



# DEFENCE SECTOR CAPABILITY STATEMENT

April 2024



# ABOUT WT

At WT, we empower our clients to grow, inspiring confidence through our independent cost management and advisory services. Operating for nearly 75 years, our expertise spans the building, construction, infrastructure and defence sectors.

We support our clients with an award-winning team of specialists in cost management, quantity surveying, digital solutions, sustainability, asset and buildings, portfolio and program advisory, PPP, PMO and facilities management.



OPERATING  
SINCE 1949



INDEPENDENTLY  
OWNED & OPERATED



2,000+ STAFF  
GLOBALLY



400+ STAFF  
NATIONWIDE



70+ OFFICES  
WORLDWIDE



12 OFFICES  
NATIONWIDE

# OUR PURPOSE, AMBITION AND VALUES

## PURPOSE

To empower,  
grow and inspire  
confidence.

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## AMBITION

Best projects.  
Biggest projects.  
Best people.

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## VALUES



PLAY AS A TEAM



CREATE VALUE



BE INVENTIVE

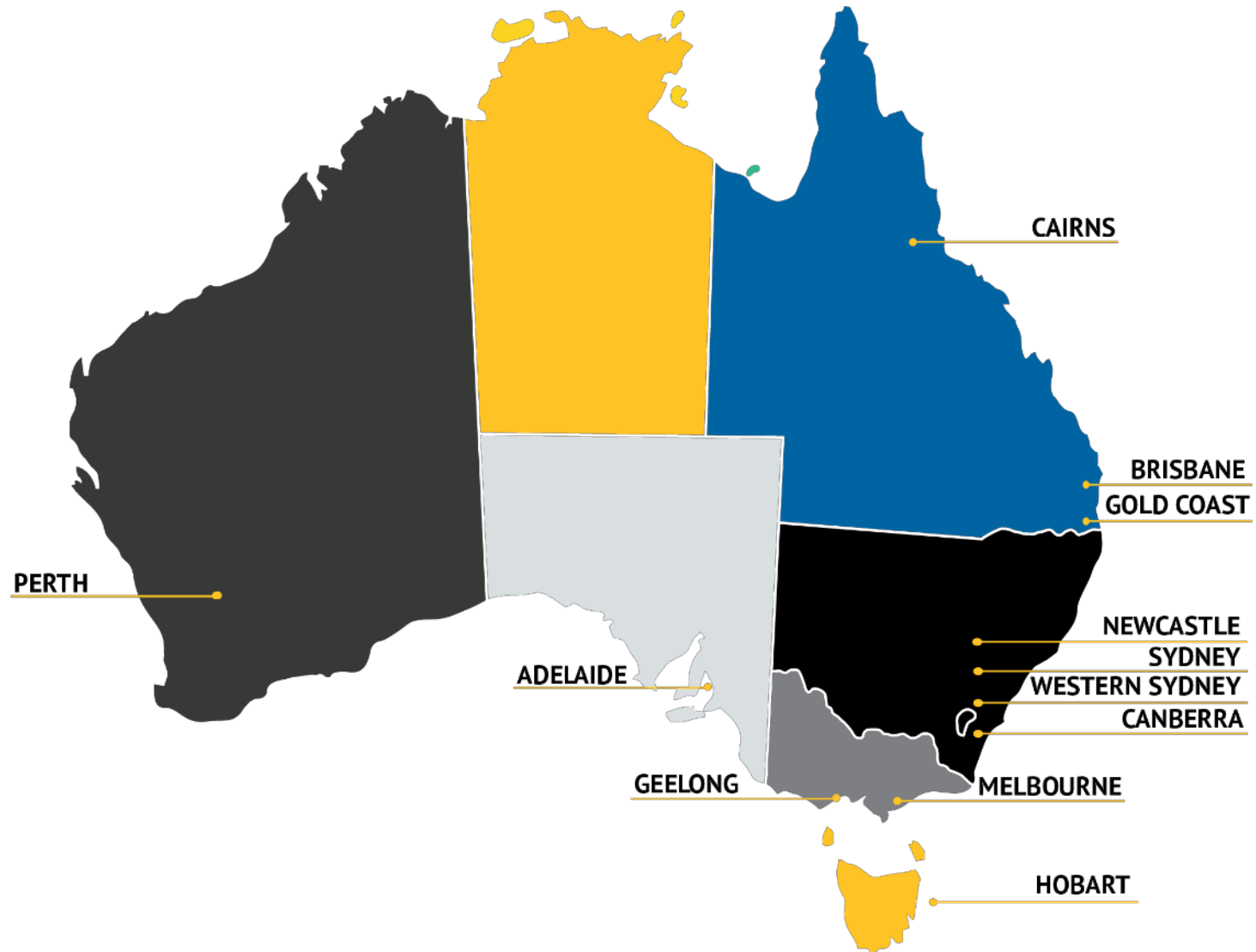


EMPOWER



BE GENUINE

# OUR NATIONAL FOOTPRINT





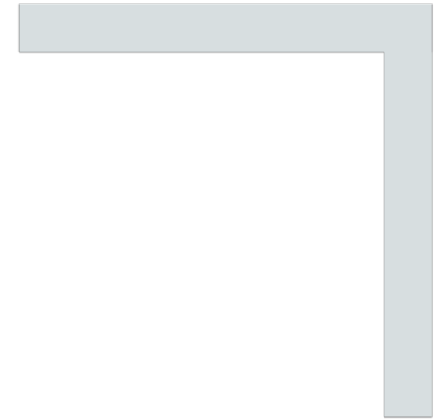
**OUR SERVICES**  
**DEFENCE ESTATE &**  
**INFRASTRUCTURE**

# DIGITALLY ENABLED COST INTELLIGENCE

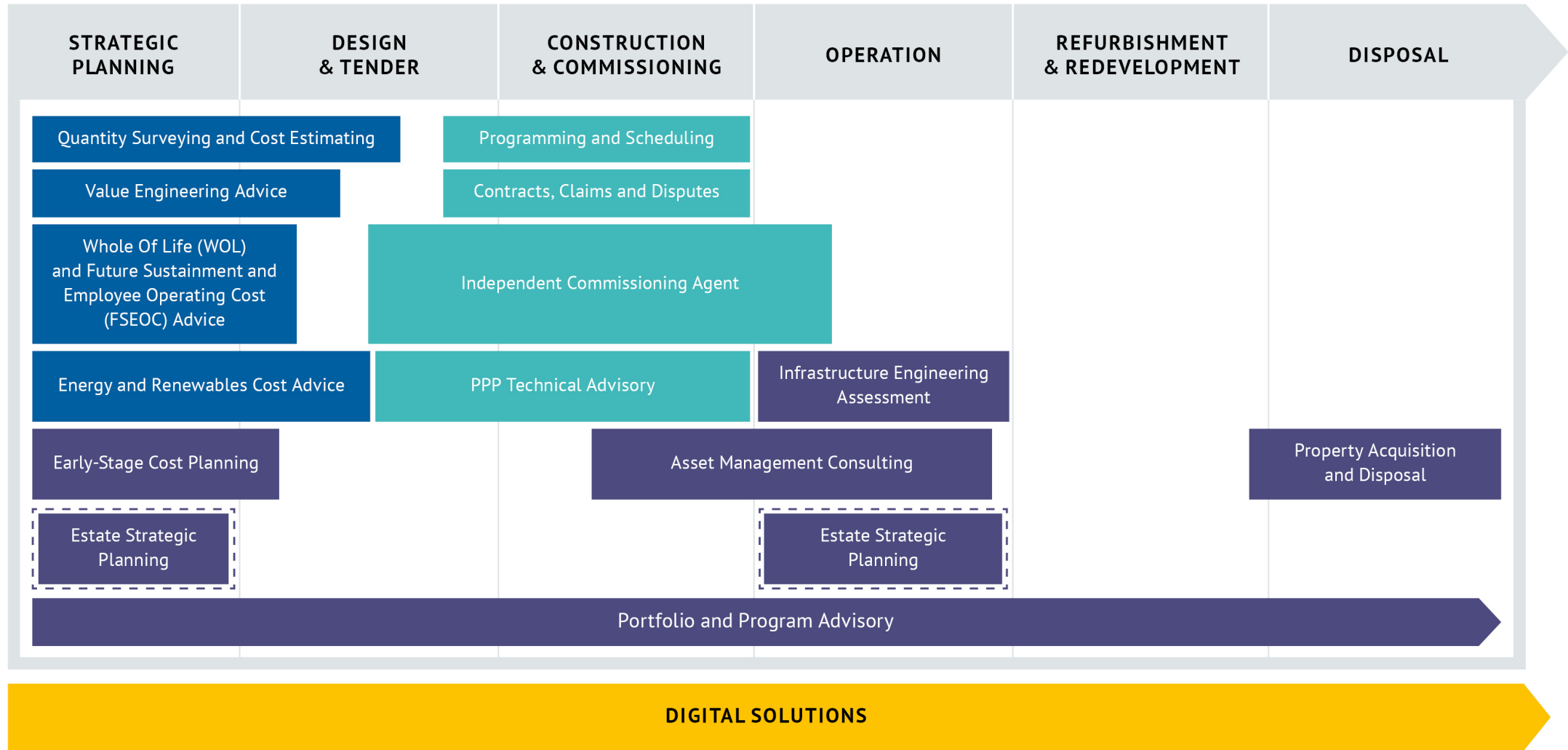
WT EMPOWERS DEFENCE CLIENTS WITH DIGITALLY ENABLED COST INTELLIGENCE THAT INSPIRES CONFIDENCE ACROSS ALL STAGES OF THE PROJECT LIFE CYCLE.

Working closely with Design Services Contractors, Managing Contractors and directly with Security & Estate Group, we deliver cost management and advisory services to facilitate informed decision-making and cost-effective delivery.

Grounded in a digital-first approach, our independent, multidisciplinary national team recognises and adapts to changing delivery models, creating value within the agreed budget and timeframe.



# OUR DEFENCE SERVICES



- Project cost planning
- Delivery phase cost management
- Portfolio cost management

# OUR DEFENCE SERVICES

## Project Cost Planning



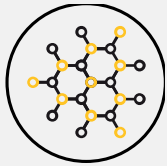
### QUANTITY SURVEYING AND COST ESTIMATING

Comprehensive management of project costs and budget, which includes the detailed measurement of material and labour requirements derived from project plans. It extends to the provision of cost estimates, cost risk analysis for contingency planning, and procurement strategy development. A confidential cost estimate is also prepared for review by the Department of Finance and the Parliamentary Standing Committee on Public Works. Project cost control extends from concept design to the final account.



### WOL/FSEOC COST ADVICE

This is the process of calculating the total cost associated with an infrastructure project throughout its entire life. It encompasses Future Sustainment and Employee Operating Costs (FSEOC), including energy, staffing, and maintenance. It also accounts for the Whole-Of-Life (WOL) costs, such as part replacements and end-of-life expenses, as well as conducting Total Cost of Ownership (TCO) analyses. This is essential for informed decision-making, ensuring whole-of-life cost-effectiveness.



### VALUE ENGINEERING ADVICE

This is a systematic approach to optimise the value of a project by examining the relationship between its functions and the costs involved. It aims to ensure maximum value for the investment by balancing the project's functional requirements with cost-saving measures. This involves innovative function analysis, strategic cost reduction, and incorporating lifecycle cost considerations to enhance value over the project's duration without compromising quality.



### ENERGY AND RENEWABLES COST ADVICE

We offer strategic advice and policy expertise to optimise resource use in Defence facilities. Our role supports sustainable planning, design, operation, and maintenance of assets. We conduct audits and monitor performance, focusing on reducing consumption and transition to renewable energy. Additionally, we mentor on sustainable practices, waste reduction, and resource management, guiding clients to meet standards like the National Waste Policy, Green Star and the Defence Smart Infrastructure Manual.



# OUR DEFENCE SERVICES

## Delivery Phase Cost Management



### PROGRAMMING AND SCHEDULING

This service aids in the meticulous planning and timing of both design phase and construction phase, ensuring defence estate projects remain on track from conception to completion. In addition, we specialise in the forensic analysis of project delay claims, providing detailed investigations to uncover the root causes of schedule setbacks. This dual approach ensures both proactive project management and reactive problem-solving expertise to support successful project timelines and resolutions.



### PPP TECHNICAL ADVISORY

Our consulting service provides comprehensive support for Public Private Partnerships (PPPs), ensuring clients secure optimal commercial results. We offer expertise in commercial bid preparation, government advisory, and act as Lender's Technical Advisor (LTA), independent reviewer, and financier's certifier. Our focus is on guiding our clients through the complexities of PPPs to achieve favourable financial and operational outcomes.



### CONTRACTS, CLAIMS AND DISPUTES

This involves minimising complexity and cost in contract-related issues involving the Suite of Facilities Contracts used by Defence. We understand the unique demands of Defence contracts and provide expert guidance to navigate claims and disputes, aiming for resolution that aligns with Defence standards and project timelines. Our proactive approach seeks to prevent disputes where possible and efficiently resolve those that arise, ensuring minimal disruption to the vital work on the Defence Estate and the reputation of those involved.



### INDEPENDENT COMMISSIONING MANAGEMENT

This service provides independent assurance that Defence Estate projects' building services align with the design intent. Our team's role is critical in giving clients peace of mind by minimising the risk of building services failures. We're involved from start to finish—from the concept stage to handover and post-construction tuning. Our goal is to reduce building services risks and ensure top-notch building performance, efficiency, and overall operational capability.

# OUR DEFENCE SERVICES

## Portfolio Cost Management



### ESTATE STRATEGIC PLANNING

We shape Defence estate strategies, ensuring alignment with national and Defence policies. We apply our knowledge of relevant standards and statutory requirements to deliver insights through economic reports and strategic advice. Our responsibilities encompass evaluating estate options, capability and threat assessments, and feasibility studies. We integrate environmental and urban, security and cost risks, neighbouring stakeholder needs and land use regulations.



### INFRASTRUCTURE ENGINEERING ASSESSMENTS

Our Infrastructure Engineering Assessments maintain and optimise Defence infrastructure through specialised services. These include strategic engineering support, maintenance advice, and detailed asset evaluations for capacity, condition, and compliance. We conduct audits and investigations aligned with the Three Lines of Defence model, supporting informed maintenance, operational readiness, regulatory adherence, and risk management, including health and safety.



### EARLY-STAGE COST PLANNING

This involves the development of preliminary cost estimates that reflect the initial scope and the sponsor's requirements of the project. This phase includes conducting feasibility studies to ensure alignment with budget constraints, performing risk analyses to pre-empt financial uncertainties, and working with estate planning branch to formulate funding strategies. Additionally, location-specific cost implications are assessed, alongside benchmarking against historical data from past projects, to underpin cost predictions.



### PROPERTY ACQUISITION AND DISPOSAL

This ensures strategic, compliant Defence property transactions. We collaborate with government partners, aiming for value in acquisitions and maximising disposal returns, with risk mitigation for the Commonwealth. Our expertise includes statutory and policy knowledge, strategic advice, negotiation, transition planning, and stakeholder engagement. We also handle strategic planning and program management for robust property transaction support.

# OUR DEFENCE SERVICES

## Portfolio Cost Management



### **PORTFOLIO AND PROGRAM ADVISORY**

This service specialises in managing capital portfolios and programs to bolster assurance and performance. We provide comprehensive monitoring, reporting, and controlling of financial, schedule, and functional benefits. Using forecasting and risk monitoring, our analysts identify trends and provide timely recommendations for early intervention. We are committed to capturing and sharing lessons learned to foster continuous improvement across the portfolio or program.



### **ASSET MANAGEMENT CONSULTING**

This service helps optimise Defence facility operations for efficiency and cost-effectiveness. We partner with asset managers to develop management strategies that draw on historical data analysis, covering maintenance costs, downtime, asset longevity, and replacement expenses. Leveraging our commercial insight, we streamline budget allocations to enhance efficiency, maximise return on investment, and extend the operational life of assets.



**OUR EXPERTISE**  
**DEFENCE ESTATE &**  
**INFRASTRUCTURE**

# OUR DEFENCE EXPERTISE

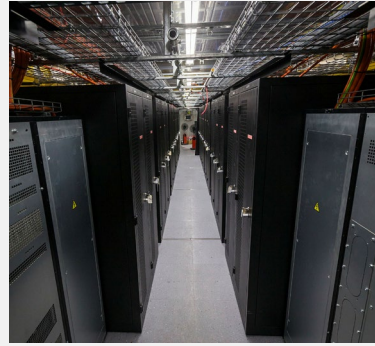
**MESS FACILITIES**



**AIRFIELD INFRASTRUCTURE**



**DATA CENTRES**



**RANGES & TRAINING AREAS**



**FORCE GENERATION**



**HEALTH INFRASTRUCTURE**



**LIVE-IN ACCOMMODATION**



**WAREHOUSE & LOGISTICS**



**WORKING ACCOMMODATION**



**NAVAL INFRASTRUCTURE**





**FEATURED PROJECTS**  
**DEFENCE ESTATE &**  
**INFRASTRUCTURE**

# DST FISHERMANS BEND REDEVELOPMENT PROJECT

PORT MELBOURNE, VIC



## PROJECT DETAILS

### Client

Icon (Managing Contractor)

### Project Value

\$209 million

### Contractor

Icon

### Completion Date

2025

## PROJECT SUMMARY

The Fishermans Bend Redevelopment project is revamping a Port Melbourne research facility used by Defence scientists. This initiative aims to upgrade the facility's services, enhance security, and improve workspaces to support Defence challenges now and in the future.

WT was brought on board through a Design Services Subcontract (DSSC) to oversee cost planning, quantity surveying, and cost management services. This comprehensive support extended from the initial 5% Masterplan phase right through to the project's completion, including assistance with departmental and government approvals.

During the project's public hearing phase, WT quickly stepped up to address queries from the parliamentary standing committee on public works relating to pedestrian access and alternatives to the natural gas infrastructure.

WT's prompt and effective responses played a crucial role in meeting the committee's requirements, paving the way for a smoother and faster project progression.

# RIVERINA REDEVELOPMENT PROGRAM

ALBURY WODONGA AND WAGGA WAGGA, NSW/VIC



## PROJECT DETAILS

<b>Client</b> RRP JV (Managing Contractor)	<b>Project Value</b> \$1.8 billion	<b>Contractor</b> RRP JV	<b>Completion Date</b> 2032
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## PROJECT SUMMARY

The Riverina Redevelopment Project is a strategic initiative aimed at overhauling infrastructure at three Department of Defence sites: Albury Wodonga Military Area, Blamey Barracks, and RAAF Base Wagga, over 25 years. It focuses on constructing new accommodation, training facilities, and car parks, alongside refurbishing existing structures to meet modern Defence requirements.

WT plays a crucial role in this vast project, providing quantity surveying, cost planning, value engineering advices and lifecycle cost modeling under a Design Services Subcontract (DSSC).

By collaborating with CPB Contractors and Downer within the RRP JV, WT is helping to secure the project's technical and financial success, supporting the enhancement of Defence capabilities in the Riverina region.

This partnership highlights a comprehensive approach to infrastructure modernisation, emphasising quality, cost-efficiency, and long-term sustainability.



# HMAS CERBERUS REDEVELOPMENT

CRIB POINT, VIC



## PROJECT SUMMARY

WT played a key role on the \$436 million revamp of HMAS Cerberus, the Royal Australian Navy's largest training establishment.

The project addressed critical infrastructure needs across a 1,517-hectare site, including heritage-listed areas.

WT's collaboration with Lend Lease ensured the base's functionality and certification for training purposes until at least 2037.

By providing expert quantity surveying, cost planning and value management, WT helped navigate the redevelopment's complex demands, including upgrading essential services like power, water, and ICT to modern standards, refurbishing accommodation, and consolidating functions for efficiency.

WT's involvement was crucial in meeting the high standards of cost reporting and financial risk management expected in Defence projects, demonstrating a deep understanding of the technical challenges and ensuring the project's success.

## PROJECT DETAILS

### Client

Lend Lease (Managing Contractor)

### Project Value

\$436 million

### Contractor

Lend Lease

### Completion Date

2020

# PROJECT PHOENIX

NT, WA, QLD, ACT, NSW



## PROJECT DETAILS

### Client

Lucid (Design Services Contractor)

### Project Value

\$280 million

### Contractor

Multiple

### Completion Date

2026

## PROJECT SUMMARY

WT played a pivotal role in the design phase of EST9101PH1 Project Phoenix, aimed at enhancing the Defence High-Frequency Communications System.

The project faced challenges due to the geographical diversity of sites and the complexity of land acquisitions.

As a subcontractor to the Design Services Contractor (DSC), Lucid, WT contributed significantly by providing cost confidence, which was instrumental in securing government approval in July 2023.

WT quantified the intricate requirements, which included refurbishing control buildings, upgrading vital services such as power and ICT, enhancing security, installing emergency generators, improving perimeter defenses, establishing new communication links, and decommissioning obsolete infrastructure.

WT's contribution was vital for adhering to the stringent cost reporting and financial risk management standards demanded by Defence projects. Their comprehension of the project's technical challenges ensured its successful navigation and execution.

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