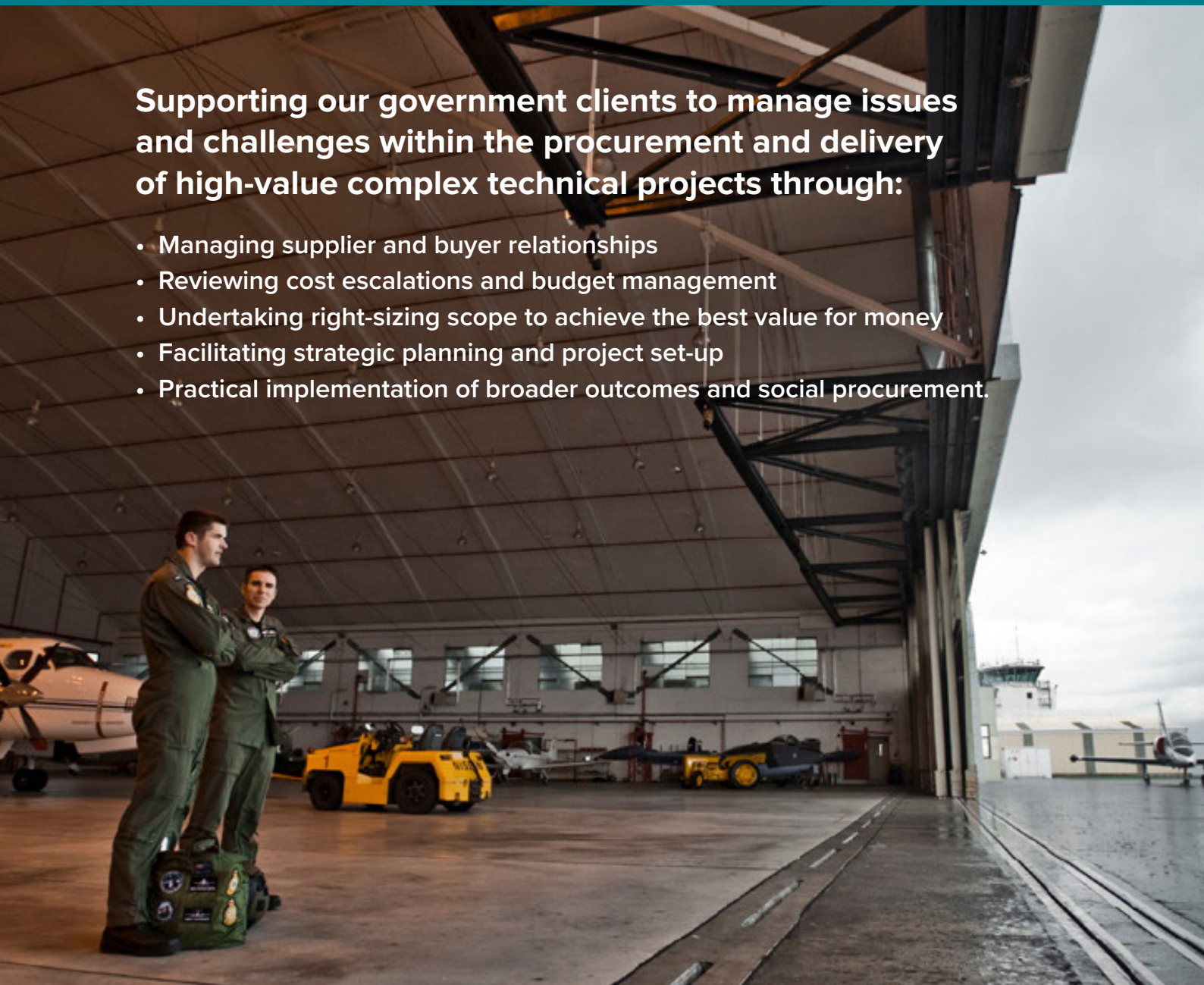


# HEIGHT

## Capability Statement Defence

**Supporting our government clients to manage issues and challenges within the procurement and delivery of high-value complex technical projects through:**

- Managing supplier and buyer relationships
- Reviewing cost escalations and budget management
- Undertaking right-sizing scope to achieve the best value for money
- Facilitating strategic planning and project set-up
- Practical implementation of broader outcomes and social procurement.



# HEIGHT

**Australasia's leading  
technical tendering and  
social procurement consultancy**



Height Project Management is a Veteran / Māori-owned consultancy. We specialise in technical procurement, project management, contract review/recovery, and the implementation of broader outcomes and social procurement within government contracts.

Simply put, we help organisations buy, sell and manage complex, expensive and risky stuff.

## Areas of expertise

Height's consultants provides expert advice in the following areas:

- Business and User case development
- Project governance and reporting
- Stakeholder and market engagement
- Complex and strategic technical procurement of high value assets and services
- Project and contract management
- Project triage and recovery
- Broader outcomes in procurement (compliance with New Zealand's Government Procurement Rules)
- Tender evaluation and contract negotiations
- Contract analysis to obtain value-for-money.

## Defence expertise

Height's expertise couples our project and procurement experience with our wider technical experience relative to Defence which includes:

- Technical through life support / Maintenance Repair and Overhaul (MRO) analysis
- Compliance – Air and Sea worthiness
- Strategic asset management
- Introduction Into Service (IIS) and Operational commissioning
- Capability procurement (including knowledge of MoD and NZDF processes)
- Naval systems engineering expertise
- Engineering Change and Project Management services
- Alternative funding options for Defence and Security.



### Approved Supplier to Defence -

- MOD Technical and Services Support Panel
- MBIE All of Government Services Panel Procurement

Through the AOG services panel for Procurement we have worked directly with a number of New Zealand's central Government Agencies and State Owned Enterprises.

Height is a member of the New Zealand Defence Industry Association (NZDIA)

# Case Studies

As a veteran owned and supported business, a good proportion of our staff are ex-military NZDF Veterans with two of our team currently in the Reserves with the RNZN and RNZAF. Our experience and understanding of the Defence Force enables us to provide exceptional service to the NZDF and MoD.

## RNZAF Kaman Seasprite MRO Review

The Seasprite Helicopter is a critical extension of the warfighting capability of the Royal New Zealand Navy. The challenge of maintaining and operating this unique and specialist asset while at the same time balancing the commercial and life-of-type realities is a significant challenge for the NZDF. Height completed a comprehensive lessons learnt review of the fleet from an operational; technical; maintenance; financial; and governance perspective and made recommendations on the best approach for MRO. We also leveraged our wider commercial experience to provide practical recommendations on project controls, governance and risk management.

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## Defence Estates and Infrastructure Facilities Maintenance Contract Procurement

DEI's existing FM contracts are approaching their expiry. Consequently, a new set of FM contracts is required to ensure the uninterrupted continuation of FM across the Defence Estate. Height is assisting DEI by developing a business case that sets out the rationale for establishing a project team to undertake the revision, development and implementation of DEI's next generation of FM contracts. This provides DEI with the opportunity to achieve a step change in strategic asset management and for the future FM contract development and implementation to crystallise DEI's ambition to be an "asset led organisation". Following this business case Height continues to support DEI with the procurement process for the future FM contracts.

## RNZAF Boeing 757 MRO Review

As a result of cancelled mission taskings, Height was requested by the RNZAF to conduct a specifically tailored and bespoke lessons learnt review of the servicing and serviceability issues of the Boeing 757. The assessment reviewed the ability of the RNZAF to provide operational delivery, training capability, and conduct planning requirements. We also reviewed maintenance costs and confidence in delivering mission essential taskings. Of particular benefit to the RNZAF was our combined military and commercial expertise. This allowed us to analyse the maintenance regime of the airframes and immediately identify actions and opportunities to improve the availability of the aircraft.

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## Joint Defence Services' Broader Outcomes Implementation

Height is supporting Joint Defence Services (JDS) to provide support and strategic guidance around the value-add of the JDS and wider NZDF organisations. The work currently underway will identify the tangible benefits to New Zealand and showcase the economic benefits that NZDF provides to NZ Inc. This work will support and show the contribution the NZDF makes to the NZ economy and provide a toolkit that will further support NZDF personnel to identify and implement broader outcomes opportunities.

Height has also worked with multiple New Zealand Government Agencies and State Owned Enterprises (SOEs) on complex technical procurements and project contracts. Clients of note include:

- KiwiRail
- Waka Kotahi (New Zealand Transport Agency)
- Ara Poutama (Department of Corrections)
- Airways New Zealand
- MBIE (Ministry of Business, Innovation and Employment)
- Manatū Hauora (Ministry of Health)
- Te Puni Kokiri (Ministry of Māori Development)
- Auckland Council, Auckland Transport and Watercare
- Wellington City Council
- Kordia

# HEIGHT

## Our ex-New Zealand Defence Force team

Multiple members of our Height team hold current NZDF security clearances varying in classification levels.



### DANY RASSAM

Senior Procurement and  
Delivery Project Manager  
(Height Defence Industry Lead)  
ex Royal New Zealand Navy  
Weapons Engineering Officer

Dany is an experienced project manager with 10 years of engineering experience as a Weapons Engineering Officer with the Royal New Zealand Navy. Dany was the Project Manager for the Navy's Frigate Sustainment Programme and was part of the team that stood up the strategic maintenance requirements and projects to extend the frigates through to new end-of-life. Dany has led engineering teams (30+ personnel), managed large complex projects for fleet upgrades, and introduced new capabilities for the RNZN. His specialist and relevant skillsets include:

- Technical naval systems engineering – seaworthiness and compliance
- Specific naval project and programme management / modifications management
- OEM and contractor management
- Operational commissioning and Introduction Into Service
- Defence capability procurement.



### KEL MCBEATH

COO / Procurement and Delivery  
Principal  
ex-Royal New Zealand Air Force  
Engineering Officer

With over 30 years of experience Kel is an experienced procurement and projects specialist. He was previously the Engineering Contracts Manager for the RNZAF. Recently he led projects that resulted in 15% cost savings for Auckland Council through a review and cost-out of programmes for spend exceeding NZ\$700M+. He was also instrumental in developing the Sustainable Outcomes Toolkit with Auckland Council Healthy Waters. Kel has an Associate Diploma in Engineering (Aerospace) and his combined experiences allow him to provide effective support in the following areas:

- Defence contract negotiations and contract management
- Contract and project triage including cost and budget review and contract renegotiation
- Operational and contract risk review
- Supplier relationships for MRO and whole-of-life asset support
- Strategic planning and governance.



### Qualified procurement practitioners capable of planning and implementing infrastructure procurement strategies

Kel, Warner and Dany have the New Zealand Certificate in Infrastructure Procurement Procedures (Level 6) qualification. Kel and Warner are also qualified assessors able to chair the procurement of Waka Kotahi projects over \$200k.



## WARNER COWIN

CEO

Defence Employer Support  
Council member

ex-Royal New Zealand Air Force  
Engineering Officer

With over 25 years of contract, procurement, operational and project management experience, Warner brings commercial clout and business acumen to solving problems. He has diverse New Zealand and international corporate experience from such roles as the Downer National Water Operations and Maintenance Manager (\$40MPA), Senior Business Development Manager (\$1B New Business), Major Capital Works Project Manager (\$110M), Royal New Zealand Air Force Officer and UN peacekeeper. Warner develops solutions to improve operational productivity, cost efficiency and to implement sustainable outcomes through:

- Developing clear business strategies to support sustainable growth
- Business and user case development
- Commercialisation and innovation within a military operating environment
- Operational transition and readiness for new assets
- Operational planning and contract delivery performance as part of business improvement.



## BRADLEY ROSSI

Procurement and  
Delivery Project Manager

ex-Royal New Zealand Air Force  
Engineering Officer

Bradley has a strong design and engineering background having worked across commercial, public service and military environments. Bradley began his career with the RNZAF in 1994 as an Aircraft Structural Design Officer and progressed to managing an aircraft fleet. Of significant note, Bradley led teams for the research and development of the 'Duke Engine' which was developed in New Zealand and patented and tested in the UK. Bradley oversaw the entire process, from engine design and testing to management of personnel and investor updates and presentations. Bradley contributes to Height's expertise through:

- MRO and technical airworthiness
- Technical project review and analysis
- New asset engineering project management
- Design, testing and commissioning services.



## MATT WILLIS

Project Manager /  
Digital Product Lead

ex-Royal New Zealand Air Force  
Air Warfare Officer (Navigator)

Matt is an experienced project manager who specialises in automating and optimising project delivery processes. Drawing upon his prior experience in managing technology start-ups and setting up new United Nations peacekeeping operations, Matt takes a highly organised and systematic approach to project planning and management. Prior to joining Height, he was an advisor to the United Nations Secretary-General on international security issues and a navigator on Royal New Zealand Air Force P-3 Orions. He holds a Master of International Politics degree from the University of Melbourne. Matt's key skills include:

- Project management and reporting
- Digital solutions development and implementation
- Strategic planning
- Workshop design and facilitation.



## BEAUF A BROWN

Māori Business Programme  
Manager

ex-Royal New Zealand Air Force  
Engineering Officer

After 22 years in the RNZAF, Beaufa joined the Height whanau as the Te Puni Kōkiri Programme Manager within our Social and Sustainable Outcomes team. Beaufa brings a wealth of transferrable skills from leadership and management roles within the RNZAF. He works alongside Māori-owned businesses to help them position themselves to win Government contracts and grow their business as well as supporting growth in the local economy and creating local employment opportunities. The people, community, and environmental focus of the social and sustainable outcomes sector resonates strongly with him. Beaufa's key skills include:

- Airworthiness and operational asset management
- Technical compliance and MRO
- Social procurement and the application of broader and Māori outcomes within projects
- Foreign Military Sales and supply chain management.



## CHRIS LORD

Procurement and SSO  
Project Manager  
ex-Royal New Zealand Navy  
Marine Engineering Officer

Chris brings 14 years' experience in electrical engineering, and systems operations and maintenance with the Navy. He has also held roles within the Defence Force including Operations Manager (during COVID-19 MIQ response) and representing the Navy in a year-long appointment after being awarded Sailor of the Year 2017. Core skills include:

- Operations and maintenance to support complex assets throughout the asset lifecycle
- Building and leading high performance teams working in challenging operational environmental
- Communications and relationship building
- Safety systems and performance.



## KEITH GELL

SSO Project Manager  
ex Royal New Zealand Air Force  
Warrant Officer

Keith is an inspirational Leader with experience in the defence, Māori public health, conservation and film sectors. After 38 years in the RNZAF, Keith went on to work in Māori public health at the University of Auckland as a Programme Manager for the research and development of strategies to assist Māori whānau in the prevention of Sudden Unexpected Death in Infancy (SUDI). He also spent five years with the Department of Conservation as Operations Manager for the Auckland Inner Hauraki Gulf Islands. Keith has a broad range of skills including:

- Programme and project management
- Leadership and relationship building
- Strategic planning and risk management
- Social procurement with a focus on achieving improved outcomes for Māori.



## LAURA HERCUS

Social and Sustainable Outcomes  
(SSO) Project Manager  
ex-Royal New Zealand Air Force  
Logistics Officer

Laura is an experienced social and environmental outcomes practitioner, having joined Height from the Ākina Foundation. At Akina, she helped social enterprises, corporates and government bodies engage in social and environmental issues. Laura's RNZAF career incorporates logistics, aeronautical procurement and aviation fuel management. She finished her career with an operational deployment to the Middle East as the 2IC and logistics/finance lead supporting P3 operations in the region. She holds a Bachelor of Commerce in Accounting, Master of Engineering Management and a Level 4 Diploma with the Chartered Institute of Procurement and Supply. Laura's key skills include:

- Defence and Foreign Military Sales supply systems and management
- Supplier relationships for MRO and whole-of-life asset support
- Social procurement and the application of broader and Māori outcomes within projects
- Strategic risk management in time-critical situations
- Implementation of strategic change management.



## KATHRYN HILL

Project Support  
ex-Royal New Zealand Navy  
Supply Officer

Having spent the second half of her 18-year naval career working and liaising with NZ Government agencies, Kathryn brings this experience and a high level of efficiency to everything she does. She supports the Height whanau and our clients by:

- Leveraging relationships
- Providing project support assistance to ensure smooth project delivery and high-quality services.



# HEIGHT

## Specialist Broader Outcomes, Social Procurement and Māori Outcomes Expertise:



### CLAIRE MCCARTHY

Social and Sustainable  
Outcomes Principal

Claire is an experienced social outcomes practitioner who has worked in social procurement and tendering. Her background incorporates communications, stakeholder engagement, marketing, and journalism. She was Marketing Manager for Middlesex University Business School in London and a Communications and Engagement Manager for Unitec in Auckland. Claire has a Bachelor of Communication Studies, a Postgraduate Diploma in Marketing Management and is currently undertaking the NZ Diploma of Construction Management. Her expertise and skillset enable her to deliver significant support for Height's clients, including NZDF; Ara Poutama Aotearoa (Department of Corrections); Auckland Council; Kāinga Ora; KiwiRail; and Ministry of Education. She also supports the Māori business uplift programme through our funding agreement with Te Puni Kōkiri.



### Our Support to Defence

The Height team care deeply about our service personnel and veterans. We passionately and happily commit our time through:

- Defence Employer Support Council  
Our CEO Warner Cowin is a current Council Member
- Defence Transition Seminars  
Keynote speaking and transition mentors and support
- School to Skies Programme  
Active sponsor and keynote speaker
- NZDF Youth Development Unit  
We are an active promoter and industry connector of graduates of the Limited Service Volunteer programme
- Employer of Reservists  
Height is an active employer of reservists and veterans.

# HEIGHT

## CONTACT US

### AUCKLAND

Level 1, The Tramstop  
811 Mt Eden Rd  
Mt Eden  
Auckland 1024  
Phone: +64 (9) 631 7450

[office@heightpm.com](mailto:office@heightpm.com)

[heightpm.com](http://heightpm.com)

