



J. Cornish & Associates

Pty Ltd
ABN 43 086 557 833

Commercial - in - Confidence

Company Profile

Our company was formed in October 1990 as an Independent Aviation Consultancy to provide specialist advice on a wide variety of aviation matters. Since that time, the consultancy has undertaken numerous projects varying from large consultancies on complex matters to specific advice on aviation matters of a lesser nature. Over the following nine years, the consultancy developed and grew in overall experience and depth and now provides a considerable range of services. In February, 1999, the company restructured as J.Cornish & Associates to reflect the wider scope of work being undertaken.

Statement of Capability

The consultancy provides advice in the following areas:

- Management advice on all aspects of operating an aviation business including; Structure, Staffing, Recruiting, Aircraft Selection, Critical Path Analysis, etc.
- Strategic Planning advice;
- Financial Studies and Cost Benefit Analysis;
- Project Management Services;
- Specialist advice and management of Aircraft Completions, particularly corporate;
- Expertise in Tender Processes for Government, Military and Commercial applications;
- Specialist advice in Rescue and Aeromedical Operations for both fixed wing and rotary wing aircraft;
- Liaison/negotiation with Manufacturers and Suppliers of aircraft, aviation equipment and services;
- Specialist advice on VIP aircraft operations;
- Cargo Route Development and Air Freight Operations;
- Conduct of Safety Audits; and
- Independent Aircraft Valuations.

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Typical Consultancy Case Studies

Some of the contract work carried out includes:

- ❑ **Consultant to the Northern Territory Government for the implementation and oversight of the Fixed Wing Aeromedical Services in the Top End. This involves monitoring the acquisition, modification, aeromedical fitout and delivery into service of four King Air B200 aircraft with cargo doors.**
- ❑ **Conducted a Safety Audit on an RPT/Charter Operator in respect of the provision of charter air services in Queensland for a major mining and drilling company.**
- ❑ Acted as an Aviation Expert on an interview panel to select a new General Manager of a major aviation company.
- ❑ **Conducted a Safety Audit on a Charter Operator in respect of the provision of charter air services in South Western Queensland for a Queensland Government Department.**
- ❑ Consultant to the Northern Territory Government for the review of Fixed Wing Aeromedical Services in the Top End with subsequent assistance with Tender Documents and process for Fixed Wing and Rotary Wing assets.
- ❑ **Consultant to Queensland Health for the preparation and release of a Request for Tender for the provision of Charter Flight Services in Queensland with subsequent assistance in Tender Evaluation.**
- ❑ **Consultant to ABC TV for the retender of the operation and management of the networks news gathering helicopters.**
- ❑ **Conducted a review of the management and operations of an aeromedical operator.**
- ❑ Valuations of various aircraft fleets of aircraft under 5700 kgs.
- ❑ Consultant to a large Defence Supply organisation and provision of assistance in the preparation of a response to a Request for Tender for the provision of Aviation Support Services (Rotary Wing & Fixed Wing) to the Australian Federal Police as part of the Regional Assistance Mission to the Solomon Islands (RAMSI).
- ❑ Provided a series of desktop aircraft fleet valuations for a series of commercial clients.
- ❑ **Consultant to Queensland Health for the preparation and release of a Request for Tender for the provision of additional Fixed Wing Aeromedical Services in Queensland with subsequent assistance in Tender Evaluation.**
- ❑ Provided a desktop aircraft fleet valuation for a commercial client.

- ❑ **Consultant to the Department of Health & Ageing for the provision of independent probity and audit services in respect of the aircraft replacement program and funding for the Royal Flying Doctor Service.**
- ❑ Conducted a Safety Audit on a GA Charter Operator in respect of the provision of charter air services in South Western Queensland for a Government Department. Our company previously audited this operator annually for seven years.
- ❑ Conducted a Safety Audit on a GA Charter Operator in respect of the provision of charter air services in Western Queensland for a provider of Health Services.
- ❑ Conducted a survey and report for the ABC on the "G" level maintenance program being conducted on their two news gathering helicopters and the additional unscheduled maintenance events.
- ❑ Conducted a Safety Audit on the operator of ABC TV helicopter services. Our company previously audited this operator for several years.
- ❑ Contracted by the Queensland Department of Emergency Services to conduct an Independent Review of EMQ Helicopter Services and EMQ Helicopter Rescue.
- ❑ Consultant to Queensland Health for the conduct of a Supply Market Analysis for the provision of Fixed Wing Aeromedical Services in Queensland.
- ❑ Consultant to Queensland Health for contract negotiations and future strategies for the provision of aeromedical services.
- ❑ **Contracted by Qantas Defence Services to provide assistance in the implementation of Project Air 5402, Air to Air Refueling Aircraft for the RAAF, where EADS CASA (Airbus) and Qantas Defence Services were selected as the successful tenderers for the supply of five A330-200 MRTT (Tanker) aircraft together with 20 years of Through Life Support.**
- ❑ Consultant to the NT Police for the tender of their Aircraft Maintenance contract and service on the tender board.
- ❑ Consultant to the Queensland Health Department of Purchasing and Contracts for a tender process for the selection of a charter service operator for a five year period.
- ❑ Contracted by the Department of Health & Community Services in the Northern Territory to undertake a Review of the Northern Territory's Aeromedical Retrieval Services. This consultancy was undertaken with assistance from Morey Australia.
- ❑ Aviation Consultant to Healthcare Management Advisers Pty Ltd (HMA) in the National Review of the Royal Flying Doctor Service (RFDS) sponsored by the Federal Government.
- ❑ Consultant to the Ambulance Service of NSW to conduct a review of Aeromedical & Rescue Technical Helicopter Requirements in NSW.
- ❑ Consultant to a Television Network as to the suitability, method of operation/ownership and replacement of their helicopter operations. Also acted as an advisor to the tender board.

- ❑ **Contracted by the Queensland Department of Emergency Services to conduct an Independent Review of Queensland's Aeromedical and Air Rescue Helicopter Network including Government and community resources and the interface with Clinical Coordination.**
- ❑ **Contracted by Qantas Defence Services to provide assistance in the development of tender documents for the Australian Defence Force (ADF) Project Air 5402, Air to Air Refueling Capability, Tender Bid to the Commonwealth Government. Qantas teamed with EADS CASA (Airbus) to offer the A330-200 MRTT (Tanker) aircraft.**
- ❑ **Provided a market analysis of an aircraft acquisition which considered various options available and applied "value for money" criteria to ensure a considered purchase for a commercial client.**
- ❑ **Provided an independent analysis of aircraft acquisition and operating costs for two differing aircraft types for a commercial client.**
- ❑ **Provided contracted services to PriceWaterhouseCoopers for an assessment of services provided by the Civil Aviation Safety Authority.**
- ❑ **A member of the project management team for the interior completion and acceptance process for all three Challenger CL604 aircraft on behalf of Qantas Defence Services prior to delivery to the RAAF for Special Purpose Aircraft operations for the Commonwealth of Australia.**
- ❑ **Evaluated Boeing Business Jet Completion Centres in the USA on behalf of Qantas Airways (Jan-May, 2001). Selected a Completion Centre and assisted with the project management of the interior completion of two BBJ aircraft on behalf of Qantas for the Australian Government.**
- ❑ **Provided a Market Survey, Analysis and Business Plan to Boeing Hawker de Havilland for the repair and overhaul of composite aircraft components.**
- ❑ **Contracted by Qantas Airways as Project Manager to negotiate and implement the tender awarded to them for the Supply and Maintenance of Special Purpose Aircraft (VIP) (2 x Boeing Business Jets and 3 x Bombardier Challenger CL604 aircraft) to the Commonwealth Government.**
- ❑ **Consultant to the Queensland Department of Premier and Cabinet for an Assessment of Queensland Government Aircraft Operations, development of an aircraft replacement schedule (fixed wing & rotary wing) together with estimates of acquisition and operational costs for the next 15 years.**
- ❑ **Contracted by Qantas Airways to provide assistance in the development of tender documents for the Special Purpose Aircraft Tender Bid to the Commonwealth Government.**
- ❑ **Contracted as the Aviation Manager to the Royal Flying Doctor Service (NSW Section) for a 15 month period to manage their aviation and engineering operations over five operational bases throughout South Eastern Australia. Prepared and implemented the new King Air B200 aircraft into the Victorian Air Ambulance operation.**

- ❑ **Consultant to the Royal Flying Doctor Service in preparing and submitting their tender bid for the Air Ambulance Victoria contract.**
- ❑ Provided an assessment, evaluation and report on suitable replacement aircraft for a State Police Air Wing.
- ❑ Provided a cost analysis of various flight patterns for the provision of fixed wing aeromedical services to the Far West Area Health Service in NSW.
- ❑ Provided an analysis, report and framework for the implementation of a restructure of aviation services within a Queensland Government department to meet the Purchaser/Provider model desired by Queensland Treasury.
- ❑ Acted as advisor and part of the evaluation team for a Queensland Government department in the determination of the tenders for air charter services resulting in the introduction of turbine powered aircraft.
- ❑ Consultant to Royal Flying Doctor Service for assuming the contract for the Victorian Air Ambulance Service from Southern Australia Airlines.
- ❑ Provided a Helicopter Charter contract and a Helicopter Operations Manual (Ground Operations) for a new operator of helicopter services.
- ❑ Review of the PNG Government tender process for the provision of VIP aircraft together with advice for consideration.
- ❑ **Conducted a review of the Aviation Services division of a Queensland Government department in relation to its capability to meet existing and future needs. This included assessments of the organisational structure and reporting system, the structure of staffing levels and rostering, tasking procedures and response times, and coordination with other agencies.**
- ❑ **Contracted by the Australian Army for the development of tender documents, provide specialist commercial input, define aircraft specifications, brief to industry, tender evaluation and contract negotiations for the Lease (five years) of Fixed Wing Aircraft for the Nomad aircraft replacement.**
- ❑ **Principal aviation consultant, in association with Travers Morgan and Airport Planning, in the first whole-of-Government and Statewide Independent Review to evaluate the deployment, suitability and medium to long-term replacement requirements for Government Aircraft (fixed wing & rotary wing) based on the regional and rural needs of Queensland.**
- ❑ Consultant to a State Police Department for the development of tender documents, aircraft specifications and tender evaluation in relation to Fixed Wing Aircraft Charter Services.
- ❑ Consultant to a State Ambulance Service for the development of tender documents, aircraft specifications and tender evaluation in relation to Rescue Helicopter Services.
- ❑ Analysis of the aircraft requirements of the Royal Flying Doctor Service (RFDS) and the Rural Aerial Health Service (RAHS) of New South Wales, sourcing of suitable aircraft, negotiations with aircraft companies and the provision of advice for purchase, modification and refurbishment.

- ❑ Review of the 1994 Queensland Government Aviation Review as to the progress on implementation of the recommendations and review of Emergency Helicopter Coverage in South East Queensland.
- ❑ **Principal aviation consultant, in association with Symonds Travers Morgan in the Review of Aircraft Services provided to a State Police Department including the requirements of the emergency services agencies in relation to helicopter services.**
- ❑ Review of Airlines in the South Pacific for the World Bank and suggested strategies for future development in the region with an associate.
- ❑ Report on Air Safety Issues for air travel (both fixed and rotary wing) in Australia and Indonesia for a major Australian mining company.
- ❑ “Airfreight Capability Implications for New Zealand Exporters” prepared for the Ministry of External Relations and Trade in New Zealand.
- ❑ Completed an analysis of passenger and freight traffic of all carriers on the Trans Pacific route for Northwest Airlines.
- ❑ Completed an “Air Freight Market Analysis” for Avalon Airport Geelong Pty Limited.
- ❑ Provided specialist air freight advice on the means, methods, costs, traffic rights, marketing and infrastructure required for the export of perishable products (agribusiness) and other cargo by air from Victoria into Asian and other markets for Avalon Airport.
- ❑ Provided an assessment and definitive quotation for the costing and development of a modern airfreight terminal, complete with all ground handling services to handle up to B747F aircraft at Avalon Airport. Also, completed research into pilot training and other market studies for AeroSpace Technologies of Australia (ASTA).
- ❑ Development of a database of Australasian, Asian, and Pacific Region Airline fleets with a projection of fleet growth and maintenance requirement predictions for the next ten years.
- ❑ Undertook a B707 Aircraft Life of Type Study for the Department of Defence; a review of the Command and Control structure and air passenger movement for the RAAF Movements organisation at Air Headquarters, Sydney, Australia; and a review of inflight catering requirements and entitlements.
- ❑ Analysis and Recommendations to the Queensland Department of Transport on Commercial and Subsidised Air Routes in Queensland.
- ❑ Market research, operational and financial advice to Toyota Aviation (USA) on the Corporate Jet Market, Business Aircraft Market, Fixed Base Operations (FBO's), General Aviation Industry, and Light Aircraft Manufacturing Industry in Australia.
- ❑ Appointed as General Manager - Operations Division of BDW Aviation Services, in association with Blake Dawson Waldron, Solicitors, from 1st October, 1990, to 31st May, 1993, under contract to undertake a wide variety of tasks including research, development, feasibility studies, business plans, staff recruitment, project management and consulting advice.

Resume of Previous Experience

Prior to forming the aviation consultancy, I served in a number of senior aviation management positions of which the following are a brief summary:

- ❑ **National Manager** - B707 Division, Ansett Air Freight, 1988 - 1990.
- ❑ **General Manager Australia** - Transcorp Airways, (Ansett) (B707F) 1985 - 1988.
- ❑ **Royal Australian Air Force**, 1965 - 1985, Wing Commander.

Appointments:

- **Commanding Officer** No. 33 Squadron (VIP) - B707 aircraft.
- **Transport Project Director** - Air Force Office, Department of Defence, Canberra.
- **Transport Operations Manager** - Air Headquarters, Glenbrook, NSW.
- **Operations Flight Commander**, 36 Squadron (Tactical Airlift – C130A/H)
- **Pilot**, 1972 - 1985: Flew Winjeel, Macchi, Caribou, C130 - Hercules and B707 aircraft.
- **Navigator**, 1966 - 1971: Flew Dakota and Neptune aircraft.

Licences: Commercial Pilots Licence No. 405273

Management Qualifications:

- Graduate of Royal Australian Naval Staff College, Sydney, 1981.
- Graduate of Joint Services Staff College (now Australian Defence College), Canberra, 1984.
- Fellow of the Australian Institute of Management (FAIM). Member since 1985.

Dated: 1st September 2012