

# CASE STUDY

## Department of Defence National Estate Works Program: Delivering Consistent and Scalable Design Services



### Project Overview

The National Defence Estate Works Program is an ongoing program managed by JLL as a Project Delivery Services provider to maintain and upgrade Defence facilities across Australia. Since 2017, ACOR has been a lead design services consultant, delivering high-quality outcomes for more than 250 projects. These projects span diverse facilities, including working and living-in accommodations, specialist training centres and infrastructure upgrades.

Through ACOR's proven National Program Management Office (PMO) delivery model, the program has consistently met Defence's rigorous standards for quality, optimising value, speed to capability and security.

### Client Overview

The Directorate of Estate Works Program Office (DEWPO) oversees the Defence Estate Works Program. JLL acts as a project management service provider, coordinating design and delivery teams to ensure projects meet Defence's high standards. They rely on trusted partners like ACOR to provide specialised design services and technical expertise across Australia.

### The Challenge

Managing a national portfolio of Defence assets and infrastructure requires overcoming unique challenges, including:

- Operating within high-security, live environments such as operational bases, offices and remote sites.
- Adapting to fluctuating project demands and funding priorities, including the need to scale resources up or down rapidly.
- Delivering consistent results across diverse projects, ranging from \$1M to \$30M in value, while adhering to stringent national infrastructure standards.

### The Solution: Agile Programmatic Delivery and Scalable Expertise

ACOR's National PMO delivery model provides an overarching framework for planning, design and execution, ensuring the consistent delivery of high-quality outcomes:

#### Tailored and Scalable Resourcing

ACOR's national team of over 450 professionals adapt to Defence's evolving needs, scaling from 10% to 100% throughput within weeks during funding pauses and resumptions.



#### Proactive Risk Management

Leveraging experienced and security-cleared staff to rapidly mobilise teams, conduct site due diligence and deliver design and construction auditing.



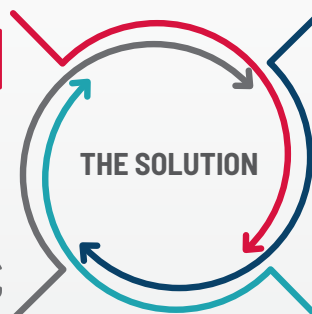
#### Sustainability Leadership

Delivering energy-efficient designs across the Defence Estate, including targeted assignments such as the Defence Electric Vehicle Charging Infrastructure program, to designing one of Defence's flagship 6 Star Green Star Building precincts.



#### Collaborative Client Engagement

ACOR's Design Managers act as a single point of contact, providing effective communication and accountability throughout the project lifecycle.



## The Implementation

- **National Reach and Consistency:** Deploy a standardised Project Delivery Framework to ensure reliable outcomes across all states and territories.
- **Agility in Delivery:** Successfully navigate funding re-prioritisations and political pressures, adjusting resources without compromising project timelines.
- **Innovative Approaches:** In partnership with JLL, introduced data-driven tools to the Defence industry, like the GEMS Data Loading Automation Tool to streamline and enhance accuracy of Defence asset management processes.

## The Results

- **Enhanced Efficiency**  
Reduced design timelines and improved spending accuracy, enabling faster project delivery.
- **Sustainability Outcomes**  
Demonstrated leadership in sustainable design, contributing to Defence's Net Zero strategy.
- **Reliable Partner**  
Delivered consistent results across over 250 projects, solidifying ACOR's reputation as a trusted Defence partner.



**ACOR has become a trusted partner to our delivery of the National Defence Estate Works Program, supporting our PMO with aligned strategic direction underpinned by the aims of Defence.**

**The established relationship which has developed between JLL and ACOR adds value to Defence by improving design efficiencies, remaining agile to global conditions, meeting client needs and ensuring efficient and reliable project outcomes to the Australian Public Service, Soldiers, Sailors and Aviators of the Australian Defence Force.**

**ACOR Consultants has an exemplary engineering and design consultancy team and would be a trusted and valuable delivery partner.**



**- Warwick Freeman,  
JLL Account Director - Defence**

**Looking for a partner with the expertise to deliver complex, scalable infrastructure solutions?** Contact us today to learn how we can support your next project.

**Adam Reeman** Property Portfolio Services Leader  
Email: areeman@acor.com.au Phone: 0432 045 061



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