manager SA - Sitzler Pty Ltd - 0407 976 715 Shane Dignan – Managing Director – Halikos Group - 0418 893 303 Brett Matheson – General Manager, Gay Constructions Qld 0401 985 511 Paul Paddison - Director "By Gone Builders" 0419 433 355





PO Box 2118, Katherine NT 0851

P: 08 8971 0717 F: 08 8971 0747

Accounts Payables

M: 0407 341 954 W: crowhurstengineering.net.au admin@CrowhurstEngineering.net.au accounts@CrowhurstEngineering.net.au Geoff@CrowhurstEngineering.net.au

KMSA

M: 0407 341 954 E: Chairman@kmsa.com.au

Crowhurst Engineering

Capability Statement

Facility

2200 m² purpose built facility. Single level, high clearance office / manufacturing building of metal clad (shed) and concrete tilt panel (office); including 20T (10T x 2 Overhead Crane); Land – 112,000 m² (1.12 hectares) elevated hardstand, outside the flood zone; 200,000 Litre Fire Water System; 1,500amp / 3 phase power. Access from Emungalan Road with five entry and exit points (Council approved).

Major Equipment

20 ft. Container – mobile workshop; mobile welding trailer; 8T truck with crane and 6M trailer; 4T Dual Cab (7 seater) Truck; 600mm capacity bandsaw; 600amp mobile welder, lathe, milling machine, 115T punch & sheer, sheet metal press, blast and paint equipment.

Expertise

Mechanical Engineering. Trades and Services include: Boilermaker/Welders; Fitter/Machinists; Diesel Fitters; Blast & Painters; Hydraulic hoses and ram repairs and manufacture.

Employees

Permanent Staff = 18, and increases up around 21 with casuals. 8 Tradespeople, 5 Apprentices and 5 Administration Staff.

In November through to January 2014 this increased to 30 staff with labour hire personnel.

Apprentices

Apprentices include 2nd Year Welders x 2, 1st Year Welder x 1; 3rd Year Indigenous Machinist and a 1st Year Machinist.

Training / Work Experience

There is a mix of indigenous and non-indigenous students from the schools and the Automotive & Engineering Apprenticeship Employment Program who are engaged in work experience at Crowhurst

Trades & Related Services: Welding | Machining | Construction | Hydraulics | Diesel Fitting | Abrasive Blast & Paint Servicing the Following Industries: Agriculture | Essential Services | Earthmoving Equipment | Mining, Oil & Gas | Marine | Transport | Tourism | General Public | Pastoralists



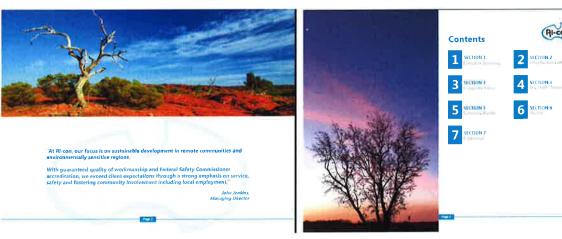
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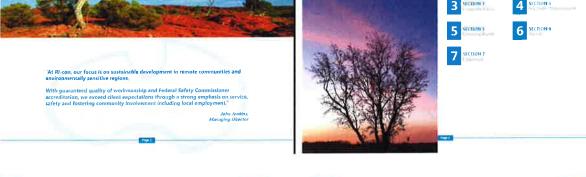


PO Box 2118 15 Emungalan Road, Katherine abn: 77 126 494 193

P: 08 89871 0717 | 08 8971 1694 | M: 0407 341 954 Company Structure | Capability Statement| Version 1













2 Introduction Letter



Company Profile - Corporate Values





Company Profile - Corporate Values



Corporate Values

She Xhim

Que Mission

Our Guiding Principles







Key Staff / Management

hn Jenkini Managing Director

Susanne Bransgrove - Chief Executive Officer

Particular to the state of the

Key Staff / Management

Jaco Botha - Construction Manager

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Philipped Memorings

Performant Department
United States (American Manager)

Tony Wilson HSEQ Manager



le Gotto - Principement & Logistics Manager

211 2001



(Al-con)

4 Key Staff / Management

Lenny Gabriel - Project Manager

(RI-con)

4 Key Staff / Management

Marine Military

Sim Schmidt - Project Manager CONTRACTOR ON A

RI-con

5 Company Profile

Remote Construction

(Al-con

Technical Expertise

































Company Profile











Experience

















7 Experience





































Ri-con













Ri-con







































Warmun - Commercial Buildings- Phase 2

Ri-con

Consultant Fredale Pedersen Hook Architects Delivery Method Lump Sum Delivery Method





M Design lethod: Scoping and provision of works to specification











100











W www.ncon.net.au e build@ricon.net.au

WA OFFICE 18 POINCIANA 5T b C8 9169 2825 f OS 9168 L592

w www.ncon.net.au
e kni@ncon.net.au

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KALANO / CROWHURST ENGINEERIN JOINT VENTURE PILOT ACTIVITIES PROGRAM

ogram Structure

The Kalano / Crowhurst Engineering Joint Venture: - Capability supplied by Crowhurst Engineering and resources supplied by RJCP from Kalano will combine, to carry out existing activities for Kalano and Crowhurst Engineering;

The joint venture will also tender and look for other works inside industry:

The RJCP (Regional Jobs in Community Project) participants will work alongside traded personnel carrying out these activities. The participants and trades personnel will then have a period of 18month to 2 years of operating together, as a precursor to the construction of New Air Combat Capability Facilities Project.

This joint venture will then provide a work ready resource through the Katherine Indigenous Group to the New Air Combat Capability Facilities Project.

Other relevant Katherine businesses can be added to this joint venture.



KALANO / CROWHURST ENGINEERIN JOINT VENTURE PILOT ACTIVITIES PROGRAM

Kalano Community Association Inc is an Aboriginal owned and controlled resource organisation providing Housing at Municipal Services. Full Retail Store services. RJCP (Regional Jobs for Community Project). Alcohol and Drug Rehabilitation. Aged Care. HACC. Community Patrol. Sport, Recreation and Music, as well as commercial Agriculture and a range of other services to members of its Aboriginal Urban Living Areas and the Indigenous population of Katherine. Binjari. Rockhole. Myalli Brumby and Kybrook Farm, Northern Territory:

Facility for window production.

AS/NZS ISO 9001:2008 Quality Certified Organisation

aw.kalanocommunityassociation.org au

ww.facebook.com/lutimon





Solar Living Homes is a family owned and operated construction company that has been servicing the Katherine region since 1993, offering over 35 years of experience within the building industry.

Our main focus is housing, specializing in the *design* and *construction* of quality, energy efficient homes, cabins, granny flats and demountables.

Being low volume builders allows us to provide a very personalized service to our clients and we endeavour to make the whole process of building your new home as stress free and enjoyable as possible.

We are a local company, employing local staff and wherever possible using local suppliers and trades.

Our office is equipped with the latest computer software. We can individually tallor your new home in almost every detail. 3D modelling gives reality to the building, and alleviates the problem of visualising the finished project from a set of plans.

Living in this Katherine climate, our main focus is on cooling rather than

Our modern way of living necessitates the use of air conditioning to some degree, correct design principles can considerably minimize their usage and ultimately our energy costs.

Each design needs to reflect the best possible orientation and features to take full advantage of the available breeze paths and to minimize the impact of the radiated heat from the sun.

We have our standard range of plans, however as clients needs and building sites differ, standard plans are rarely appropriate. We offer a design service to ensure your new home is tailored to suit you.

We can offer advise on a range of additional items that can be included or retrofitted when funds become available.

We pride ourselves in building quality homes that you can be proud to call home!

ALLAN KING & SONS CONSTRUCTIONS PTY LTD



CIVIL ENGINEERING . CIVIL CONTRACTING . PLANT HIRE



Dozers

Floats

Graders (laser equipped)

Excavators

Transportable accommodation

Loaders

Compactors

Service trucks

Side tippers

Backhoes

Bobcats

Water trucks

Water tankers

Prime movers

Trailers

Bomag

Rollers

Tilt trays

CIVIL CONSTRUCTION

ROADWORKS

SUB DIVISIONS

EARTHMOVING

MINE SITES

QUARRY PRODUCTS

CRUSHING (fixed & mobile)



DARWIN OFFICE

Lot 109 Pruen Rd, Berrimah 0828

08 8947 2087

Fax: 8947 2097 PO Box 459 Berrimah, 0828

allanconstructions@bigpond.com



CONTACT US Phone: 61 (0) 8 8972 2202 Fax: 61 (0) 8 8972 1307

Email: contact@rowlandsquarries.com.au Postal Address: PO Box 1416, Katherine NT 0851 Australia



CAL Accreditation Number: K-5-14558-03-11
Territory Construction Member Since 1988

We now have EFT

About Us

Rowlands Quarries Katherine is the local supplier of quarry and concrete products in Katherine and surrounding districts, supplying and delivering products from Katherine to the Western Australian and Queensland borders including Darwin,

Katherine is located 320 kilometres south of Darwin in the Northern Territory of Australia.

Rowlands Quarries supply all construction materials including aggregates, road base, trench rock, pre-mix, sand and soil, Rowlands Quarries are also the only supplier in the region of Dolomite.

Rowlands Quarries deliver products using their own fleet of

Along with our permanent Concrete plant in Katherine we also have a facility of mobile batching for regional work.

Rowlands Quarries has a large product range yet is a small company with personable skills. We have long term knowledge of the local market and have high employee loyalty ensuring low staff turnover.



Concrete-Pre-mixed:





Katturine Titt Troy & Oppor Hire have the equipment to

Katherine Titt Tray & Tipper Hire don't just do what their name suggests! Their wide range of equipment and wealth of experience detivers the following.

- · Heavy till tray
- Towing and recovery
 Fork lift and loader hire
 Flat tops [45 foot]
- · Bolk semi
- 3 side tippers
- o end uppers
 Till tray [41 foot]
- 7 drep decks
- Containers (20 and 40 foot)

KATHERINE _ TILT TRAYS & TIPPER HIRE

Kathourie Till Tray & Tipper Hiro specialise in oversiced, length and height movers. They have the permits to carry almost anything from containers to 45 foot demantables.

Other services include vehicle recover and long distance carting, including interstate work

Kalherine Titt Tray & Fipper Hire has completed work with Allan King & Sons, Irlan, Suffren Contracting, Fullon Hogan Ply Ltd, CEMEX Kalherine Quarry and various local and NT businesses.

CONTACT DETAILS

Far: 1001 67 Email: kellyhiltrays@bigpoint.com Address: PO Box 786 Katherine, NT 0851







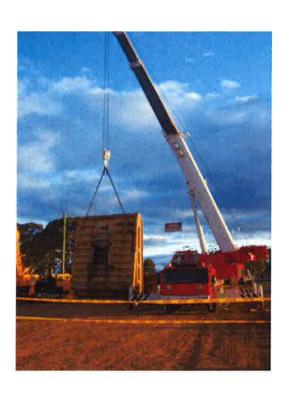
The Bodhi Bus is a remote area passenger bus service, servicing communities in the Top End of the Northern Territory.

With regular services to communities such as Numbulwar, Ngukurr, Minyerri, Borroloola, Lajamanu, Kalkarindji, Timber Creek, Kununurra, Wyndham, Elliott, Tennant Creek, Bulman and Darwin.

The Bodhi Bus can provide transport to and from Katherine to individuals, Territory Health patients and corporate clients.

The Bodhi Bus operates twice weekly services to communities (Bulman is weekly) and 4 weekly runs to Darwin.





CAPABILITY STATEMENT

CONTENTS

1 About COSA Cranes, COSA Enginee	ring & COSA Cranes Katherine
2 Projects	
3 Referees	
4.1 ist of Plant & Equipment	
5 Proposed Reporting Frame Work	
6 Key Personnel	

ABOUT

COSA CRANES.

COSA ENGINEERING &

COSA CRANES KATHERINE

COSA Cranes & Engineering focus on providing a high quality service through our experienced team. We have a diverse range of machinery and specialised equipment available to meet all facets of the construction, building and mining industries across Western Victoria and Northern Territory.

COSA Engineering was started in 2006 by Clim McCline. In 2008 the business quickly evolved moving into Horsham to provide comprehensive crane hire as well as workshop fabrication and engineering site services. Looking for a new challenge in 2012 COSA moved into the Northern Territory beginning COSA Cranes in Katherine.

We have consolidated our skills within the crane and engineering industry and cemented our reputation as being safe, reliable and professional. The consolidation has come through perseverance and a level of professionalism that rates second to none.

COSA Cranes and Engineering takes ownership and drives a high duty of care in implementing a safe working environment.

Our focus is placed on building quality business relationships, providing skilled services and industry specific support through professional management and quality workmanship.



COSA'S FEATURE PROJECTS

MUP11 Mechanical Relocation Project

Project Location:

Douglas Mineral Sands Minesite, Western Victoria

Project Client

Huka Resources Limited

Estimated Value:

\$1000,000.00

Project Summary:

Disconnect, relocate and reconnect piping alongside the RG & Double Deck Screen. Dismantle several sections of steel piping and mining hose associated with PUOL TK01 & RG and the DDS. De-pressure of water lines after isolation. Dismantle feeder hoses that run off the manifold and tank to the RG, DDS and the Drun Scrubber. Load and transport all pipe, tanks & mining hoses and reconnect at new location.

Build frame work for Dump Hopper Blocks, Remove, load and refocate dump hopper blocks, scrubber, trommel and associate conveyors.

Disconnect and Relocation of Pump PU005 & Tank





Bondi Main North Tailings Project

Project Location:

Douglas, Western Victoria

Project Client:

Huka Resources Limited

Estimated Value:

\$2000,000,00

Project Summary:

In November 2009 COSA began the Pipe Relocation of Dewatering Lines and Mechanical Installation for Doughth. Disconnection and relocation of Decant Pontoon. Supply and complete Civil Works for Decant Pontoon. Supply of cranage and transport for disconnection and relocation of Decant Pontoon. Disconnection and relocation of Gland Water Piping. Supply of pipe spools valves, mining hoses and reducers for piping disconnection, relocation and installation.



Xstrata Zinc – McArthur River Mining Pty Ltd

Project Location:

McArthor River

Project Client:

Milestone Projects

Estimated Value:

\$4,500,000.00

Project Summary:

Supply of Cranage and labour hire for the Phase 3 Expansion Project - Package 3:





Kulwin North to WRP Relocation Project

Project Location:

Ouyen, Western Victoria

Project Client:

Iluka Resources Limited

Estimated Value:

\$500,000:00

Project Summary:

In October 2012 COSA began the Pipe Relocation of Dewatering Lines and Mechanical Installation for WRP Tailings. Cut PN16 400 poly pipe into 20thtr lengths. Provide cranage and extendable floats to load and transport pipe from Kulwin North to WRP. Weld 5kms of PN16 400 Poly Pipe in place.

Cut PN12-250 poly pipe into 20mtr lengths. Provide cramage and extendable floats to load and transport pipe from Kulwin North to WRP. Weld 7kms of PN12-250 Poly Pipe in others.

Stawell Quarry 3 Phase Line Installation

Project Location:

Stawell

Project Client:

Powercor Network Services Pty Ltd

Project Summary:

Supply of Cranage and Live Line Operators to lift cable and conductors as directed by the Project Manager. Load and transport poles using Franta Crane and Truck & Float, place into position as directed and stand with 25T & 50T Slewing cranes.



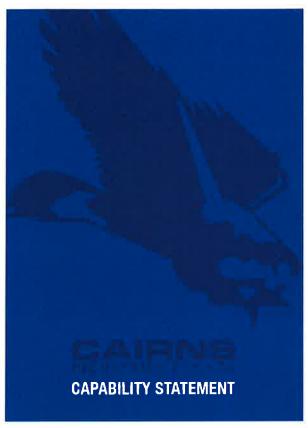
REFEREE'S

Dave Green Geneese Wyonning Ph: 08 8984-2021 Address: Export Drive, Berrimah Email: dagreen@gwrg.com

Tony Shirley Iluka Resources Limited Ph: 0428-526680 Address: Iluka Resources Onyon Email: 1000, shirely 0-iluka com

Brace Gregurke Powercor Australia Ph: 0417-313212 Address: Golf Course Road, Horsham Email: beregurke@nowercor.com.au

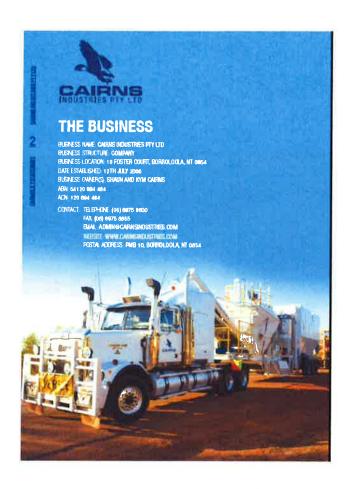
Liam Early McArthur River Mining Ph: 0412 909 684 Address: U2, 118 Railway St. Email: Jiam@milestoneprojects.net.au





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Vision statement: Cairris Industries logo of the eagle, symbolises the companies vision to 'spread its wings' over Australia, by providing high quality construction residential sectors, while maintaining a high level of professional service.

GOALS/OBJECTIVES

- SRORT TERM

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 Concrete Black Plaint Proughout

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- Autoritia.

 Expansion of envices to the Borroloola region and throughout the Territory, through the continued development of accoloring the continued development of accoloring the state of accoloring businesses and government departments.

- Continually develop our relationship with MoArthur River Mine to ensure prompt and quality services for their oursers and suker e projects.
- Establishment of a local Guarry

LONG TERM

THE FINANCES

THE FAWACES
Cairmo industries has had
substantial profit increase
over the part of years, bid less
registly increased over the past
3 years. It is our intention to
cortisue this treed for as long
as possible given the target
market growth in the South
West Calf Region and across
the Northern Territory.

THE BUSINESS

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MARKETING STRATEGY

EXPERIENCE

Shaun Carms has 16 years' experience in the construction industry as a qualified carpenter. He has a Cert IV in Workplace Assessment and Training and a number of machinery and construction certificates, including asbestos removal



KEY PERSONNEL - CURRENT STAFF



an the	Expected Staff Renover	Shifts of Electryths
Administration Assistant	12 Mireths	Atministration Experience
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PRODUCTS/SERVICES

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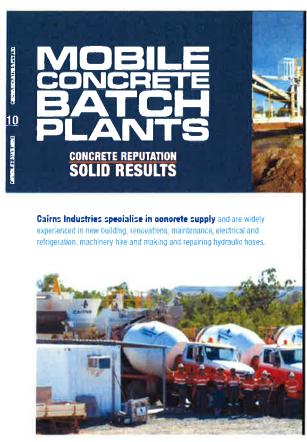
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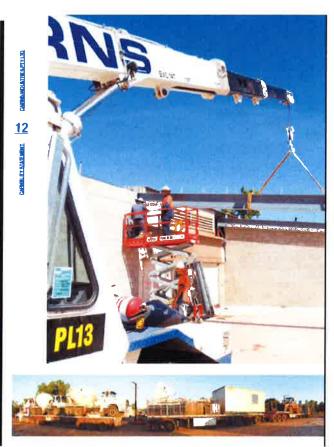




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COMMUNICATION CHANNELS

Customers can come! The company via teleprone, email, flux, posit, box at media as in person at our office.

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Elast Elast	Sada Eggar	lossa lossa		1995	163297
ff17		Trucar		0005	1000.00
4117 E112	Side Tipper	Irecar Instar		2000	100007
ff 15		Instar Instar		2010	[Hoezo
034	tlida Tippar	Cara	_	18010	1140670
1.09	EAT	935H		Poore	
	CAT FAS	3334		2006	
4.12				100	
P\$.10	CAL	930(1070)	1	2090	

Calegory		and the same of	Controlle	-	Rega
	_	-	Processor.	100	- China
14	Kotskica	SKeen		2007	
5.19	Kalaina	SRC000 Mars V	1		
6.16	Kehilbe	5K556#X			
	Komatsu	1 superior			
with Some	and .				
-08	Kamerau Grader	GD sate A		1991	
:04	CASE Pricebox	Stock	3900cm	1990	SVH14
:06	CAT Excavator	3129		2000	ALMery
06	CAS Failable	138101933	1	2682	
107	CAT Excavator	30000	1	2064	BAULANCO
108	Maneou	- 1111		J (100m)	
. 10	Toyota	4SEK9	2480cc	2008	967841
3.1	CASE	560 Super Pl	dryothop	24000	973408
13	Corre	Targa MAC 14		20404	318/1
1.7	Batch Plant		1	1200	04±050
19	Boler	Processi		1960	
5.00	Rates Plant	Tyldan		1.443	
121	Patrici Plant	Takker JE Series		2662	
Util	Batter Plant	Silden & Sores		393,935	
1	Masubishi	Fork Lift 4 Oylendar			
	Silvetta	Tork Lift			
d fractio	Mark to the same of		A. Carrier		
201	Ford	2900 Loursella	7200cc	1908	CASSCU
200	Hino	Runger	B000cc	1900	766427
Sta	Hima	IM ₁ J	8000cc	1998	790543
365	Lino	Hallan	7951 oc	1998	CARRO
Zon	Lino	EMILE	6000KG	1999	CAnn/K
Sor	Lino	LM	Totaline	Brara-i	CANCE
209	Starting	Clinco	000000c	2004	CAMPER
204	Storing	Morar (SCC)	6300cc	306-4	CANCE
315	Starting	Mecan (100)	(5000cc	2004	CAMICD
	Starting	Mose (160)	6.300.0	2000	CAMICE
311					CAMINE
		Hesco	B-800/W	bons	
StP	Starting	Hemino	B300cc	2004	
012 013		HESEO Matminor	B300cc 800cm	2008	900004
S11 S12 S13	Starting				
012 11 101	Starting Mark	Matminor		2000	900004
012 013	Starting Marik Dolly Dolly	Userninar Tuesty Allecon		2008 1986 1966	900004 HF9313
S12 41 62 62	Starting Marik Dolly Belly Dolly	Hashy Almon Trughtmuster Trister		2008 1965 1966 2005	900004 1F0000 190004 1D0040
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012 113 101 103 103 104	Starting Marik Dolly Belly Dolly	Maeminson Justy Allison Freightmuster Tristar Instar		2008 1965 1966 2005	900004 1F0000 190004 1D0040
617 141 143 149 149 1494	Staring Mails Dolly Belly Dolly Dolly	Naeminsch Justy Allison Erughtmaster Tirstar Instar		2008 1965 1990 2015 2016	900004 1F0000 190004 1D0040
G17 G13 I G1 I G2 I G2 I G3	Starting Marik Dolly Belly Dolly	Maeminson Justy Allison Freightmuster Tristar Instar		2008 1965 1960 2005 2016 2016	900004 1F0000 190004 1D0040

THE MARKET

MARKET RESEARCH

ENVIRONMENTAL/INDUSTRY ANALYSIS

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<u>15</u> <u>16</u>

KLY CUSTOMERS

ALT LUSTOMERS
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YOUR CUSTOMERS

CUSTOMER EMPLOAMINS

CUSTOMER EMPLOAMINS

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CUSTOMER EMPLOAMINS

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Customer beautiful and the could be secretary and the could

S.W.O.T. ANALYSIS

	The second secon		
living the major supplier in Bertokolo	Harneta location.		
Large and divarse here.	Life cut to find unit rates of all		
Quarted range of tradition on	Largar tima frama di nacava dalivanos		
Staff rang on sala llaways available	The duty way to address the company's		
Establishad in Nombrola for 8 years	weathwasse in to plan in advance to a ordering an pharmag much in week in advance, being asse- of metamak required for jobs to be completed on ormuning we have stock, planning advantaments before staff are that to bear or		
Opportunition	Denois		
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Development of the all Quarry	Digrange to exposes. Due to accompliand drug		
Expension of Mobile Batch Plants	rolated violance		
	To avoid do nation to with opportunit and with its are shocked and territoring day the Universe or amongod in advance and quather opportunities more locally to extend more real interruption to legis. From a whole and appropriate are not fell		

ADVERTISING & SALES ALVERTISING AND PROMOTIONS STRATEGY

Planned primerion / primerion pape	Procedured strongs	Expected boutons improvement	bryel date
Wisherit a	To increase interaction with customers, electrated suppliers, spread the company rame and increase ranking.	Increme wobsite withs, anguly for producte/survices, page renting on google Enhance relationships with suppliers and customers.	October
Print Model Advanturing	Advantaing in newspapers, measures. Use to rain his greater account or power the batch plants.	Prorouga averages of brand and products formerly as a Africal agreement for use of track place.	August 2013
Social Made	transmo followers, they on each account, interesting and update at least eachly Concert with suppliers and outcomes.	More exposure across the NT. This will help with expanding to Darwin More interactivity with outcomers and expellent to help develop and orbanous relationships.	Ongoing
falovson Advartiservens	Increase exposure actors the Tamony for him of our mobile batch plants	More Laponare airms the NL. This will help with expending to Danets and servicing other remote sease, with mobile teach plants.	August 2013

MARKETING STRATEGY

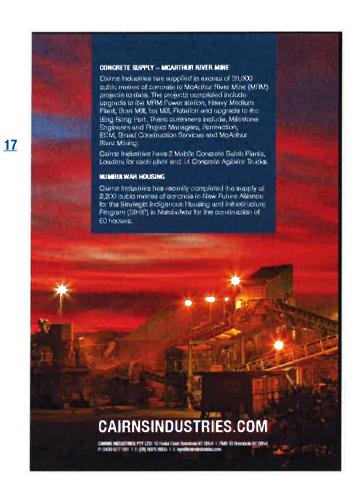
-	Date of expected completion	Second Indicator
Print Model Advortising	August 2013	20 percent incremen in customer base.
Varies/ Sponsorship Various	Janu 2013	Word of mouth - loadback
Social Madin	Ongoing	100 tollowers on each account. Then measure for next quester.
Watesta	Dissbur 2010	Machine enables hits and amilifor 2015 militarias in waits
Solovision Adviationments	August 2012	Mary angular regarding mobile botch plants

KEY OBJECTIVES & FINANCIAL REVIEW ASSUMPTIONS

FINALCH OBJECTIONS

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- Continuate and tallers about an concepts



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Our Specialties

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Our Licences

E.P.A. Dangerous Goods Licence, Registered

Our Service Areas

Katherine

Our Categories

Recycling Services, Rubbish & Waste Removal, Scrap Metal Merchants, Septic Tank Cleaning & Servicing

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