



Defence Capability



Our Defence Capability

CPB Contractors has more than 20 years of experience working with the Australian Defence Force. During this time, we have delivered more than 30 significant and complex Navy, Army and Air Force infrastructure projects. Working collaboratively with our clients and delivery partners, we've built a reputation for safety, value-creation and reliability as a trusted partner of the Department of Defence.

Our expert teams understand that defence projects are complex, governed by strict security requirements, and often constructed within live operating environments. As such, we are a Defence Industry Security Program (DISP) member.

Constructing next generation defence infrastructure

CPB Contractors has a long-standing record of delivering effective and innovative defence projects that enhance the capabilities of bases and operations across the Navy, Army and Air Force.

Our defence construction capabilities include design and construction, financing, telecommunications and new technology, asset and facilities management, new builds and significant redevelopments. Recent projects range from facility and aircraft infrastructure construction to delivering ground support equipment and high-tech service facilities.

We work with our defence clients to ensure each project brings broader community benefits. CPB Contractors is committed to diversity and social inclusion and brings this aspiration to life by providing training and employment opportunities to diverse groups, including – school-leavers, pre-employment trainees, and Indigenous and disadvantaged groups.

OUR CONSTRUCTION PROJECTS BUILD

- Value for our clients
- Returns for our shareholders
- Careers for our people

OUR MISSION

Our Mission is to generate sustainable returns for our shareholders by delivering projects for our clients while providing safe, rewarding and fulfilling careers for our people.

OUR PRINCIPLES

Our work is guided by the CIMIC Group Principles.

INTEGRITY
ACCOUNTABILITY
INNOVATION
DELIVERY

The CIMIC Group's Code of Conduct supports our Principles and outlines the standards of behaviour we expect from our people.

SAFETY

Safety is more than a Principle – it underpins everything we do.

Keeping our people safe is our absolute priority and the most important thing we do.

Acknowledging the challenges inherent in the construction industry, managing critical risk is one of our key strategic initiatives.

Our Safety Essentials framework provides a hierarchy of control that seeks to eliminate the risks involved in seven key areas that can cause serious injury if they are not clearly understood and managed:

- Working at heights
- Working in and around mobile plant
- Working with temporary works
- Working with live services
- Working near live traffic
- Cranes and lifting operations
- Electrical work

As a company, we will not compromise on our Safety Essentials.

OUR PEOPLE

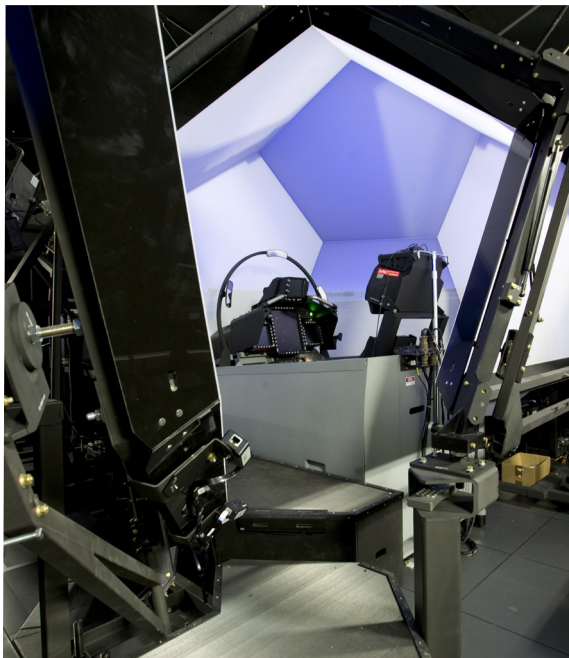
Our people are at the heart of our Mission and our performance.

It's the experience, expertise and commitment of our people that enable us to deliver projects for our clients and returns for our shareholders.

In return, we support our people to help them further develop their skills and build rewarding and fulfilling careers.

Our inclusive culture values and sustains diversity. We value and recognise effort and contribution, providing genuine opportunities for graduates, undergraduates, apprentices and trainees.

RAAF Base Amberley Australian Super Hornet Facilities



Defence Logistics Transformation Project (DLTP) Works Package 2



Working in Secure, Operational Environments

Managing previous projects on existing Defence bases has equipped our people with knowledge on the security clearances and communication protocols necessary to maintain operational capabilities during construction works. We work closely with Defence personnel and all project stakeholders to understand operating requirements and avoid disruption to daily activities.

Our approach to managing works within secure environments focuses on:

- Frequent communication and close engagement with all stakeholders

- Comprehensive screening and induction processes for construction personnel
- Methods and systems to isolate and screen construction works from operational activities
- Minimising the impact of construction works on security protocols and processes
- Stringent controls for materials handling and disposal of construction waste.

Collaborative Contracting

CPB Contractors is proudly a 'relationship-based' contractor, with the majority of projects undertaken by our teams delivered through collaborative contracting models.

Collaboration is critical to delivering the superior value-for-money outcomes sought by relationship based contracts.

Our approach to collaboration influences the way we integrate the disciplines of design management and construction management in every project.

Our people are skilled at high level management of stakeholders in design development to ensure fit for purpose solutions. We offer extensive experience ensuring that progressive design development achieves project timelines and budgets.

We maintain strong working relationships with key design consultants used by the Department of Defence. This underpins our ability to establish collaborative working relationships with designers and ensure best for project outcomes are achieved.

HMAS Cairns Redevelopment



RAAF College Relocation



CASE STUDIES

RAAF BASE WILLIAMTOWN REDEVELOPMENT STAGE 2 PROJECT, NEWCASTLE, NEW SOUTH WALES

Project Overview

CPB Contractors is delivering the \$274 million RAAF Base Williamtown Redevelopment Stage 2 Project in the Hunter region of New South Wales over six years, with completion expected in November 2021.

Operations at RAAF Base Williamtown date back over 70 years with the age of infrastructure currently on the Base varying considerably. The RAAF Base Williamtown Redevelopment Stage 2 Project will upgrade and replace critical infrastructure and improve the functionality, capability, security and compliance of facilities at the Base in order to support existing and future Defence functions and capabilities.

Scope

The project scope includes:

- Demolition of existing structures and facilities
- Engineering services upgrades
- Replacement or refurbishment of existing air traffic control tower
- Enhancement of base security and safety
- A new bulk fuel offload and storage point

- Flexible office accommodation to support between 1200-1500 Defence personnel
- Construction of a new combined mess with central kitchen and three separate wings
- Construction of new airside facilities for 4SQN
- Environmental remediation works.

Project Challenges

PFOS (perfluorooctane sulfonate) contamination and management is a high-risk issue on Defence projects, with its mismanagement likely to result in significant costs and delays to a project. During the Planning Phase, the project team implemented a robust testing and water and spoil management strategy to mitigate these risks during construction.



C-17 MAINTENANCE FACILITY, AIRCRAFT APRON AND ASSOCIATED INFRASTRUCTURE, RAAF BASE AMBERLEY, QUEENSLAND

Project Overview

CPB Contractors was appointed under a managing contractor arrangement to design and construct the \$220m dedicated maintenance facility to house the growing fleet of C-17 aircraft at RAAF Amberley in Queensland.

Scope

The scope of works for the maintenance facility, aircraft apron and associated facilities includes:

- Maintenance hangar for one C-17 aircraft including telescopic docking and working accommodation for approximately 40 maintenance personnel
- Aircraft parking apron to accommodate eight C-17 aircraft
- Reconstruction of an existing taxiway to accommodate C-17 and KC-30A (A-330) aircraft
- Extension of the existing in-ground aviation refuelling infrastructure to provide hydrant refuelling points at each new parking position
- Airfield Ground Lighting (AGL) and Hi-mast apron lighting
- Countermeasure holding and preparation facility (CMF)
- Explosive Ordnance Pallet Build Facility (EOPBF)

- Infrastructure upgrades in the vicinity of the flight line
- Contribution to base services (central emergency power station (CEPS) and hydraulic infrastructure).

The project was awarded under a two phase managing contractor delivery model.

Project Challenges

In parallel with this project, a large capital works program is currently underway at RAAF Amberley. With multiple contractors undertaking large scale construction works within the Base, careful contractor integration is required. Strong coordination and interface between common facilities and infrastructure is critical to ensure the timely delivery of the capital works program for the Project Works and other projects at RAAF Amberley.



HMAS ALBATROSS REDEVELOPMENT STAGE 3, NOWRA, NEW SOUTH WALES

Project Overview

CPB Contractors was the Managing Contractor for the \$192m HMAS Albatross Stage 3 Redevelopment at Nowra.

The Stage 3 Redevelopment completed in 2017, provides the base with additional growth capacity and efficiency through the delivery of several major infrastructure facility upgrades.

Scope

The scope of works included:

- Upgraded emergency power station
- Replacement of substations and cabling
- Major upgrade of the communications network
- Replacement of water and sewer infrastructure
- Upgraded stormwater, gas, security, telecommunications and fire alarm systems
- Installation of new fuelling pipeline
- Demolition of redundant buildings
- Construction of new Headquarters for the Fleet Air Arm
- New main entry facility, base support precinct and other buildings
- New helicopter hot refuelling facility.

Project Challenges

Delivery constraints included the highly technical nature of the works, management of hazardous materials and significant works being undertaken on a live operational naval base. Extensive planning and stakeholder consultation was undertaken to ensure the base operational needs were met throughout construction.

With the age of the facility dating back to the 1940s, other challenges included:

- Hazard identification – Historically, Defence waste such as disused aircraft, ordnance and asbestos buildings were buried on-site. Records did not exist to identify possible dump sites. A comprehensive ground penetrating radar survey of the site was undertaken, allowing the team to design around potential hazards identified.
- Existing in ground services – Similarly, existing base electrical, water, sewer and communications services were also largely undocumented. CPB Contractors instigated rigorous in ground services investigations prior to excavation, to ensure the safety of construction personnel and to minimise disruption to base operations.



RAAF BASE EAST SALE REDEVELOPMENT, EAST SALE, VICTORIA

Project Overview

CPB Contractors began working at the East Sale Base in 2009, before the project was put on hold by the Department in September 2010. Our team was re-engaged in August 2012 and the \$186m project reached practical completion in 2016.

During this time, we worked collaboratively with the Department of Defence to develop the functional design brief and detailed business case.

The RAAF Base East Sale Redevelopment has significantly improved the functionality and capability of facilities and amenities at the Base, in line with current and anticipated future operations and training requirements.

Scope

Ageing, inadequate and non-compliant facilities, infrastructure and engineering services were upgraded or replaced. The redevelopment also consolidated associated facilities into one site. Scope included:

- New chapel and community support facilities
- Six new accommodation units (180 beds)
- Physical fitness training facilities
- Air traffic control tower and support facilities
- Services infrastructure replacement and upgrades
- Commercial facilities

- Security fencing
- 25m firing range
- New fuel farm and bore water treatment plant
- New flight line facilities
- New school of air warfare training facility.

Project Challenges

Some of the most challenging aspects of the project involved identification of existing services, and installation of new services. The Base had incomplete and inaccurate records of numerous in-ground services. Through ground penetrating radar and non-destructive digging, the project team worked to identify and protect existing services.

With all works executed on a fully operational airbase, the design and construction of the air traffic control tower required ongoing weekly communication with all project stakeholders throughout the construction phase.

Our project team also participated in a Parliamentary Standing Committee on Public Works Hearings. Upon completion, the Committee recognised our project as setting a new benchmark in this process, noting the level of detail and quality of evidence provided and our articulation of the capability gaps and how they would be addressed.



DEFENCE LOGISTICS TRANSFORMATION PROJECT (DLTP) WORKS PACKAGE 2 - JOINT LOGISTICS UNIT, RAAF BASE AMBERLEY, QUEENSLAND

Project Overview

In 2015, CPB Contractors achieved practical completion on the \$156 million Works Package 2 of the Defence Logistics Transformation Program – Joint Logistics Unit (DLTP) at RAAF Base Amberley.

DLTP was a government initiative designed to consolidate and rationalise the Department of Defence's existing wholesale storage and distribution network. The five year program was divided into six separate nationwide work packages.

Scope

The previous South Queensland Joint Logistics Unit wholesale facilities were split across three sites, Bulimba, Meeandah and RAAF Base Amberley. These infrastructure works enabled the South Queensland Unit to vacate Bulimba and Meeandah, and consolidate its overall storage and maintenance footprint to a greenfield site at RAAF Base Amberley. Works included:

- 42,000m² of concrete and asphalt hardstanding
- 12,000m² general warehousing and freight distribution centre
- 4,000m² cargo consolidation point
- 3,500m² weapons storage and repair
- 7,300m² land material maintenance
- 2,000m² hazardous goods storage
- 1,000m² electronic instrumentation storage and repair
- 300m² paint and panel facility.

Project Challenges

CPB Contractors were instrumental in the investigation and analysis of the original site chosen for the facility by the Commonwealth, located adjacent to RAAF Base Amberley. This original site was proven to be unsuitable due to significant constraints including potential flooding, overhead noise from the Super Hornet jets, environmentally protected species and coordination issues with potential upgrades to the near-by Cunningham Highway.

This proactive investigation during the early stages of the planning phase minimised the additional cost and time associated with the relocation and CPB Contractors were able to assist Government with investigations into alternative sites on which the project could be delivered.



PROJECTS IN BRIEF



RAAF Base Tindal
Redevelopment Stage 5,
Katherine NT
Completed: 2012
\$111m

Base upgrade involving the refurbishment, upgrading or replacing of existing facilities such as parking aprons and mess facilities. The redevelopment also included infrastructure for Boeing 737 Airborne Early Warning and Control aircraft to operate from the Base.



RAAF Base Amberley
Australian Super Hornet
Facilities, QLD
Completed: 2011
\$108m

Design and construction of new facilities and associated site works including hangars, headquarters and maintenance buildings, simulator building, ground support equipment shelters, aircraft wash bays, gunnery and ejection seat workshop. Also included in the project was the refurbishment of maintenance training facilities, aircraft shelters, engine run-up and test facilities and guided missile warehouses.



Lavarack Barracks
Redevelopment Stage 4,
Townsville QLD
Completed: 2010
\$207m

As managing contractor, CPB Contractors maximised the re-use of existing buildings and infrastructure to provide significant capital cost savings and used complex staging and decanting strategies to manage the operational environment. Our team was responsible for the end-to-end delivery of approximately 80 buildings, totalling 60,000m² in floor area.



HMAS Cairns
Redevelopment, Cairns
QLD
Completed: 2009
\$76.3m

Redevelopment of the operational and support functions of the naval base, including appropriate berthing space and shore services to accommodate all vessels based at HMAS Cairns. The project included the design and construction of marine, building and civil works. An innovative marine construction method provided 'best for project' outcomes in terms of cost and time.



RAAF Base Amberley 9th
Force Support Battalion
Facilities, QLD
Completed: 2008
\$65m

Consolidation of facilities to service the 9th Force Support Battalion including construction of offices, stores, maintenance facilities, fuel and vehicle wash points, and 10 hectares of hardstand for vehicle parking and storage.



RAAF Base Amberley
Multi Role Tanker
Transport Facilities, QLD
Completed: 2008
\$135m

Construction of new accommodation and infrastructure including 75,000m² of aircraft parking aprons, hydrant refuelling system, headquarters facility and an aircraft maintenance complex comprising a maintenance hangar and supporting technical workshops and stores. The project also delivered an aircraft wash bay, ground support equipment shelter, upgrades to the main runway and taxiway including airfield ground lighting.



Headquarters Joint
Operations Command
(HQJOC), Bungendore,
NSW
Completed: 2008
\$360m

Delivered through a Public Private Partnership (PPP), the Command includes a headquarters building, supporting buildings and relevant infrastructure, and provides an office environment with recreational, maintenance and sport facilities.



RAAF College Relocation,
RAAF Base East Sale VIC
and RAAF Base Wagga
NSW
Completed: 2008
\$133m

Delivery of a new Officer Training School at RAAF Base East Sale and the Recruit Training Unit at RAAF Base Wagga, with new working accommodation, training facilities and live-in accommodation for college students. Our team delivered high quality training facilities for Defence and was recognised with a special award from the Chief of Air Force.



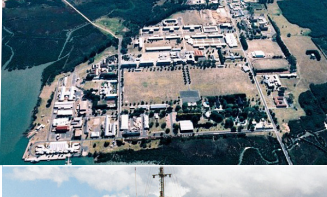
Lavarack Barracks
Redevelopment Stage 3,
Townsville QLD
Completed: 2005
\$171m

This stage of redevelopment included the end-to-end delivery of facilities for 1RAR, 2RAR and HQ 3 Brigade, including office accommodation, training, storage and communication facilities, workshops, vehicle shelters, transport compounds and services infrastructure. CPB Contractors delivered this project within budget and ahead of schedule, despite a capped project budget and strict Army protocols.



Army Aviation Training
Centre Redevelopment,
Oakey QLD
Completed: 2004
\$76.2m

Redevelopment of this helicopter training centre included a new emergency response station, combined mess facilities, live-in and transit accommodation, hot refuelling facility, civilian terminal, office and training facilities, maintenance workshops, services upgrades, taxiway and apron extensions, and supporting engineering services.

	RAAF Base Townsville Redevelopment Stage 2, Garbutt QLD Completed: 2004 \$72.5m	The important second phase of the Base's redevelopment involved a combination of new building and infrastructure services to update the aging Base facilities. Works included accommodation for Defence personnel, upgraded messing and physical fitness facilities, increased apron capacity and construction of a functional air movements section.
	RAAF Base Townsville Redevelopment Stage 1, Garbutt QLD Completed: 2002 \$70m	Stage 1 of the redevelopment included new ordnance loading aprons for fighter and reconnaissance aircraft, quick reaction alert facilities, shelters and earth covered support buildings, link taxiways, road and services infrastructure. Works also included a combined vehicle maintenance workshop, battery maintenance workshop and fuel tank maintenance facility.
	Albion Explosives Factory Remediation, Deer Park VIC Completed: 2001 \$12m	Contamination investigations of the former Albion Explosives Factory Site identified soils with elevated concentrations of explosive organic compounds such as TNT, DNT, MNT and RDX together with heavy metals such as copper, lead and zinc. Works included the demolition and removal of buildings and pavements, followed by excavation of 200,000m³ of soils to maximum depths of four to five metres.
	Lavarack Barracks Redevelopment Stage 2, Townsville QLD Completed: 2001 \$145m	The planning, design, construction and commissioning of new and upgraded facilities including a 1,004 person accommodation unit and three combined messing complexes with recreational facilities. Working closely with Defence we developed a prototype of a single accommodation unit for feedback from soldiers, ensuring the design met their functional requirements.
	Darwin Naval Base Redevelopment, NT Completed: 2001 \$11.3m	The upgrade of existing and construction of new facilities to improve the operational and maintenance capability of the Darwin Naval Base. Works included a new wharf, extensions to the existing wharf including services, new barge ramp, new hardstand area for land berthing of minor vessels, complete with service points and ship cradles and additional fuel storage and reconditioning facilities.
	RAAF Base Townsville 5th Aviation Regiment Facilities, Garbutt QLD Completed: 1998 \$26m	Design and construction of new facilities to support Army's 5th Aviation Regiment in its role of providing both air mobility and battlefield support to Australian Army units. The new facilities included both airside and landside works such as helicopter shelters, purpose built Helicopter Wash Facility, major Transport Compound, and Workshop complex with office facilities and relocation of an existing Small Arms Repair section.
	HMAS Cerberus Facilities, Westernport VIC Completed: 1997 \$46m in total	As part of an extensive upgrade of facilities at the HMAS Cerberus Naval training establishment, CPB Contractors were awarded the design and construction of a new health centre, training and technical facilities complex and the upgrade of the existing cinema and Naval Band facility.
	HMAS Waterhen Redevelopment, Balls Head Bay, Waverton NSW Completed: 1996 \$78m	Redevelopment of the Australian Headquarters for the Navy's Mine Warfare and Diving Force Systems, related support services and port facilities. Stage 1 included temporary Naval facilities and refurbishment of existing buildings at Waterhen and other naval bases on Sydney Harbour. The second stage encompassed the construction of three buildings, two marine piers, a jetty and a multi-tiered car park area.
	RAAF Base Tindal Redevelopment Stage 3, Katherine NT Completed: 1995 \$41m	With over \$25m of work successfully completed in the 1980's during the initial Stage 1 development, CPB Contractors was awarded the contract for Stage 3C development. Project works involved the construction of new taxiways, new roadways to service aircraft movement areas, ordnance loading aprons/shelters, ablution buildings and gun misfire barricades along with services and landscaping works.

Lavarack Barracks Redevelopment



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