

Ref: 110412-08  
File: EXEC/000001

12 April 2011

Committee Secretary  
Senate Standing Committee on Foreign Affairs, Defence and Trade  
Department of the Senate  
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**PROCUREMENT PROCEDURES FOR DEFENCE CAPITAL PROJECTS - SENATE  
INQUIRY SUBMISSION**

Dear Dr Kermody,

There has been much commentary on the need for improvement in Defence Procurement within the media, the Department and the broader Government. Whilst the Department defends its position, it must also be recognised that the Department and other Government entities have acknowledged there are problems, evident in the number of reviews it has commissioned and the activities resultant from these reviews.

This submission does not make comment on the validity, completeness or other wise of these reviews, nor does it make comment on the progress or success of the reforms that have been initiated or undertaken as a result, this is rightly for the Government's to assess. Instead this submission provides an industry perspective how extended procurement schedules can and do impact both sides of Defence procurement to stimulate consideration. It is not, nor was it intended to be, a definitive assessment of all aspects.

Yours faithfully,

Mark Baker  
Managing Director