

SASIC Space Capability Introduction

Excellence

Collaboration

Integrity

We partner end to end with our clients to bring impactful projects to life. We are known for our commitment to collaboration, building the right team, with the right skills, experience and tools and mitigating risk to deliver a positive community impact.

© Copyright TSA Management. All rights reserved. No part of this document may be reproduced or transmitted, in any form or in by any means, without the express permission of TSA Management Pty Limited, unless specifically allowed for by the terms of a contractual agreement with TSA Management Pty Limited.

Document Control

File location: https://Tsamanagement.Sharepoint.Com/Sites/Tenders2021/Shared Documents/OP-5550 - SASIC Industry Directory - Capability Introduction/Response/TSA Capability Introduction_SASIC Space Industry.Docx

Prepared for issue:	Victor Pisaniello	Date:	14 Dec 2021
---------------------	-------------------	-------	-------------

Approved for issue:	Clare Strachan	Date:	14 Dec 2021
---------------------	----------------	-------	-------------



Contents

About TSA 4

Our Services 5

Our Capability 6

Our Team 7

Projects 12

About TSA

TSA Management (TSA) specialises in providing independent, tailored solutions for complex projects across a range of property and infrastructure sectors for government, private and not-for-profit clients. With experience spanning 20 years and over 1,500 successfully completed projects, TSA has a proud company record and invaluable depth of industry knowledge.

We manage, consult and partner with industry professionals, government bodies and the private sector to bring projects to life.

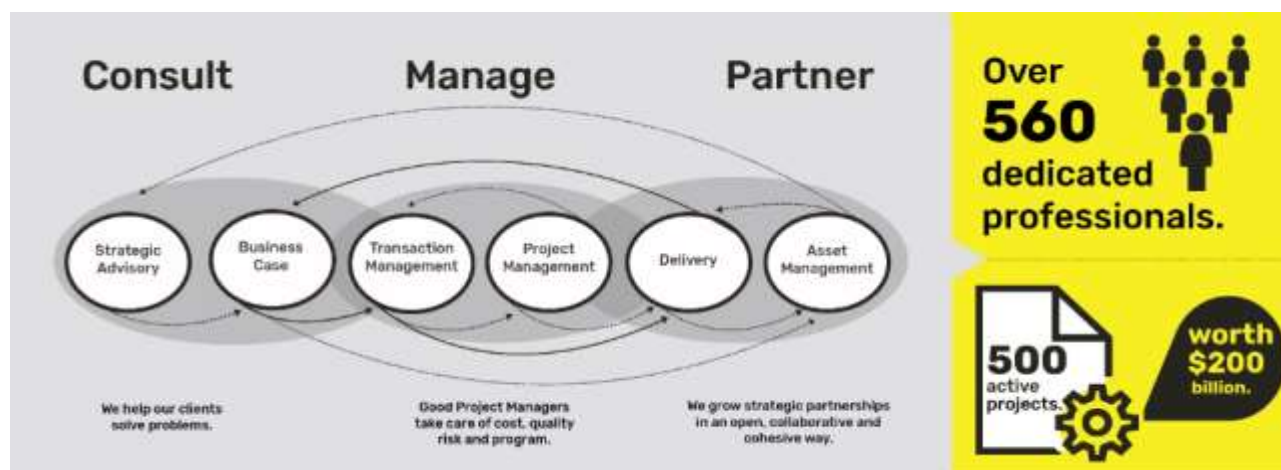
Our highly qualified, professional team delivers advisory, development / procurement management and project / program management services across a range of industries. Our flexibility as project managers allows us to work with organisations ranging from small businesses to large corporations and government departments.

We are structured so that our project systems, processes, and procedures can be tailored to individual customer needs while ensuring compliance with corporate governance and regulatory requirements. Our engagements are tailored to ensure we achieve our clients' business objectives, selecting the best team for each project from our team across Asia Pacific.















Undergoing a period of sustained company growth, TSA has substantially increased both our advisory and project management service offering and geographical reach. We now have over 560 employees across Australia, New Zealand, and Malaysia. Six (6) companies (TSA, Xigo, EVC, Calcutta, Xact and ProManage) have recently rebranded collectively as TSA.

In March 2021, the Advisian Capital Project Advisory (CPA) team was purchased by TSA Management, becoming APAC's leading independent project consultants, operating under the TSA Advisory brand.

As this strategic expansion continues, our advisory and project management engagements are less restricted by geographical boundaries. We have implemented a highly agile approach to our work and our clients benefit significantly from our ability to draw on the expertise of employees from any combination of the locales in which we are based. Importantly, TSA is better placed to deliver projects of significance while leaving a positive legacy for those who live in the communities we help create.



Our Services

Our Project Management Services.	Our Advisory Services.
 <p>Program Management – Enabling the establishment and management of large-scale investment programs.</p>	 <p>Strategic Planning – Using investment mapping to identify problems, solutions and benefits</p>
 <p>Communications and Engagement – Planning and implementing strategies to enable the delivery of programs and developments.</p>	 <p>Investment Economics – Using analytical techniques to map affordable solutions using transform and optimise solutions</p>
 <p>Change Management – The key success factors underpinning developments and programs.</p>	 <p>Asset Management – maximising the long-term investment in asset portfolios</p>
 <p>Risk Management – Review, establish, facilitate an effective risk management strategy unique to each organisation and project.</p>	 <p>Transaction Management – Providing dedicated transaction management teams across complex transactions including PPPs.</p>
 <p>Design Management – Providing a collaborative environment to support innovation to meet <u>strategic</u> and mission goals through excellent design.</p>	 <p>Business Case Development – Leading the development of all business case stages – from strategic through to detailed</p>
 <p>Project Delivery – Providing agile leadership to drive the direction of a project to deliver products to meet key objectives.</p>	 <p>Independent Review- Feedback from individuals with expertise and perspectives that may not be represented in the development group</p>
 <p>Commissioning – involving multiple and interconnected actions that are centred on a more strategic approach to using resources to achieve outcomes.</p>	 <p>Assurance – Undertaking a range of business case, program and project assurance activities</p>



Our Capability

With experience spanning 20 years and over 1,500 successfully completed projects, TSA has a proud company record and invaluable depth of industry knowledge. We have local and remote project management professionals who have experience in developing and delivering a diverse range of projects, including those in the defence, aviation, civil, and transport sectors.

TSA is prequalified for a number of panels, including but not limited to the Australian Department of Defence - Defence Infrastructure Panel Project Management and Contract Administration (PMCA) + Estate Strategic Planning (ESP) and Defence Support Services Panel, Commonwealth Department of Infrastructure and Regional Development -Infrastructure Advisory Services Panel, Commonwealth Department Finance Business Advisory Services Panel and Air Services Australia -Project Management as a (Service PMaaS) Panel.

Our professionals will team up with you to understand project objectives and provide project-specific advice and ongoing support to ensure a client-focused outcome. Our broad experience and knowledge base allows us to consider each issue holistically and assist you in developing robust solutions which are suitable for your design, planning, operational and financial requirements.

At TSA, we believe successful project consulting is about one thing. People.

Instead of our diversity leading to division, our unique qualities allow us to see things differently. Everyone can contribute and every value proposition has a place within the business. It's inclusive, creates a sense of community and gives everyone a voice at our table. Ultimately, we take an intelligent, insightful and concerted approach to our engagements. Knowing the strengths of our individuals means we can gather the right people for the right client. No square pegs in round holes. Communication, partnership and collaboration (and no BS) are what makes TSA Asia-Pacific's leading independent project consultants.

Our Team



Andrew Wilson
CEO / Company Director

Andrew brings over 30 years of experience managing the identification, initiation and delivery of major building and infrastructure projects and programs throughout Australia and South East Asia. He has held Project Director roles representing both the Public and Private sectors and is a major project infrastructure specialist.

In 2007, Andrew joined TSA's Board of Directors and was later appointed as CEO. He took responsibility for the development of the company's Water Sector. By 2010, Water had expanded to become TSA's most prominent industry sector. Andrew then turned his attention to TSA's Rail Sector. TSA's Rail Sector now comprises approximately 40% of TSA's business and Andrew has redirected his focus to developing TSA's Defence business.

Andrew's ability to lead the delivery of significant infrastructure programs is demonstrated by his successful leadership of the contract management teams for the \$1.8b Sydney Desalination Project and \$2.3b Epping to Chatswood Rail Line.



Rebecca Oscar
Project Director / National Defence Sector Lead

Rebecca specialises in the project management of highly complex Defence facilities and has handled the planning, design, budgeting and delivery phases of multiple large-scale building and infrastructure projects for the Australian Defence Force (ADF).

Rebecca is a practical thinker who displays close attention to detail and demonstrable problem-solving capabilities. She develops and maintains strong relationships with clients, consultants, contractors and stakeholders to ensure the successful and timely delivery of outcomes.



Mark Wilson
Project Director / Defence Panel Manager

Mark has worked primarily in complex, large scale projects in buildings, airports, ports, roads, bridges, tunnels and rail construction with significant risk profiles. He has successfully delivered in senior operational and project management roles for 25 years through sound management and leadership of large teams around Australia and is currently based in Adelaide. He is highly regarded by his peers and is committed to exceeding client expectations. He delivered the National Airfields Maintenance Project covering engineering for all Australian Defence Airfields from 2009 to 2013.



Josh Smith

Project Director / GM Infrastructure SA

With over 20 years of professional experience, Josh spent nearly 5 years in the aerospace industry in Europe with the German Aerospace Centre, Space Propulsion Institute (DLR). He has worked in partnership with space-based organisations from the USA, Japan, Italy, France and the Netherlands, resulting in multiple peer-reviewed publications. He has performed locally in the aerospace (RAAF) and Naval Defence sectors (ASC Pty Ltd).

Despite a strong R&D background, Josh's strength lies in delivering complex, multi-disciplinary projects. His collaborative approach combined with his diverse engineering, construction and project delivery experience makes him an adaptable and balanced Project leader. His experience spans a range of industries, including infrastructure, aerospace, defence, ports, mining, renewable energy and water sectors.

Josh is a Chartered Professional Engineer (CPEng), Certified Practising Project Director (CPPD) and has a PhD in Mechanical Engineering.



John Pengelly

Project Director

John has hands-on experience in the UK and New Zealand on the delivery of large-scale projects. His construction background provides practical expertise that adds practicality and value during the design stage and effective risk management in the construction phase. Through his previous experience in both the public and private sectors, John is able to add value to complex projects with high operational and performance requirements, multiple stakeholders and a high degree of risk. John recently led the award-winning New Zealand Defence Force HQ project.



Daniel Marie

Senior Project Manager

An Electrical Engineer and experienced technical writer and illustrator, Daniel excels in managing highly specialised projects. Able to remain clearheaded and confident in fast-paced environments, Daniel also possesses exceptional leadership and organisational skills, which allow him to maintain an impressive track record of meeting tight deadlines. With expertise in project planning, documentation, systems engineering and risk management, Daniel has worked within Daniel operates at all project management levels, from developing strategic direction to the resolution of technical complexities.



Emma Bell
Senior Project Manager

Emma has more than 15 years' experience working across planning and development, as well as design and construction phases, focusing on Defence during the last 8 years. Her experience includes procurement, risk / value management, developing feasibility reports, and initial / detailed business cases. She has successfully facilitated a PWC hearing whilst overseeing design, cost development, and community consultation phases.

Emma has a passion for sustainability and is a Green Star Accredited Professional (Design & As-Builts and Building Performance) with GBCA and is also associated with NABERS.



Ian Feek
Senior Project Manager

Ian is a confident and motivated construction professional with over 18 years' experience in the construction industry. He has worked on a diverse range of public and private sector ventures across each stage of a project's lifecycle from inception to completion. Ian is currently working on the L555-6 Defence \$32 million project providing PMCA Services on this capability project delivering Vehicle Maintenance and Storage facilities at Borneo Barracks. Role included secondment into CFI branch to provide senior project management services.



Astrid Hagqvist
Senior Project Manager

Astrid is a Senior Project Manager with a wide range of experience in the planning and delivery of Defence and infrastructure projects. Her specific skills include team leadership, leading design and engineering management, project management, building collaborative teams, understanding user requirements, stakeholder engagement and management. Astrid's recent project experience includes Technical Advisor team roles with MTM and LXRA and projects for VicRoads and the Department of Defence.



Julian Pavey
Senior Project Manager

Julian is a dedicated and determined Project Manager with broad experience across a range of industry sectors, including defence, aviation and transport infrastructure. With experience in major strategic projects in very political environments, Julian has demonstrated the intellectual and technical capacity necessary to be a key resource for any project team. Julian's professional qualifications, coupled with his experience, ensure value at any phase of the project life cycle.



Dean Harris
Senior Project Manager

Dean Harris was an Engineer Captain in the New Zealand Army. His primary focus in the NZ Army was delivering construction projects. However, he also worked as a military engineer (working with explosives and battlefield clearance). He completed work alongside EOD teams in this role. Dean worked on the PNG projects described on the following page and many other projects in the NZ TSA office since leaving the military.



Joel Smith
Senior Project Manager

Joel is a degree qualified, a practical engineer based in Adelaide, with 15 years of industry experience in high demand engineering and site-based construction environments. He offers a strong focus on workplace health and safety and high-risk construction activities.

Joel can effectively manage subcontractors on and offsite and administer day-to-day contractual requirements through effective communication, site-based experience, and technical background.

Joel possesses diverse and balanced leadership experience in high-risk construction environments and has led site-based construction teams for most of his career. He can influence, motivate, and gain the respect of his peers and partners across all disciplines and at all levels. As an experienced Senior Project Manager, he can pre-empt project risks and balance solutions with technical, delivery and commercial objectives.



Kathy Lee
Project Manager

An aspiring young Project Manager, Kathy graduated from the University of New South Wales with a Bachelor of Mechanical Engineering, Aerospace. She began her career as an engineer and has worked on several roads and building projects within transport and health. Most recently, she has been working on maximum security new build and prison upgrades for the NSW Department of Justice. Her combined qualifications and project experience make her as an asset to any project team.



Douglas De Souza
Consultant

Doug is a versatile Systems Engineer with over four years' experience in systems engineering, systems assurance, test and integration and project planning and tendering. Doug is an innovative and lateral thinker known for delivering creative and practical solutions that balance client, environmental and operational needs.

Doug has made significant contributions to the Defence and space, power, gas, and transport sectors throughout his career. He has delivered technical engineering and change management solutions within Australia and internationally. He combines commercial acumen with engineering design and assurance expertise across multiple lifecycle stages of complex projects. His approach has been demonstrated in Victoria and South Australia's largest infrastructure projects, the Cranbourne-Dandenong Line Upgrade and the Gawler line upgrade. His most recent projects include the Melbourne Airport Line (MAR) and Western Rail Plan.



Ian Gurthrie
Design Manager

Ian is a registered architect who worked for prominent architectural practices before joining TSA in 2016. Ian's background includes over 40 years of design, technical, contract, and managerial experience in architecture and client-side project management. Ian's Defence projects included training facilities within three Australian Defence Force sites (including Holsworthy). He also has extensive experience with effective programs for NSW Government clients.

Projects

OneSky Australia

Melbourne, Brisbane and Perth Air Traffic Service Centre (ATSC) Modernisation

Client Airservices Australia

Value \$190 million

Date 2015 - 2021

Role Project and Program Management

Airservices Australia and Defence have partnered to deliver the OneSKY Australia Program, a joint solution that will bring together civil and military air traffic control under a single harmonised air traffic management system. The new Civil-Military Air Traffic System (CMATS) will deliver the most advanced and integrated air traffic control system in the world and will place both Airservices and Defence in an improved position to manage the projected increase in air traffic movement.

To enable the installation and operation of the new CMATS solution, Airservices is delivering several projects, including the Perth Air Traffic Service Centre (ATSC) modernisation, the Brisbane and Melbourne ATSC extensions and OneSKY equipment rooms at Melbourne, Brisbane and Perth.

TSA is providing consultancy services during the requirements definition, planning, design and delivery phases of these projects.

Projects.



HMAS Waterhen Mid Term Refresh, Sydney NSW

Department of Defence - Capital Facilities and Infrastructure Group

Project EST02016 entails upgrading of the shore power, replacing the end-of-life HVAC plant, working accommodation reconfiguration (and working accommodation study) and compliance upgrades to the base entry.

Services provided included the PMCA planning phase, Detailed Business Case, and government approval process.



RAAF Darwin Estate Base Plan, Darwin NT

Department of Defence - Estate Planning

The project has required strategic capability consultations in planning the base's future for the next 30 years. TSA and its subconsultants are developing the EBP for the next 30 years.



RAAF Edinburgh Mid Term Refresh and Elizabeth North Relocations Project, Adelaide SA

Department of Defence - Capital Facilities and Infrastructure Group

MTR scope includes high voltage (HV) Upgrades and BEAP priorities upgrades such as stormwater and sewer. EN works include new cadet and reserve facilities at RAAF Edinburgh and relocation from Elizabeth North.

Services to be provided: PMCA Planning Phase, Detailed Business Case, Government Approvals Process.



Force Level Electronic Warfare, Signals Intelligence and Vehicles (Facilities) Project, Cabarlah, QLD

Department of Defence - Capital Facilities and Infrastructure Group

The project required extending and renovating the existing office and vehicle facilities to locate all workshop functions in a single location, with new facilities. TSA's scope of works included the demolition and remediation of adjacent legacy facilities, upgrading road infrastructure, including recent heavy vehicle route works, and building a weighbridge. The services provided were PMCA planning and delivery phase, Detailed Business Case, Government Approvals Process (PWC Notification) and delivery of an Environmental Report.

Projects.



Auckland Air Traffic Control Facility, NZ

Auckland International Airport Ltd (AIAL)

The facility is a 1450m² single storey building with a very complex services arrangement similar to a tier 3 data centre, providing redundancy to ensure the building stays operational through natural disasters, power outages, or high-level security events. TSA was engaged as the project manager throughout the concept to detail the Auckland facility's design, procurement, and construction.



Rohlig and 15 MWA, NZ

Auckland International Airport Ltd (AIAL)

The project was about developing and constructing a 6,380m² warehouse with a 750m² two-storey office. The facility has a 2,726m² yard area and a 1,356m² canopy. Within one corner of the warehouse is a dangerous good store, capable of storing up to 20,000 litres of class 3 flammable liquids. TSA was engaged as the project manager and engineer to the contract for the development's design, procurement, and construction.



Melbourne Airport

Australia Pacific Airports (Melbourne) Pty Ltd (APAM)

The program comprises the delivery of four major terminal projects to address shortfalls, outbound baggage systems, and maintaining acceptable passenger and airline service levels. TSA is seconded into Melbourne Airport's Project Management group providing professional services during the planning, design and delivery phases of the program.



NZDF Headquarters

New Zealand Defence Force (NZDF)

The project is about the development of approx. 26,000m² of office space across 11 floors, providing NZDF with a high level of operational resilience. Works included backup generators to support the entire building load for up to 72 hours, two UPS (N+N) and Zone 5 security perimeters in critical areas that meet the Protective Security Requirements.

TSA provided complete project management services through all stages of the sub-divisional fit-out (SHF), including briefing definition, design management and construction management and the preparation of a master integrated program.

Projects.

Hangar 4, Auckland, NZ

Client	Confidential
Value	Confidential
Date	2018-2021
Role	Project Management

TSA is delivering complete project management services, including design management, procurement, and construction observation for the Hangar 4 Auckland Maintenance Facility renewal. We are also acting in the role of Engineer to the Contract.

The project's scope includes the construction of a 9,513 m² Hangar 4, a Greenstar 6 rated building, able to accommodate the new generation fleet with one large widebody and two narrow-body aircraft simultaneously with the doors closed to the elements. It will allow for the jacking of aircraft and will offer improved working conditions for aeronautical engineers. The Hangar building includes direct mezzanine level support shops, the modification and extension of the adjacent hardstand providing aircraft access to the new hangar, and direct delivery access from the logistics warehouse.

The project scope also includes a workshop area to be built as part of the new Hangar 4 space between the existing Hangar 3 building and the new Hangar 4.



Best for Project

AUSTRALIA

SYDNEY | ADELAIDE | BRISBANE | CANBERRA | DARWIN
MELBOURNE | NEWCASTLE | PERTH

NEW ZEALAND

AUCKLAND | CHRISTCHURCH | TAURANGA | WELLINGTON

MALAYSIA

KUALA LUMPUR

hello@tsamgt.com | tsamgt.com

TSA
Projects