

ADM

AUSTRALIAN DEFENCE MAGAZINE

DEFENCE WEEK PREMIUM EDITION

SERVING THE BUSINESS OF DEFENCE



Minister for Defence Industry Melissa Price and Head of Maritime Systems, Rear Admiral Wendy Malcolm speak with Apprentice Hayley Maisey at the Cvmec facility in Henderson.

DEFENCE

FIVE PILLARS APPROACH TO SUPPORT DEFENCE INDUSTRY

From the moment it was established,
the Defence Industry portfolio
had a crystal clear focus.

**MINISTER FOR DEFENCE INDUSTRY
MELISSA PRICE | CANBERRA**

It was to deliver world-class capability for our Defence Force, export our Aussie ingenuity abroad, broaden the horizons of Australia's small and medium businesses – and create thousands of Australian jobs in the process.

In June 2019 I was honoured to be asked to take the reins to ensure our Defence programs were delivering for the Australian defence industry.

It has been an extremely rewarding experience and

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has made me very proud knowing my primary responsibility is to not only deliver for Australian industry, but to ensure the men and women of the Australian Defence Force have what they need to keep Australians safe.

Soon after taking on the role, I embarked on what I called my “100-Day Review”.

This was about identifying the areas in the Defence Industry portfolio that our Government needed to address to deliver on our long-term plan to create a truly sovereign defence industry.

**“THESE FIVE PILLARS ARE THE
CULMINATION OF A SUBSTANTIAL
CHANGE TO HOW WE DO
BUSINESS WITH INDUSTRY”**

Most in industry would know that my unwavering focus has been to deliver greater support for small business, both in Defence and in industry.

We must also recognise, though, that we need international prime contractors in our defence industry and must develop partnerships with them to deliver major Defence programs.

This is so the men and women of the Australian Defence Force, who are entrusted to protect Australia and Australians, have the best capability on offer. This cannot be compromised.

We also need to strike the right balance to ensure these large companies comply with the rules set by our Government and deliver on contractual obligations to help us deliver a stronger defence industry.

This means transferring intellectual property from overseas to Australia, investing in the Australian economy, creating new Australian jobs, opening long-term opportunities for Australia’s small and medium businesses and developing new Aussie-know-how and know-why for our workforce.

Over the decade ahead and through the Morrison Government’s ambitious \$270 billion investment in Defence capability, we will achieve a truly sovereign defence industry.

This has all culminated in a new ‘five pillars’ approach to supporting defence industry:

1. A new and enhanced Australian Industry Capability (AIC) contractual framework
2. An independent AIC Plan Audit Program
3. Commonwealth Procurement Rules (CPR) guidelines update
4. Centre for Defence Industry Capability (CDIC) Review and its implementation
5. Australian Standard for Defence Contracting (ASDEFCON) Review

These five pillars encapsulate my vision and approach to changing the way we support and do business with defence industry.

The first pillar, the creation of the new and enhanced AIC contractual framework, involves strengthening core AIC commitments and significantly expanding AIC provisions in contracts.

The second pillar, the establishment of the Independent AIC Plan Audit Program,



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IMAGE COURTESY OF GA-ASI.



L3HARRIS

is to provide guaranteed protections for the Australian taxpayer and our small and medium businesses in defence industry.

The audit program is a targeted program and the tool we will use to ensure major Defence companies are meeting their AIC obligations.

The third pillar was the significant update to the CPR guidelines aimed at better supporting Australian businesses.

For procurements above \$4 million, the guidelines now define AIC and sovereign capability as an economic benefit to be assessed as part of the value for money consideration in the CPRs.

Defence has started to roll out more effective guidance to its tender evaluators with respect to AIC.

It will amend its procurement templates to strengthen the application of our Government's AIC policy and will develop AIC-specific training for Defence tender evaluators.

The fourth pillar, the review of the CDIC, will now turn to ensuring we implement its recommendations to provide more tailored and enhanced support to Australian businesses.

Given the challenges thrown up by the COVID-19 pandemic, it is more important than ever that we continue to develop new ways to support the Australian defence industry.

After almost four years in operation, the CDIC has shown its value in helping more small and medium sized businesses access opportunities in the defence sector.

Implementing the review's recommendations will ensure that the CDIC continues to connect Defence and small business in a simpler, more cost-effective and more outcomes-oriented way.

The fifth and final pillar is the overhaul and review into ASDEFCON.

I will oversee this review, which will aim to simplify and streamline contracting and subcontracting templates and remove unnecessary complexities that put unnecessary pressures on Australian businesses.

The Terms of Reference to remove the barriers within ASDEFCON, and the consultation process, will be finalised and released in November.

These five pillars are the culmination of a substantial change to how we do business with industry.

We are placing small business front and centre of Defence decision-making.

We are going to provide enhanced and more tailored support to Australian businesses.

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

I am here to support Australian businesses, deliver a sovereign defence industry and ensure the men and women of the ADF have what they need to keep Australians safe.

Our Government will continue to deliver on this commitment.



STATE OF THE UNION FROM CHIEF OF ARMY

A lot has happened since I spoke at the ADM Congress in February this year. COVID-19 is a serious and expanding problem that will be with us for some time. It is amplifying and accelerating threats, the impacts of advancing technology, and tensions between states.

CHIEF OF ARMY RICK BURR | CANBERRA

This is not unexpected. Army anticipated Accelerated Warfare and designed Army in Motion for good reason. These frameworks are the foundation of how we intend to respond to the challenges we face, and adapt to the environment and new capabilities described by the Prime Minister in the Defence Strategic Update and the Force Structure Plan. The interview with Army's Head of Land Capability in this month's ADM From The Source will focus on what these mean for Army.

As ever, Army is balancing between being Ready Now and Future Ready. At present Army is contributing to Operation COVID-19 Assist in every state, and engaging in the region. We are Ready Now for other contingencies, despite disruptions and restrictions, and have maintained a disciplined approach to training while complying with government direction. As we support COVID-19 Assist we are also strengthening our links to state based emergency services to be ready for the approaching high risk weather season.



Chief of Army Lieutenant General Rick Burr.

DEFENCE

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU

1. [Centre for Defence Industry Capability review released](#)
2. [Melbourne SME wins Lockheed Martin satellite contract](#)
3. [Veteran Canberra bomber gains new lease of life](#)
4. [Hanwha to build self-propelled howitzers in Geelong](#)
5. [Submarines and manned-unmanned teaming](#)

We are in this together. Responding to crises is a team effort. I appreciate the hard work of defence industry to manage supply chains, assure the safety and wellbeing of their workforce, and continue to deliver and sustain defence capability despite the disruptions. Strong teams are our best response to the current situation, and how we will manage the challenges of the future.

“WE NEED TO BUILD MORE EFFECTIVE, MUTUALLY BENEFICIAL AND FASTER WAYS OF DOING BUSINESS”

The relationship between Army and industry is key to delivering the Government’s 2020 Force Structure Plan and to ensuring we have a joint force that can meet the threats of today and adapt quickly to emerging threats. We need to work together to build sovereign capability, maintain a capability advantage over our adversaries, and develop the workforce of the future.

Army already partners with, and is directly supported by, many Australian businesses. These partnerships embrace leading-edge technologies and help unlock Australia’s potential for new ideas. However, to meet the challenges of Accelerated Warfare, we need to build more effective, mutually beneficial and faster ways of doing business that facilitate open exchanges of information and ideas. There is rich potential to do this with Australia’s small and medium businesses.

To achieve this, Army needs industry’s help in understanding how we can use new technology, adapt our capabilities to address new challenges, and ensure our internal processes support innovative ways of doing business. Army seeks to communicate requirements early, provide more engagement opportunities, support innovation and experimentation, and provide regular updates on the progress of our capability development.

We are grateful for the support of *Australian Defence Magazine* who help build understanding between industry and defence to enable the ADF.

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EVALUATE

THREE NEW FEASIBILITY STUDIES PLACED FOR HUNTER CLASS

ASC Shipbuilding, a subsidiary of BAE Systems Australia, has placed three new feasibility studies to support the Hunter Class Frigate Program.

ASC Shipbuilding has placed orders with Craig International Ballistics, REDARC Defence Systems and Veem to undertake studies into whether three additional Australian companies can form part of the supply chain for the build phase of the first batch of frigates.

"We are on track to begin the prototyping phase of the Hunter Class Program at the end of this year, which is why it's vital we continue to form new partnerships with Australian industry as we look ahead to the build phase," Minister for Defence Linda Reynolds said.

Craig International Ballistics will investigate whether they can provide an Australian solution for ship bridge windows and armour protection; REDARC Defence Systems will explore if it can provide an Australian solution to LED lighting throughout the ships; and Veem will study security requirements for local propeller manufacture in Australia.

"With a 30-year life-span, the building of nine submarine hunting warships provides an enormous opportunity for the nation to advance our sovereign shipbuilding capability and create long-term prospects for Australian industry," ASC Shipbuilding Managing Director Craig Lockhart said. "I have absolute confidence in Australian industry to bring ingenuity and innovation to the Hunter program, while at the same time providing valuable employment opportunities in the nation's advanced manufacturing sector at a time when we've never needed it more."



ASC Shipbuilding has placed orders with Craig International Ballistics, REDARC Defence Systems and Veem.

SUPPLIED

“VEEM is very pleased to be part of a feasibility study to examine security requirements for local high level defence propeller manufacturing in Australia,” Veem Managing Director Mark Mioceovich said. “VEEM operates the most advanced commercial propeller manufacturing facility in the world and being considered for the manufacture of the new anti-submarine warfare frigates is an exciting proposition.”

“THE OUTCOME OF THIS STUDY, WHICH ALTHOUGH DOES NOT GUARANTEE WORK, DOES ENSURE WE ARE ABLE TO PRESENT TO THE PROGRAM”

“REDARC Defence Systems is proud to have secured a contract with the Hunter Class Frigate Program to explore how we as a local designer and manufacturer of advanced electronics systems can contribute to the first batch of ships and look at how this could flow down across our local supply chain,” REDARC Defence Systems General Manager Sales, Mike Hartas, said. “The outcome of this study, which although does not guarantee work, does ensure we are able to present to the program and the Government

the value that we can contribute to the National Shipbuilding and Sustainment Plan.”

“As a provider of ballistic protection to many ADF assets, we welcome the opportunity to showcase our Australian Industry Capability for the Hunter Class Frigate Program,” Craig International Ballistics CEO James Craig said.

PALAU RECEIVES GUARDIAN CLASS PATROL BOAT

A new Guardian-class Patrol Boat has been handed over to the Republic of Palau.

The vessel, PSS *President HI Remeliik II*, was received by Palauan Commanding Officer Lieutenant Commander Emerson Nobuo at a ceremony in Henderson, WA.

Austal Chief Executive David Singleton said this Guardian-class Patrol Boat delivery was unique as it is the first to take place under COVID-19 restrictions, limiting the attendees at the ceremony.

“While we are indeed celebrating the delivery of this latest Guardian-class Patrol Boat, we are obviously missing the presence of a number of special guests we would normally have here, from both Palau and Canberra,” Singleton said. “We are fortunate, however, to be able to hand over this impressive new ship to the very proud



and capable Palau crew, who have diligently observed all necessary COVID-19 safe protocols and procedures while completing a comprehensive training program that Austal provides, here in WA.”

Minister for Defence Linda Reynolds said the new Guardian-class Patrol Boat demonstrates Australia’s enduring partnership with Palau.

“THE CREW’S COMMITMENT TO THE TRAINING PROGRAM WITH OUR NAVY PERSONNEL AND OUR INDUSTRY PARTNERS AT AUSTAL HAS BEEN EXCEPTIONAL”

“Australia and Palau have worked closely to prepare for the delivery of the new vessel, which represents a significant boost to Palau’s maritime capability and to the region’s maritime security,” Minister Reynolds said.

“Our ability to unite to advance shared goals in this challenging COVID-19 environment is a testament to the strength of our partnership.

“The crew’s commitment to the training program with our Navy personnel and our industry partners at Austal has been exceptional, and we are proud to host them here in Australia.”

Assistant Defence Minister Alex Hawke said the Guardian-class Patrol Boats make an important contribution to regional security.

“The Palau vessel is the seventh Guardian-class Patrol Boat delivered to our Pacific partners under the Pacific Maritime Security Program,” Minister Hawke said.

Minister for Defence Industry, Melissa Price said she was pleased to represent the Australian Government at the handover to see how the Pacific Maritime Security Program also supported Australia’s defence industry.

The Pacific Patrol Boat Replacement (PPB-R) Project was awarded to Austal in May 2016, with an additional contract option awarded in April 2018, taking the program to 21 vessels valued at more than A\$335 million.

Twelve Pacific Island nations including Papua New Guinea, Fiji, the Federated States of Micronesia, Tonga, Solomon Islands, Cook Islands, Kiribati, Marshall Islands, Palau, Samoa, Tuvalu, Vanuatu and Timor-Leste will receive the vessels through to 2023.



Minister for Defence Industry Melissa Price represented the Australian Government at the handover.

MELISSA PRICE VIA TWITTER



Premier of SA Steven Marshall and Dr Jason Held, CEO of Saber Astronautics.

ASA

CONSTRUCTION STARTS ON MISSION CONTROL CENTRE

The Australian Space Discovery Centre is one step closer to launch as construction of the facility and Mission Control Centre has officially started.

Located in the innovation precinct of Lot Fourteen in Adelaide, the Australian Space Discovery Centre will showcase:

- A Space Exhibition area which includes an interactive exhibition dedicated to activities that can support exploration of the Moon and Mars.
- An Industry Showcase to connect space industry businesses, start-ups and researchers through workshops, discussions and displays.
- A Careers and Information Hub to discover career paths and jobs in the national space industry.
- The Mission Control Centre which includes facilities for space businesses and researchers to control satellite and space missions.

Head of the Australian Space Agency Dr Megan Clark said programs and activities in the Australian Space Discovery Centre will be informed by the seven National Civil Space Priorities in the Government's Australian Civil Space Strategy.

"WE WOULD LOVE THE AUSTRALIAN SPACE DISCOVERY CENTRE TO BECOME A PLACE WHERE THE COMMUNITY CAN COME TOGETHER"

"We would love the Australian Space Discovery Centre to become a place where the community can come together to explore the latest innovations in space technologies and learn about Australia's role in expanding national and international space activities," Dr Clark said.

Saber Astronautics has received \$6 million from the Federal Government to establish the facility, while the SA Government will invest \$2.5 million through the Adelaide City Deal – a 10-year agreement between the Australian and SA Governments and the City of Adelaide.

The Australian Space Discovery Centre and Mission Control are due to open to the public in the first half of 2021.

The Centre is being delivered in partnership between the Australian Space Agency and Questacon.

CLEARBOX SYSTEMS FIRST GLOBAL GRADUATE OF LM INDUSTRY MENTOR PROGRAM


Lockheed Martin Australia has confirmed Australian communications networks and electromagnetic spectrum operations technology leader Clearbox Systems as the inaugural international graduate of the Mentor Protégé Program (MPP).


As the first company outside of the US to participate in, and complete, the MPP, Clearbox Systems received extensive mentoring from top Lockheed Martin executives in Australia and the US over a 13-month period, covering best practice human resource processes, business ethics, product management, competitive intelligence and cyber security readiness.

Lockheed Martin Australia Chief Executive Joe North congratulated Executive Director Jeremy Hallett and the Clearbox team.

"The Mentor Protégé Program is as intense as it is extensive, and we congratulate Clearbox Systems as the program's inaugural international industry graduate," North said.

**"CLEARBOX SYSTEMS HAS
ALREADY STARTED TO BENEFIT
FROM THE PROGRAM"**





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Greg Reid, Clearbox Systems Managing Director; Joe North, Lockheed Martin Australia and NZ Chief Executive; Jeremy Hallett, Clearbox Systems Executive Director. SUPPLIED

"We are proud to be the first company outside of the US to complete the prestigious Lockheed Martin Mentor Protégé Program," Hallett said. "It was a privilege to be selected and I am extremely grateful to the Lockheed Martin team for their support and willingness to increase our capacity with the capabilities we need to make us more internationally competitive."

"Clearbox Systems has already started to benefit from the program and, as we have more than doubled our workforce and continue to innovate with new intelligence, surveillance, reconnaissance and electronic warfare and space domain awareness technologies, we look forward to the possibility of future partnership opportunities with Lockheed Martin."

PEOPLE ON THE MOVE

Ian McMillan has been appointed Chief Operating Officer of Austal Australia, effective 1 January 2021, following the transition by Patrick Gregg to CEO and Managing Director in the new year. Austal's COO will be based in Henderson and will have responsibility for Australia, Philippines and Vietnam shipbuilding and sustainment operations, as well as management of Austal's interests in the Aulong commercial shipbuilding joint-venture in China.

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PROTECTED COMMUNICATIONS SATELLITE COMPLETES ON-ORBIT TESTING

The sixth Lockheed Martin-built Advanced Extremely High Frequency (AEHF-6) protected communications satellite successfully completed its On-Orbit Test (OOT) period on August 27.

“Successful OOT demonstrates that all space vehicle performance requirements have been met and that we are on track for satellite control authority handover to Space Operations Command before the end of the year,” Erik Daehler, director of Lockheed Martin’s Protected Communications mission area, said. “This is a great accomplishment for the industry-government team, bringing incredible capability for our warfighters.”

**“THE AEHF SYSTEM ALSO
SERVES AUSTRALIA”**

AEHF-6 will be part of a geostationary ring of ten satellites in the AEHF-MILSTAR constellation delivering global coverage for communications for American strategic command and tactical decision-makers operating on ground, sea and air platforms.

The satellite adds increased resiliency and advanced capabilities to this constellation.

The AEHF system also serves Australia, Canada, the Netherlands and the UK. AEHF-6 was successfully launched on March 26 from Cape Canaveral Air Force



AEHF-6 will be part of a geostationary ring of ten satellites in the AEHF-MILSTAR constellation delivering global coverage for communications.

SUPPLIED

Station, Florida, aboard a United Launch Alliance Atlas V 551 rocket. The launch was the first mission launch for the US Space Force.

As prime contractor, Lockheed Martin Space developed and manufactured all six AEHF satellites at its production facility located in Sunnyvale, California.

The AEHF team is led by the Production Corps, Geosynchronous Earth Orbit/Polar Division, at Los Angeles Air Force Base, California.

SYPAQ GROWS CYBER CAPABILITY

SYPAQ Systems has announced an exclusive agreement with Keystone Cyber Security (Keystone) to expand the cyber security capabilities of both organisations.

SYPAQ and Keystone will unite under the banner of SYPAQ's Cyber Services Practice to deliver cyber security services to defence, national security, government, and private enterprise clients.

The step follows SYPAQ's appointment to Defence's ISREW Security Services Standing Offer Panel earlier this year.

Keystone is an Australian SME specialising in information and cyber security consulting services. Keystone personnel are accredited by the Information Security Registered Assessors Program (IRAP).

"We've been working with Keystone for many years, and we share the values and philosophies that underpin our relationship," SYPAQ CEO Amanda Holt said.



SYPAQ Systems has announced an exclusive agreement with Keystone Cyber Security.

PIXABAY

**“SYPAQ AND KEYSTONE WILL UNITE
UNDER THE BANNER OF SYPAQ’S
CYBER SERVICES PRACTICE”**

“Keystone’s expertise and leadership across cyber governance, risk and compliance, perfectly complements SYPAQ’s trusted innovative technology development capabilities. Together we will deliver a unique, responsive and sovereign cyber security capability for Australia.”

“We look forward to the opportunity partnering with SYPAQ brings,” Keystone Managing Director, Ross Jackson, said. “Combining our

aligned service approach and proven expertise will enable us to continue to deliver best quality information assurance services and to grow capability in the dynamic and increasingly hostile cyber environment.”

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FORTHCOMING EVENTS

ADM EVENTS

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

- [ADM Women in Defence Awards](#) – 23 October 2020 | Online
- [Northern Australia Defence Summit](#) – 28 October 2020 | Online
- [ADM Space Summit](#) – 2 December 2020, Hyatt Hotel | Canberra
- [ADM Congress](#) – 3 February 2021, Hyatt Hotel | Canberra
- [ADM Defence Estate](#) – 23 February 2021, Hotel Realm | Canberra

DEFENCE INDUSTRY ESSENTIALS

DATE 01 October 2020
LOCATION Online
WEBSITE www.eventbrite.com.au

Defence Industry Essentials will focus on providing participants with insight into the local, national and international Defence marketplace. This workshop will deliver information on both the current frameworks and also provide direction on the future of Australian Defence and how this may be leveraged within Global markets.

EFFECTIVE QUAD CHART DESIGN

DATE 06 October 2020
LOCATION Online
WEBSITE www.eventbrite.com.au

Effective Quad Chart Design is a practical and interactive workshop on how to develop a quad chart to assist businesses to market themselves better to Defence and the Primes. A quad chart is a form of technical documentation used to briefly describe an invention or other innovation through writing, illustration and/or photographs. They are now an industry standard requested by Defence to propose innovations or new ideas. They help crystallise your value proposition to Defence or the Primes targeted to the specific opportunity or product.

THE ROAD TO LAND FORCES

DATE 06 October 2020
LOCATION Online
WEBSITE www.eventbrite.com.au

With the upcoming Land Forces 2021 being held in Brisbane, AIDN has designed a workshop to assist AIDN members and the wider Defence Industry community to plan their individual organisations' journey to Land Forces 2021. This interactive workshop will include targeted trade show and marketing information, and attendees will be provided with a number of electronic templates and tools to calculate realistic Land Forces target ROI & build a 'show' budget, plan a cost effective, multi-channel marketing campaign designed to generate maximum effect at the show, and design your stand and collateral to attract your target audience.

2020 ANI GOLDRICK SEMINAR – REMOTE AND AUTONOMOUS SYSTEMS AT SEA

DATE 13 and 14 October 2020
LOCATION Adams Auditorium, Australian Defence Force Academy
WEBSITE navalinstitute.com.au/latest-ani-events-and-archive

The 2020 ANI Goldrick Seminar will discuss a wide range of issues around Remote and Autonomous Systems at Sea. It will comprise six sessions over 1.5 days covering an overview of Remote and Autonomous Systems at Sea (RAS); RAS in the Littoral Domain; RAS in the Maritime Air Domain; RAS in the Undersea Domain; Measuring Effective, and Legal and Ethical Considerations.

4TH IEEE ANNUAL SYSTEMS MODELLING CONFERENCE

DATE 27 October 2020
LOCATION Online
WEBSITE www.unsw.adfa.edu.au/conferences/SMC-2020

The Capability Systems Centre runs one-day conference on the use of whole-systems approach to design and manage complex problem in socio-technical and socio-ecological systems. The daylong virtual conference on October 27th will feature showcases on the use of systems thinking and systems modelling in a wide range of areas.

10TH BIENNIAL SIA CONFERENCE 2020

DATE: 17-18 November 2020
LOCATION Hotel Realm, Canberra and online
WEBSITE submarineinstitute.com/sia-conferences

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

2021**43RD COSPAR SCIENTIFIC ASSEMBLY**

DATE 28 Jan-4 Feb 2021
LOCATION International Convention Centre Sydney
WEBSITE cospar2020.org

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

LOCATE21

DATE 30 March – 1 April 2021 (rescheduled dates)
LOCATION Brisbane Convention and Exhibition Centre
WEBSITE locateconference.com/2021

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

LAND FORCES 2021

DATE June 1-3 2021
LOCATION Brisbane Convention Centre
WEBSITE landforces.com.au

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

ROTORTECH 2021

DATE 15-17 June 2021
LOCATION Royal International Convention Centre, Brisbane
WEBSITE rotortech.com.au

The new dates for Rotortech will be Tuesday 15 June to Thursday 17 June 2021. The venue, the Royal International Convention Centre in Brisbane, is unchanged. Rotortech is the region's premier helicopter and unmanned flight systems showcase and forum, featuring more than 100 participating companies and key speakers from industry and government. We believe that deferring Rotortech to its new June 2021 dates will achieve this goal by moving the event to a time where the COVID situation will have improved and the current uncertainties will have passed.

PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM

DATE 10 – 12 August 2021 (rescheduled dates)
LOCATION Canberra Rex Hotel
WEBSITE pgcsymposium.org.au

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

AVALON 2021**DATE** 23-28 November 2021**LOCATION** Avalon Airport

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

2022**INDO PACIFIC 2022****DATE** 12 May 2022**LOCATION** ICC Sydney**WEBSITE** pacificexpo.com.au

INDO PACIFIC, the biennial International Maritime Exposition, will combine an extensive exhibition presence, a comprehensive conference program and a schedule of networking and promotional opportunities. It will be the 12th iteration of this internationally renowned event, and will be a critical link event for Defence, government and industry as Australia defines how it will invest \$90 billion on new ships, submarines and their systems and support.

VARIOUS DATES**NSW DEFENCE INNOVATION NETWORK'S REGIONAL ROAD SHOW****DATE:** Various**LOCATION:** Various**WEBSITE:** defenceinnovationnetwork.com/din-regional-road-show-2019-20

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

ICCPM ONLINE WORKSHOPS

DATE Various
LOCATION Online
WEBSITE iccpm.com/online-workshop-webinars

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

ICCPM ROUNDTABLE WORKSHOPS

DATE Various
LOCATION Various
WEBSITE iccpm.com/2020-rs

ICCPM, with Series Partner QUTeX, is pleased to confirm the upcoming Workshops for the 2020 International Roundtable Series Harnessing Emergence in Complex Projects: Risk, Uncertainty and Opportunity. The International Roundtable Series is an exciting Thought Leadership initiative where senior practitioners and leading academics come together and discuss the Series Theme to produce new insights and practical steps to improve complex project success. Registrations for in-person workshops are strictly limited to comply with COVID-19 venue safety guidelines. Please refer to each event page for more details.