

NORSTA Maritime Pty Ltd
Public Australian Industry Capability Plan
REGIONAL MAINTENANCE PROVIDER - NORTH EAST (RMP-NE)

17 February 2026



Company Details

Company Name: NORSTA Maritime Pty Ltd

Contract No: MSD/Con/15740/1

Location: 84-88 Cook Street, Portsmith, Cairns, Queensland 4870

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Website address: www.norsta.com.au

1 Executive Summary

- 1.1 This Public Australian Industry Capability (AIC) Plan explains how NORSTA will expand industry engagement and build sovereign capacity in Australia's North-East to support Defence sustainment. It aligns with Plan Galileo's Maritime Sustainment Model (MSM) and Defence's Regional Maintenance Centres, which provide an integrated, class-agnostic approach to sustainment in support of the Royal Australian Navy (RAN) fleet.
- 1.2 NORSTA serves as the Regional Maintenance Provider - North East (RMP-NE) to Defence's Regional Maintenance Centre - North East (RMC-NE), planning and coordinating suppliers to deliver a multi-year sustainment program. The contract commenced on 1 December 2021 (initial five-year term) with rolling-wave extension options up to 15 years. AusTender Contract value is \$236,645,00.23.
- 1.3 A key to success is the partnership with local suppliers and the growth of regional industry capabilities. NORSTA has committed to an Australian Contract Expenditure (ACE) of 97%, ensuring that the vast majority of contract value directly supports Australian businesses. Together with our partners, we deliver a suite of class-agnostic services, including:
 - a. Support Services Management
 - b. Engineering Management
 - c. Maintenance Management
 - d. Supply Support Services
 - e. Resources Management
 - f. Verification and Validation Management
 - g. Quality Management
 - h. Health, Safety and Environmental Management
 - i. Capability Innovation and Efficiency Management
 - j. AIC Management
- 1.4 Over the life of the contract, we will:
 - a. Grow local participation across SMEs, Indigenous businesses and regional suppliers.
 - b. Foster innovation that lifts productivity, safety and sovereign capability.

2 Sovereign Industrial Capability Priorities

- 2.1 NORSTA is committed to delivering against Defence's Sovereign Defence Industrial Priorities (SDIP 2) under the RMP-NE Contract. Our approach directly supports the long-term vision of the MSM, aligning with Defence's roadmap to strengthen Australia's sovereign sustainment capacity.
- 2.2 We provide the information, resources and support required to grow a resilient defence industry base in North-East Australia. Through strong partnerships with local suppliers and targeted workforce development, we help ensure Australia retains the industrial depth and skills needed to maintain operational independence.

3 Australian Industry Activity - Subcontracted Work

- 3.1 The opportunity for subcontracted work in the Cairns region spans preventative and corrective maintenance across Cape Class Patrol Boats; Evolved Cape Class Patrol Boats and one Leeuwin-Class Hydrographic Survey Ship.
- 3.2 Delivering this scope requires a strategic and inclusive approach to workforce engagement. NORSTA will continue to draw on a diverse pool of talent including qualified trade practitioners, technical professionals, and project managers, as well as specialists with advanced technical and professional expertise to ensure the ongoing availability and seaworthiness of Defence platforms operating from North-East Australia.

4 Scope of Work Opportunities

- 4.1 Subcontracted opportunities may include:
 - a. **Technical and Engineering Services:** Electrical and Mechanical Engineering; Diesel Propulsion and Power Generation; Davits; Shaft Line and Propulsion; Hydraulics; HVAC; Flexible Hose Inspections; Safety Systems and Equipment; Fire and Gas Detection; Communications; Navigation; Lifting Equipment.
 - b. **Maintenance and Fabrication Services:** Mechanical; Plumbing; Emergency Response; Isolations; Fabrication; Painting and Blasting; Preservation; Galley; Rolling Hull Surveys.
 - c. **Professional and Commercial Services:** Project Management; Project Planning and Scheduling; Human Resources; Workforce Development; Accounting; Procurement; Commercial Services.
 - d. **Innovation and ICT:** Information and Communications Technology; Capability Innovation.

5 Forecast Value of Subcontracted Work

- 5.1 The forecast value of subcontracted work is currently estimated at AUD \$36.6 million (ex GST), based on TBE 04. This figure underscores the scale of opportunity available to Australian suppliers across the sustainment lifecycle.

6 Supply Chain Subcontractors

- 6.1 Currently NORSTA directly engages with the following Approved Subcontractors:

Table 1- Approved Subcontractors

AIC Approved Subcontractors	Subcontracted Services	Prescribed ACE
Tropical Reef Shipyard Pty Ltd – Cairns, Far North Queensland	Maintenance and Shipyard Services	97%
NORSHIP Marine Pty Ltd – Cairns, Far North Queensland	Maintenance and Shipyard Services	97%

- 6.2 In further support of Supply Chain engagement, our AIC Plan defines the strategies, processes and responsibilities for achieving the contracted AIC Objectives. A total of 76 suppliers are currently engaged, with 23 new suppliers onboarded in the past six months (January – June 2025), representing approximately 30% growth compared to the supplier base at the beginning of this period. The supplier

list below provides a sample that highlights active industry engagement and direct involvement in meeting AIC obligations.

Table 2 - Supplier List (sample)

Entity Name	Scope of Work	SME	Regional Participant	Veterans	State
A1 Duct Cleaning	Utilities - Industrial Cleaning	Yes	Yes	No	QLD
Bravo Electrical and HVAC	Mechanical - HVAC (Refrigeration); HVAC Systems (Servicing)	Yes	Yes	Yes	QLD
Bastion Defence	Professional Services - Maintenance Assurance (OQE); Engineering services (Systems, Software, Mechanical, Electrical, Electronic, Materials); Naval Architecture; Planning /Scheduling /Project Management; ISO Certification & External Auditing; Procurement /Logistics /Warehousing	Yes	Yes	Yes	QLD
Eptec Marine	Paint and Blast - Abrasive Blasting and Coatings; Water Blasting; Cathodic Protection; Corrosion Control; Industrial Painting	No	Yes	Yes	QLD
Electrotech Australia	Electrical - Electronic Access Systems; Cables and Wiring Digital Systems - Autopilot Systems; Radar & Signalling Systems; Gyrocompass and Wind Instruments; Radio Communication Systems; Navigation Systems; Satellite Navigation Systems Maritime Support Products and Services - Class Surveyor (AMSA, DNV. Lloyds etc.)	Yes	Yes	Yes	QLD
J&R Refrigeration & Air-Conditioning	Mechanical - HVAC (Refrigeration); HVAC Systems (Servicing) Electrical - Electrical Repairs	Yes	Yes	Yes	QLD
TCS Shipwright and Joinery	Paint and Blast - Abrasive Blasting and Coatings; Corrosion Control	Yes	Yes	No	QLD

7 Creation, Enhancement and Maintenance of Australian Industry Capabilities

- 7.1 NORSTA has an ongoing commitment to develop Australia's North-East Maritime Defence Industry Capabilities by providing regional and local Small to Medium Enterprise (SME) suppliers with:
- a. Access facilities and equipment in the Cairns shipbuilding and repair precinct to provide Maintenance Support;
 - b. Regional planning for the upkeep and maintenance of North-East Australia based platforms which enable Supply Support and Resource Planning;
 - c. Access to NORSTA's technology platforms and sharing the capability for the SMEs to leverage these technologies to improve their businesses in general, which can inform on Supply Chain Services;
 - d. Access and advice towards training and skills development programs; and
 - e. The provision of technical advice and facilitation of engineering services relating to maintenance and upkeep of the platforms.

8 Future Work Opportunities and Market Engagement

- 8.1 It is anticipated that the number of Products Being Supported will increase and therefore, our future opportunities will be identified and communicated through industry engagement activities such as:
- a. Direct expression of interested generated via NORSTA website;
 - b. The Annual Regional Work and Resource Planning Conference;
 - c. Maritime Industry Briefing (once every 2 years);
 - d. Regional Supply Chain workshops (every quarter);
 - e. Discussions with industry representative bodies;
 - f. Supplier briefings;
 - g. Surveys and Newsletters (every quarter);
 - h. One-on-one meetings with Suppliers; and
 - i. Solicitation of request for quotations and expressions of interest when required.
- 8.2 For suppliers not engaged through our material subcontractors (Tropical Reef Shipyard or Norship), NORSTA welcomes the opportunity to meet and understand your capabilities. Expressions of interest can be lodged via the NORSTA website or by contacting the NORSTA's Industry Capability and Supply Chain Manager, who is available for one-on-one discussions. Each submission will be assessed on its merits and where suitable opportunities exist; businesses will be contacted directly.
- 8.3 Contact details for the NORSTA Cairns:

Australian Industry Capability Manager:

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