



# **Industry Capability Network**

# **2025/26 CASE STUDIES**

8 July 2026

*Driving economic growth in Australia and New Zealand  
by supporting local businesses through a trusted Network*

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Dalski | Alexandria

## Construction business taking a long-term view to cement success

With ambitious plans to expand across the country, Sydney-based construction company Dalski is focusing on government contracts and using ICN as part of its arsenal.

Established in 2003, Dalski is a specialist infrastructure engineering, procurement, construction and management company.

According to Business Development Manager, Jackson Sensicle, Dalski “operated very much as just a reliable, but generic, low-level builder, with core revenues of about a million a year”.

However, when Jackson joined as a director in 2020 – just as COVID hit – the business began a revamp and growth that continues today. In fact, the company was able to employ people and keep them employed, during the pandemic when much of the country shut down.

“We went back to basics,” he said. This included going through ISO and the Office of Federal Safety Commissioner accreditations to be able to bid on Australian Government contracts.

“

With Gateway I can look at what is coming up in the market, engage at the feasibility level, get to know who's who in the zoo and then travel through that journey as it goes from feasibility to a proper project.

**Jackson Sensicle**

Business  
Development  
Manager



## Dalski engage in Snow 2.0

Dalski has also established a partnering business currently in the process of being Indigenously affiliated.

Last year, Dalski expanded permanently into Queensland and Tasmania, and has its sights set on the rest of the country in its five-year plan.

For the past few years, it has been working on a project for Snowy 2.0, a relationship that came about thanks to an EOI on ICN Gateway, that put Dalski's name in front on the tier 1 contractors.

"I know that I only am a very small tooth on a very large cog on a project like Snowy. My first submission as a result of the ICN Gateway with Snowy was a \$250,000 laundry building," Jackson said.

"Once I was able to engage directly with the procurement team in Snowy it took me 18 months from the day I first engaged with them to being invited to submit a tender.

"What I am saying is the ICN Gateway provides a lot of opportunity, but you must be diligent and dedicated to longer term efforts."

Since that original EOI submission, Dalski has delivered contracts worth more than \$20 million to Snowy 2.0.

Jackson said he uses ICN Gateway to help understand what projects are coming up over the medium to long term.

"I can look at websites displaying all tenders due within the next four weeks.. This is such an effective use of my time, and I can drum up work tomorrow," he said.

"What Gateway does is it allows me to forward think, to look at what's going to happen 12 months, 18, five years, even.

"In my role, I have to look at today, look at the immediate future and then look at the long-term future. And I'm constantly throttling on or off depending on what's in the market.

"With Gateway I can look at what is coming up in the market, engage at the feasibility level, get to know who's who in the zoo and then travel through that journey as it goes from feasibility to a proper project."



Over the past year, Dalski has upgraded its Gateway subscription to premium, with a view to using the platform and ICN's expert consultants to help him grow the business through getting more government contracts, including in the Defence sector.

Go to the [Dalski](https://dalski.com.au) website to find out more about the work it does.

By engaging at the feasibility stage and leveraging Gateway, Dalski develops the vital contacts to then be on the front foot when projects are approved and requests for tender are released.

Jackson uses the offshore wind projects currently on Gateway as an example of how he uses the platform to forecast and develop long-term plans for Dalski.

"Having access to these large future projects, it doesn't matter to us that an offshore wind project may not actually go into construction for five or eight years," he said.

"Because in five- or eight-years' time, Dalski is a national business, and where we'll sit in that project will be much higher as well.

"If that offshore wind project was to go tomorrow, we would be more limited in our capacity."

"ICN Gateway provides a lot of opportunity, but you must be diligent and dedicated to longer term efforts."

**Jackson Sensicle**  
Business Development Manager  
Dalski



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DCL Engineering | Port Kembla

## ICN a “tool belt” for breaking into Defence industry

DCL Engineering is an Indigenous-owned business success story that has grown over 6 decades to become a preferred supplier to some of Australia’s largest companies, such as BHP, Bluescope Steel, Rio Tinto and Glencore.

Now, with the help of ICN NSW, it has its sights set on the lucrative Defence industry.

For three generations, the Green family has focused on growing the business, from its humble beginning as Dry Cleaning and Laundry (DCL) Products to now operating 3 NSW locations – Wollongong, Newcastle and a head office in Fairfield East – and employing 60 people.

Ben Green whose grandfather Billy started the company as a sole trader in 1959, attributes its success to “focusing on the client’s needs, working hard, building a positive relationship, but then also trying to see what was happening in industry and market to keep up with the trends”

Ben’s dad, Greg, and Uncle Mark expanded the business to now offer a range of services such as gearbox overhauls, machining,

“

ICN is crucial for working towards getting more Defence experience as it helps DCL Engineering understand the “challenging process” of Defence sector entry, providing a “tool belt” of resources and connections.

**Ben Green**

General Manager  
DCL Engineering



## DCL Engineering | Port Kembla

fabrication, metal spray, reverse engineering and technical services.

"Overtime we have grown to keep up with industry and to meet our client's needs"

"Our first major change was the move from Camperdown to Fairfield east, to increase our machining and fabrication capabilities in 1972"

"The surface engineering division (Metal spray) was then established in 1998 to add another process for our gearbox overhaul capability.

"We then saw the need for another gearbox facility near our clients down south, so the Port Kembla branch was established in BlueScope steel haven in 2007"

"With the business growing we needed to provide more support to our sales and site work in the Hunter Valley, so we set up another workshop focusing on site services and gearbox repairs in 2012"

"In 2020 we celebrated 60 years as a company which is a great achievement"

"Our most recent investment was the purchase of Williamson tool and engineering , including four large CNC machines to help increase efficiency and our larger machining capability"

Ben, whose role is General Manager, Operations, said DCL's return and repeat clients make up about 80 percent of the business.

"We find once we get our foot in the door and we deliver a high-quality service or product our clients keep coming back"

"We are always transparent with our clients, keeping them updated on the progress of each job, working to always solve their problems or make improvements."

DCL Engineering has clients all over the country and in multiple industries such as mining, paper, steel and ports.

"We are specialists in the area of breakdowns," Ben said. "We have our own metal spray and machining division which help us turn around damaged components faster.



DCL Engineering | Fairfield

"We provide our clients with the full service with their equipment, completing the following"

- Online and offline inspections with detailed reports
- Removal and installation with laser alignment across three locations
- Disassembly, inspection, overhaul , reverse engineering and final testing
- Gearbox selection and supply

"It's not unusual to have a breakdown nearly every week, but we can do it from start to finish, and we have the staff ,capabilities and the machinery to handle these problems.

"If we couldn't do it all ourselves, we'd lose control and we wouldn't be able to keep it all in house."

With such a solid client base, and a lengthy pedigree in mechanical engineering, DCL is now looking to expand further into the Defence sector. That is where ICN comes in.

Although the company already has made some inroads into the sector, it sees ICN as a valuable tool for understanding the complex Defence procurement landscape and identifying new opportunities for growth.

As part of this DCL General Manager Transmission and Engineering, Robert Steele-Davidson has attended ICN events, including Defence Day, using the opportunity to meet Defence personnel and understand Defence project requirements, as well as connect with other local businesses to potentially collaborate on larger contracts.

The company recently received its DCRN (Defence Exports Control Client Registration Number) and is exploring potential project opportunities

According to Ben, ICN is crucial for working towards getting more Defence experience as it helps DCL Engineering understand the "challenging process" of Defence sector entry, providing a "tool belt" of resources and connections.

All this growth means the company is now looking at expanding its Sydney facilities, as well as more plans for future growth interstate in the future.

Go to the company website for more information about [DCL Engineering](https://www.dcl-engineering.com.au).



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Absolute Mesh and Steel | Wagga Wagga

## Wagga Wagga small business has blueprint for success

Wagga Wagga steel reinforcing company, Absolute Mesh and Steel, has leveraged almost 30 years of industry experience, as well as strategic investments in technology, to transform from two-person startup in 2016 to a thriving regional contractor.

Over the past decade, the company expanded to eight full-time staff and has moved from local residential jobs to major infrastructure projects across multiple states. More recently, it received a significant boost through engaging with ICN NSW to land a significant package of works with the Hume Link Project.

"We would not have had direct contact to the buyers without ICN," Director Wayne Green said, adding that ICN's Murray Riverina Regional Manager, Geoff Reardon, played a critical role in introducing Absolute Mesh and Steel to the HumeLink project.

"We went to a lot of those meet the buyer meetings, pushing to get on the tender list. And just got completely overlooked. We didn't even get the opportunity to tender for the first round of works."

“

We would not have had direct contact to the buyers without ICN. ICN's Murray Riverina Regional Manager, Geoff Reardon, played a critical role in introducing Absolute Mesh and Steel to the HumeLink project.

**Wayne Green**

**Director  
Absolute Mesh and  
Steel**



Geoff's persistent advocacy, however, led to an on-site meeting with HumeLink's construction manager.

"He came and checked our capabilities – he didn't actually realise there was anybody local that could supply the works they required."

The company's only real local competitor in the Wagga Wagga region is a satellite operation of a national business, not set up to do the level of work that Absolute Mesh and Steel can handle.

Apart from Humelink, Geoff introduced Absolute Mesh and Steel to a piling contractor that led to subcontracting on the Transport for New South Wales bridge replacement projects, and the company is also in the running for Defence infrastructure upgrades in the Wagga Wagga region.

The company's growth strategy focuses on leveraging technology and building strategic relationships. Their automated processes allow them to compete effectively against larger metropolitan competitors, while maintaining the agility of a local business.

Its geographical reach extends well beyond Wagga Wagga, with current projects in Queensland, South Australia, Victoria and New South Wales. And it has plans for continued expansion.

Projects range from the Wagga Wagga Base Hospital car park and biomedical centre, to critical infrastructure, such as substations for the HumeLink transmission lines.

According to Wayne, the company's ICN subscription has delivered exponential returns. By providing introductions, facilitating networking and offering platform access, ICN has helped Absolute Mesh and Steel transition from local contractor to multi-state infrastructure provider. And Geoff has been pivotal in this journey.

"He's been a real advocate for us being a local business," Wayne said, highlighting the importance of personalised business support.

Before ICN, Absolute Mesh and Steel relied primarily on local word of mouth. Now it is well on the way to building a solid reputation with major project owners across the country.

Looking forward, the company has plans to further develop its brand in the Australian infrastructure industry. Its success demonstrates how targeted networking, technological investment and local business support can create significant growth opportunities.

Visit the company website for more information on [Absolute Mesh and Steel](#).



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## NSW Renewable Energy Zones

### Building economic stability for regional NSW

Regional businesses across NSW continue to have significant opportunities to get involved with one of 5 Renewable Energy Zone (REZ) projects across the state. These zones will harness wind and solar resources to keep the lights on and deliver clean, affordable and reliable electricity.

A NSW Government statutory authority, EnergyCo, is leading the development of the REZs: the Central-West Orana REZ, New England REZ, South West REZ, Hunter-Central Coast REZ and Illawarra REZ.

“With Australia’s coal power stations reaching the end of their life, renewable energy is essential to keeping the lights on,” EnergyCo Senior Project Officer, Regional Development, Robbie Hayman-Mitchell said.

“Our main focus is energy security, and building long term economic sustainability across the local supply chain.”

Working with Industry Capability Network NSW (ICN NSW), EnergyCo intends to maximise opportunities for local businesses, both in the short and long term.

Through strategic partnerships and early engagement, both organisations are committed to driving regional economic growth, empowering local communities and ensuring local businesses are well-placed to benefit from the REZ projects.

“

Working with Industry Capability Network NSW (ICN NSW), EnergyCo intends to maximise opportunities for local businesses, both in the short and long term.



The ICN Gateway has been advertising EOIs and listing individual work packages since the collaboration began, and recently launched a dedicated [Renewable Energy Zones](#) page, providing a centralised hub where buyers and suppliers can connect.

“As the REZs are getting constructed, the main vision of the dedicated REZ page is to promote opportunities within those regions and help local businesses stay informed about tenders and upcoming contracts.” Robbie said.

“We want to leave a lasting legacy, creating ongoing employment and opportunities for local businesses and workers that continue well beyond the construction phase.”

EnergyCo is also working with ICN to support and engage local suppliers through:

- business briefings and workshops to boost awareness of procurement opportunities
- supplier assessments to verify and filter local business capabilities
- promote work packages within REZ projects to ensure local businesses can access tenders and contracts
- support diversity, inclusion, and local supply chain participation.

While each REZ is unique in its approach to local supplier content, all EnergyCo projects are bound by NSW Government policies including

the Infrastructure Skills Legacy Program and Aboriginal Procurement Policy.

This flexible approach allows proponents to achieve targets through different methods, but with consistent underlying goals of supporting local businesses, creating regional employment and building long-term economic sustainability. These obligations are not strictly mandated fixed percentages, but rather collaborative commitments between government, proponents and local businesses.

### **Central-West Orana Renewable Energy Zone**

The Central West-Orana REZ is the most advanced in the state, with the project now in the delivery phase.

EnergyCo appointed ACERZ, a partnership of ACCIONA, COBRA and Endeavour Energy, to design, build, finance, operate and maintain the REZ transmission network.

The Central-West Orana REZ is expected to attract up to \$25 billion dollars in private investment.

It is forecast to support an annual average of about 1,850 direct jobs in the local area during construction, and about 930 ongoing operational jobs from 2034.

Since July 2024, ACERZ has participated in 19 industry briefings across 6 towns, with almost 500 people attending.

"These workshops targeted small to medium enterprises and Aboriginal-owned businesses seeking to craft concise capability statements for tender submissions and business introductions," ACERZ Workforce Development and Training Manager Sonja Malcolm said.

"Participants were provided with tailored templates and practical tools to support the development of their statements and received individualised feedback on draft versions following the sessions."

From May to October 2025, 75 new businesses registered their interest in the Central-West Orana REZ, with 80 Expressions of Interest (EOIs) against 7 work packages.

That makes a total of 1359 EOIs against 137 work packages.

As of September 2025, 157 packages have been awarded, with 124 of these going to Australian businesses.

"Awarded contracts include camp design and construction, office and amenities installation, earth works, PPE, cleaning services, camp operations, concrete supply and concrete batch establishment," Sonja said.

Over the next three to six months, ACERZ is expected to list more work packages and provide further opportunities on the ICN gateway including:

- occupational hygiene testing
- emergency equipment supply and maintenance
- cable ladders and trays supply
- lightning protection masts
- low voltage and fibre optic cabling and lighting installation and testing
- medium voltage and low voltage reticulation
- aviation warning lights and markers supply
- design and construction of the Mudgee maintenance facility.

## Hunter-Central Coast REZ and New England REZ

EnergyCo is planning four major energy projects for the Hunter and New England areas:

- The [Hunter Transmission Project](#) will carry electricity from the inland REZ projects to other parts of the state. It is one of the state's most critical energy infrastructure projects.
- The [Hunter-Central Coast REZ Network Infrastructure Project](#) will unlock 1 gigawatt of network capacity for new generation and storage projects. This will be the first REZ in Australia to upgrade existing distribution poles and wires – an approach that minimises impacts on surrounding communities and on the environment.
- The [Waratah Super Battery Project](#) is nearing full commission and will act as a shock absorber for the grid during events like lightning strikes.
- The [New England Renewable Energy Zone Network Infrastructure Project](#) includes a new transmission line that will run through the Upper Hunter carrying electricity from the New England region through the Hunter to the rest of the state.

EnergyCo will also deliver infrastructure projects such as road upgrades and logistics.

- The [Port to Renewable Energy Zones road upgrades program](#) will support the transport of large equipment to inland REZs.
- The [Newcastle Logistics Precinct](#) will provide additional storage at the Port of Newcastle for renewable energy developments.

According to Walter Mansfield, EnergyCo's Senior Advisor Regional Coordination, the Hunter-Central Coast region is relatively small compared to other REZs, it is critical to delivering projects state-wide.

"Alongside the Waratah Super Battery, the Hunter-Central Coast REZ projects are essentially an upgrade of the existing distribution network infrastructure. It will be delivered by Ausgrid, with construction due to start early next year, once the formal deed has been signed," Walter said.



The Hunter Transmission Project is a partnership between EnergyCo and Transgrid to build a new transmission line that will provide the backbone of the state's electricity grid for generations to come.

"Newcastle Logistics Precinct and the Port to REZ programs are focused on improving the capability of the road infrastructure and logistics ecosystem to support the import and movement of renewable energy componentry from Port of Newcastle to the Central Western-Orana and New England REZs, which will be the big hitters in terms of energy generation."

To engage local suppliers, and gauge local interest and capability, the NSW Department of Primary Industries and Regional Development (DPIRD) held a pilot series of workshops across the region earlier this year.

"NSW DPIRD has a Regional Economic Development team with economic development experts on the ground all around NSW who've been supporting the rollout of the renewable energy zones from a supply chain perspective," Walter said.

The success of the pilot program has led to an agreement between EnergyCo and NSW DPIRD to expand the program into a new series called Ready for Renewables – Business Workshops. The structure of the workshops is to inform and to upskill. Informing the local supply chain of

the projects, available work-packages and delivery timeframes and backing this up with an upskilling component to deliver hands-on activities to upskill businesses on preparing professional tenders and quotes.

EnergyCo is also collaborating closely with ICN NSW on delivery of these workshops to leverage the ICN Gateway and its dedicated REZ page.

#### **South West REZ**

The South West REZ has several projects in various stages of planning and approval, with construction expected to begin by late 2026/early 2027:

- Dinawan Energy Hub
- Pottinger Energy Park
- Yanco Delta Wind Farm
- Bullawah Wind Farm

TransGrid is also currently delivering Project Energy Connect and is planning the Victoria-NSW Interconnector West transmission line.

EnergyCo, in partnership with the DPIRD, is set to host a series of industry training and briefing events in 2026, aimed at supporting local businesses to participate in South West REZ procurement opportunities.



Following the successful inaugural South West REZ Roadshow in May that attracted more than 200 local businesses, the upcoming events promise to be a crucial networking platform for regional suppliers.

"We wanted to provide an opportunity for networking with both developers and major contractors, but also between local businesses as well," EnergyCo's Manager for Regional Coordination, South West REZ, Matilda Hartwig, said.

The briefings and training workshops will target a diverse range of businesses, from machinery hire to steel providers, hospitality and cleaning services to construction and engineering firms.

A key focus of the events will be providing direct access to procurement teams and offering critical training. The workshops will include training to support local businesses, to ensure that they have the requisite knowledge and capacity to deliver and tender for these projects.

"With projects expected to commence construction by late 2026/early 2027, these events and training workshops present a critical early engagement opportunity," Matilda said.

"The workshops will help businesses understand procurement processes, learn about sustainability requirements, and potentially form collaborative partnerships. We really want to provide that opportunity for networking with both the developer but also the major contractors. Getting the developers and major contractors down to the South West REZ early and often is important."

These events also offer an opportunity for local businesses to network with each other and potentially identify partnership opportunities.

"A single local company might not necessarily have all the services required for a package of work, but there may be opportunities for local businesses to partner up to provide a larger service offering that could take on a package," Matilda said.

To find out when industry events and training will be held, visit the [South West REZ page](#) and sign up to the newsletter.

For more information or to express interest in the opportunities available, visit the [REZ and Priority Transmission Infrastructure projects](#) topic page.



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Maryvale Solar & Energy Storage | Wellington

## Communication and local expertise the key to success

Gentari's Maryvale Solar & Energy Storage Project (the Maryvale Project), near Wellington in Central West NSW, is a powerful example of how the Industry Capability Network connects local and regional suppliers to major renewable energy projects.

The Maryvale Project is located within the Central West Orana Renewable Energy Zone and is committed to sustainable energy production and genuine community engagement.

"Our job is to get out there and promote local business and employment opportunities," Community Engagement Manager Patricio Muñoz said, highlighting Gentari's commitment to the regional workforce.

Patricio had engaged with ICN NSW in previous roles and knew it played a crucial part in facilitating local business engagement. "I'd seen the effectiveness of ICN in connecting businesses with project opportunities," he said.

When he started work at Gentari, he signed up to Gateway by ICN and got in touch with ICN Regional Manager Central West, David Norris.

“

ICN has helped to break down barriers by unbundling work packages and making project opportunities less overwhelming for small and medium-sized businesses.

**Patricio Muñoz**

**Community  
Engagement  
Manager, Gentari**



Patricio believes this partnership has been central to delivering positive outcomes. For instance, ICN has helped to break down barriers by unbundling work packages and making project opportunities less overwhelming for small and medium-sized businesses. They have also hosted industry briefing sessions, allowing businesses to meet the project team.

"There are a lot of amazing regional businesses," Patricio said. "But, for businesses, getting the word out about what you do and where you might be able to help can be difficult".

ICN can also help bridge this gap by providing workshops on tender writing, business capacity building and creating opportunities for local companies to collaborate.

At the heart of this success story is David's deep community connections and proactive approach, both instrumental in creating meaningful local opportunities. David's understanding of the many projects happening within the Central West Orana Renewable Energy Zone allows businesses to better prepare themselves and to build meaningful connections.

The Maryvale Project was awarded a Long-Term Energy Service Agreement (LTESA) under the NSW Government's Electricity Infrastructure Roadmap. As part of this Agreement, social license commitments ensure the project fosters First Nations participation, supports underrepresented groups and creates opportunities for learning workers and apprentices.

At peak construction, the project will create approximately 360 jobs, with a strong emphasis on local and regional employment opportunities. Once operational, it will deliver up to 172 MW of dispatchable clean electricity – enough to power around 82,000 homes annually – while helping to avoid up to 411,788 tonnes of carbon emissions each year.

In early 2025, Gentari appointed PCL Construction as engineering, procurement and construction contractor, with preliminary work starting midyear.

Looking beyond the Maryvale Project, Gentari is expanding its renewable energy portfolio, with upcoming projects in Victoria and Queensland.

"We're committed to working closely with local and regional businesses," Patricio said. "Our ongoing partnership with ICN will ensure that we continue to tap into the skill and experience found across regional Australia".

As renewable energy continues to expand, organisations like ICN will play an increasingly crucial role in ensuring that local businesses and communities are not just observers, but active participants in the green energy revolution.

For more information about the Maryvale Project, go to [Gentari's website](https://www.gentari.com.au).



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Riverina Civil & Plumbing | Wagga Wagga

## Riverina small business grows while keeping focus local

From a small, family-run operation established in Wagga Wagga five years ago to a key player in the Riverina's civil construction industry, Riverina Civil & Plumbing is a solid example of a successful regional business.

The company's foundations are built on over 20 years of experience in the industry. Founder Chris Langfield leveraged his initial background in plumbing to expand and upskill into civil construction.

His daughter, Sara, who works in the family business on a part-time basis while studying, said Chris moved the family from Cobar to Wagga Wagga about 10 years ago seeking better opportunities for his daughters. After five years of working as a sub-contractor and project manager, the family formally established Riverina Civil & Plumbing.

They've focused on keeping work local and maintaining a family-based approach while steadily increasing their capacity and project portfolio.

"We've grown quite big within the Riverina over the past five years," Sara said. "We started with two employees, and now we're up to 12. And we are always on the hunt for more."

“

The main benefits of an ICN subscription are the networking opportunities, getting first-hand information about projects and learning what is on the horizon.

**Sara Langfield**

**Riverina Civil & Plumbing**



We've covered a lot of projects now in Wagga and within the Riverina. We have also worked in places a little further out, such as Jindabyne, Albury and Ungarie.

We try to keep all our work local, within Wagga or the Riverina. This keeps our people happy, they can stay at home."

With this intention to grow and thrive in the Riverina region comes the need to be aware of, and seen by, local projects. Which is where Riverina Civil & Plumbing leverages its ICN Gateway subscription, as well as ICN's networking opportunities.

Thanks to submitting an EOI on ICN Gateway, the company won a wet hire supply contract with Humelink, hiring out a machine and an operator as needed. It's also doing some sub-contracting for Melbourne-based ACE Civil on the redevelopment of Riverina Defence bases.

"We've gone through all the ICN steps, all the meetings and everything, but we're currently going to be subbing in the Defence project. There is some hope in the future that we will continue to work through the ICN platform."

For Sara, the main benefits of an ICN subscription are the networking

opportunities, getting first-hand information about projects and learning what is on the horizon.

"We generally like to attend all the industry briefings for the work very interested in," Sara said.

"The most appealing thing is showing our faces and obviously getting the up-to-date information. It is important to attend to have a better understanding of timelines and project specifications for first-hand information.

It's putting our faces out there and showing our interest in the project to the managers and the site foremen and anyone that's there from their companies.

We've made some connections with key people just by attending the events.

It's also good to catch up with other subcontractors in town. We like to get their opinion on how they think it's going to go for their company, and that also helps us reflect on what it's going to look like for us."

The benefits Sara has seen with an ICN account has led to her recommending it to other businesses, especially for Defence work.

"I called a few other businesses when I signed up for it just so they were on the same page, especially with Defence EOI, with the packages coming through," she said.

Riverina Civil & Plumbing's success shows how a regional, family-owned company can thrive by combining decades of expertise with a proactive approach to networking through leveraging ICN.

Go to [Riverina Civil & Plumbing](https://www.riverinacivilandplumbing.com.au) website for more information.



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BAB Aluminium | Willinga Park Equestrian Centre

## Western Sydney Manufacturer Punching Above Its Weight

When Brian Blowes first started work as a welder at a small fabrication shop in western Sydney, little did he know that just a few years later he would own the business and over the next four decades would turn it highly specialised manufacturer with international reach.

Today, BAB Aluminium is a lean, highly automated manufacturer based in Ingleburn, NSW. The company specialises in aluminium seating, aluminium grandstands, their famous buddy bench and a range of outdoor aluminium furniture with a strong focus on sustainability and Australian-made supply.

"I bought half the business on a loan that was guaranteed by my father," Brian said. A few years later, when his partner wanted out, he took control of the whole company.

In the early days, the company focused on lace railings, gates and other decorative work. That changed when a specialist in remote controls approached the business to manufacture automated gates for homes. This opened a new line of work that carried the business through into the late 1990s.

The turning point came with the 1991 recession, when demand for luxury home improvements collapsed.

“

A key enabler of the company's visibility into larger and more complex projects has been its relationship with ICN.

**Brian Blowes**

CEO

BAB Alumium



## BAB Aluminium | Canberra

"I realised then that we needed to change the business model to fireproof it," Brian said.

A request from a local school for aluminium seating became the spark for that change. Brian sourced extrusions from Alcan (now Capral) but balked at the cost of imported steel brackets.

"They were like 25 bucks a pop, which was a fortune back then. I thought, 'I can make my own.' So I did," he said.

From that moment, BAB Aluminium shifted into aluminium seating systems, a niche that grew into a substantial national and export business. Today, BAB Aluminium has their seats on a Thames River boat in London, high-speed ferries in Thailand, the US Embassy in Singapore to name just a few.

Today, BAB Aluminium manufactures a range of:

- school and community seating
- tables and benches (including accessible designs)
- modular grandstands, from small, demountable units for local clubs to larger structures seating up to 1,000 people

"Look, we sell to everyone – you might have one in your backyard," Brian said.

Operating with a small specialist team, BAB Aluminium has invested heavily in automation and precision equipment to keep output high and quality consistent.

A strategic move from Chipping Norton to Ingleburn allowed the company to consolidate three smaller manufacturing facilities into one larger premises that houses three robotic welders, a three-axis CNC mandrel bender, presses, folders and other specialist machinery. "Today, we process around 140-150 tonnes of aluminium a year."

The Ingleburn facility is also closer for Brian to go home to his family farm in Crookwell on weekends.

BAB Aluminium is the parent company, and now operates its two other important brands Grandstands Australia, Australia's leading aluminium grandstand manufacturer, and Buddy Bench Australia, the anti-bullying bench initiative for schools and community spaces.

Sustainability is central to BAB Aluminium's success. The company uses super green, low-carbon aluminium from Capral and designs its products for durability, reuse and recyclability.

BAB Aluminium is also committed to a local supply chain, as well as being a long-standing member of the Australian Made campaign and featuring in Capral's "Crafted with Capral" initiative.



Looking ahead, BAB Aluminium is extending its fabrication expertise into streetscape and urban furniture, collaborating with a leading Perth architectural design firm to partner in manufacturing and distribution of their outstanding range of complementary products on the east coast.

It's clear that BAB Aluminium punches well above its weight thanks to its long history, technological capability, strong partnerships, and industry leadership including with ICN and Capral.

For more information, visit [BAB Aluminium](https://babaluminium.com.au).

A key enabler of the company's visibility into larger and more complex projects has been its relationship with ICN.

Brian first connected with ICN Regional Manager Western Sydney, Raquel Bloom, through the Southern Strength Manufacturing Alliance, a network of manufacturers spanning Sutherland, Campbelltown, Liverpool and surrounds.

Since then, ICN has supported BAB Aluminium by:

- referring grant opportunities
- encouraging and supporting nominations for manufacturing awards
- facilitating introductions to opportunities with major clients
- providing a platform via Gateway, where BAB Aluminium has lodged expressions of interest, including proposals for 2032 Brisbane Olympic venues.



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Boom Logistics | Port Kembla

## Heavy lift specialists powering Snowy 2.0

Heavy lift crane specialists, Boom Logistics, has carved out a niche in major infrastructure, industry and renewable energy projects, with a footprint that covers much of Australia's east coast.

With more than three decades of experience behind it, Boom Logistics is a supplier of choice for some of the most technically difficult jobs in NSW, Victoria and Queensland.

"We mainly specialise in projects like major infrastructure projects and wind farm maintenance," Business Manager – East Coast Projects, Stewart Lawson, said.

"Our particular division specialises in all terrains and crawlers from 100 tonne and up."

The business operates predominantly as a wet hire provider, supplying both cranes and experienced crews, along with associated rigging equipment, to deliver turnkey lifting solutions on complex projects and complex sites.

In 2020, Boom Logistics won a tender through Gateway by ICN to support the tunnel boring machines (TBMs) at Snowy 2.0.

What began as a defined package of TBM work has evolved into a broader remit across the project.

“

ICN is more than just a listing site. It helps to align their specialist heavy lift capability with major project owners and tier one contractors looking for proven capability.

**Stewart Lawson**

Business Manager  
– East Coast  
Projects, Boom  
Logistics



"It just keeps evolving," Stewart said, adding that Boom Logistics now supports multiple sites across the Snowy 2.0 project, working in extremely challenging terrain and environmental conditions.

At first, poor access roads meant large cranes had to be transferred from standard road transport to specialised vehicles just to get them onto site. Then the 2019 bushfires ahead of the project's ramp up destroyed early camp infrastructure.

And all the complexity is compounded by the fact that the project is in the middle of a National Park.

Despite these hurdles, Boom Logistics has maintained a workforce of around 50 people on the project, using a mix of local and fly in-fly out or drive in-drive out personnel. It has also allowed the company to hire more permanent staff.

"It's one of the biggest projects we've been involved in," Stewart said. "It's one of the most complex projects we've done over my construction career ... but it's been a rewarding project for our team."

Boom's involvement in Snowy 2.0 is proof of the ongoing value that ICN brings to Australian small to medium enterprises.

Boom Logistics uses the ICN Network and its Gateway platform as a strategic tool for business development, alongside other market intelligence services.

"We do use Gateway by ICN and a number of other platforms, to alert us of upcoming projects," Stewart said.

"We take a targeted approach to the opportunities we pursue, and we use ICN and other tools strategically identify and secure the work that aligns with our capabilities."

According to Stewart, ICN is more than just a listing site. It helps to align their specialist heavy lift capability with major project owners and tier one contractors looking for proven capability.

"It adds definite value to our business," he said.

Apart from the Snowy 2.0 project, Boom Logistics has also been awarded work via Gateway on the Mount Ousley/Princes Highway upgrade. Its cranes will support the construction of multiple bridges designed to improve safety and relieve congestion at the key entrance to Wollongong.

Companies like Boom Logistics demonstrate how the Gateway platform can help connect major projects with the specialist capability, supporting local employment and ensuring complex work packages are delivered by skilled and experienced contractors.

For more information on Boom Logistics, visit the [company website](https://boomlogistics.com.au).



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[gateway.icn.org.au](https://gateway.icn.org.au)





EV Coaching and Consulting | Barthurst

## Supporting regional business a key to sole trader success

Running a home-based B2B business that services regional companies isn't everyone's idea of a growth strategy – but for Erika Kilburn (nee Vass) her connection to the community is exactly what makes EV Coaching and Consulting a success.

Based in the Central West of NSW and working largely from home, she has built a business focused on business development, market research and strategic social media for organisations west of the Great Dividing Range.

Her core work is helping companies understand their markets, communicate professionally and position themselves for major projects.

"The business development side incorporates market research, stakeholder and community engagement and how to build on it strategically," she explained. "I look at what is currently being done, what the business wants to achieve and then planning for the next three to six months, while touching base with them regularly."

Recent projects include market research for Darling Irrigation, which services Far West NSW, and strategic social media and content for civil construction firm Keeton Contracting.

“

I reached out to David simply to understand the landscape and make connections, and over time that relationship has helped turn a small idea into a sustainable business.

**Erika Kilburn**

Founder of EV  
Coaching and  
Consulting



And it was her connection with ICN Regional Manager Central West, David Norris, that helped her land both clients.

Initially, she reached out to David simply to understand the landscape and make connections. Over time, that relationship has helped turn a small idea into a sustainable business.

"I gave him a ring and I said, 'I've got my own little business. I'd love to be able to meet up with you,'" Erika said, adding that she felt the projects in the works in the Central West showed regional capability that she would like to connect with.

That relationship led to introductions to local companies that David believed would benefit from EV Coaching and Consulting's services.

"Genuinely, I wouldn't be where I am today without David," Erika said.

For Darling Irrigation, that service was mapping opportunities and relationships across a vast geographic footprint.

"They were looking at projects to tender across Far West New South Wales and close to Dubbo, looking at stakeholders that they could engage with, and industry events as well," she said, "The best thing was the stakeholder part, I've never searched and researched so many people on LinkedIn before."

With Keeton Contracting, her focus has been on professional, portfolio-style social media content that supports future tenders as much as it builds brand presence.

"My social media service is on a strategic level," she said. "My focus is more on that portfolio base and projects so it's professional, clean, tender-ready but it also has a story behind it as well."

Crucially, she brings local knowledge to every engagement.

"Imagine hiring somebody from south-west Sydney who's never been out to Molong," she said. "I understand what's going on locally, I know who to go to, and I know how to target that demographic as well. I'm not just an outsider looking in," Erika said

Her service area is deliberately broad but distinctly regional.

"At the moment, my patch is regional New South Wales, from Tamworth to Albury, Lithgow out to Broken Hill, and everywhere in between."

Through her ICN subscription, she gains visibility of upcoming work, understands which businesses might need support to become tender-ready, and can position her services where they'll have the most impact.

For Erika, it all comes back to making sure regional capability is seen, understood and ready when opportunity knocks.

Find out more about [EV Coaching and Consulting](#).



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## Inland Rail

### Building A Lasting Legacy Across Three States

As one of Australia's most significant freight infrastructure projects, Inland Rail is a large undertaking by any measure. But for Inland Rail's Location Content Manager, John Abraham, the real story is what it means for regional communities.

"Inland Rail is essentially 13 projects from Victoria to Queensland," he said, adding that it is being built in stages from Melbourne to Brisbane via regional Victoria, New South Wales and Queensland.

The reality of Australia's capacity for such a large project has led not only to this staggered delivery, but also to strong local content commitments and a sustained focus on capability development for regional suppliers. Much of it with the help of a close partnership with ICN NSW.

During the past two years, Inland Rail has completed its Local Supplier Capability Development Program in Southern NSW, delivered in two distinct phases aligned to construction activity:

- Phase 1 (2024) – along the Albury to Parkes section, with multiple workshops over six months in Parkes, Forbes, Wagga Wagga and Albury.
- Phase 2 (just completed) – along the Illabo to Stockinbingal section, with workshops held in Cootamundra and Junee.

“

Geoff and his work ethic and manner of approach with project proponents, our principal contractors, other regional buyers and local industry is exceptional and unique.

**John Abraham**

Inland Rail's  
Location Content  
Manager



Inland Rail - Illabo to Stockinbingal

In total, 270 local and regional businesses have taken part in this program. By tracking the spend on participants, John notes that it is nearing \$15 million.

“Their growth into other industries and projects in the short to long term is the unknown story, the legacy we wanted to leave.”

That “legacy” lens is critical. Inland Rail is a large but finite project, but it is keen to give regional businesses the information to position them to win work long after the track is complete.

“The design of the program was deliberate in not simply being about Inland Rail’s supply chain with its fixed lifespan,” John said. “It was about preparing local business to be aware of and ready to consider and pursue all major industries and projects in the region now and into the future.”

To support that, Inland Rail invited other major project owners to attend sessions, that included workshops on such topics as compliance, tendering, and Australian and International Standards.

According to John, the program helped answer three crucial question for small businesses: “Where do I fit in the supply chain? At what tier level? Do I fit at all?”.

And none of this would have been possible without ICN NSW and its regional consultants, including Regional Manager – Murray and Riverina, Geoff Reardon.

Inland Rail uses ICN’s Gateway platform from the earliest stages of each section. First with a general expression of interest (EOI) managed by Inland Rail, and later with detailed packages owned by the awarded contractor. This creates early visibility of opportunities and a rich dataset of interested suppliers across project areas and regions.

But for John, Gateway is only half the story.

“Geoff and his work ethic and manner of approach with project proponents, our principal contractors, other regional buyers and local industry is exceptional and unique,” he said.

Geoff’s role in the Inland Rail project has crossed populating project pages, attending every workshop and actively connecting regional suppliers with buyers. As John describes, it’s often in the very hands-on, “old-school” ways that local businesses value.

As Inland Rail waits for funding confirmation for similar programs north of Narromine, John says he intends to continue this successful partnership model with ICN. A partnership that is shaping not just a rail line, but a stronger, more capable regional supply base for the future.

Learn more about [Inland Rail](#).



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North West Treatment Hub | Riverstone

## Reshaping the future of Sydney's North West

An alliance between Sydney Water, John Holland and design partners KBR and Stantec is reshaping wastewater treatment in Sydney's growing north west, while delivering significant benefits for local and Indigenous businesses.

The first two stages of the North West Treatment Hub (NETH) project involve upgrading two existing wastewater treatment plants at Rosehill and Riverstone to keep pace with demand. Planned future stages will include upgrading the Castle Hill facility.

Rather than delivering the project through traditional client-contractor arrangements, Sydney Water has opted for an alliance model.

"Usually, Sydney Water doesn't do this work themselves. They don't see that as their capability or expertise," Procurement Manager Alex Rodriguez Beidegain said, adding that this alliance model brings the builder, client and designers into one integrated team.

In Stage 1, the alliance has packaged the work and awarded contracts totalling around a quarter of a billion dollars, with construction and delivery expected to be finalised within about 12 months.

“

Throughout this process, ICN, particularly Thuy, has been a crucial partner, providing deep knowledge of the local supplier landscape, making introductions and continually updating vendor information as new businesses emerge.

**Alex Rodriguez Beidegain**

Procurement  
Manager



## North West Treatment Hub | Rouse Hill

The alliance has started procuring suppliers for Stage 2 and Sydney Water has the option to extend the relationship into additional stages.

“If everything goes well, Sydney Water will keep giving us more stages. They want to see how this alliance works and whether we can deliver real value for money,” Alex said.

The project is also reshaping the future of local and Indigenous industry in the region.

From the outset, the alliance team took a structured approach to procurement by breaking the scope into about 270–293 packages and carefully mapping which of those could be delivered by local and Indigenous businesses.

Civil works are where local participation is strongest, with Alex estimating that around 95 per cent of civil packages have been awarded to local business.

To identify and connect with capable suppliers, the alliance has leaned heavily on ICN, drawing on the expertise and knowledge of ICN NSW Operations Manager Thuy Ho.

Early in each stage, Alex has sent ICN detailed package lists, including titles, brief scopes and estimated values, to help match opportunities with businesses registered on ICN Gateway.

This collaboration has been central to the project’s strong performance on social procurement and Indigenous participation.

The NWTW identified around \$60 million in “addressable” spend for Stage 1. This is work that could realistically be delivered by smaller or Indigenous businesses.

The formal KPI was 3 per cent, or around 1.8 million, of that addressable spend be awarded to Indigenous suppliers.

Through proactive engagement, much of it guided and supported by ICN NSW and Thuy, the project has already surpassed that target, reaching about \$3.1 million in Indigenous spend just halfway through Stage 1, with an anticipated outcome closer to 5 per cent.<sup>2</sup>

For Alex, the success of any engagement with local and Indigenous supplies is not just measured in dollar values but in long-term capability building. Working closely with ICN, the alliance has:



- encouraged tier-one and tier-two subcontractors to sub-package scopes to Indigenous businesses
- facilitated partnerships where major electrical and landscaping contractors allocate a portion of their work to Indigenous companies
- supported smaller suppliers to gain ISO certifications in quality, environment and Work Health and Safety, and to become prequalified with Sydney Water.
- promoted social enterprises and organisations employing refugees and other disadvantaged groups, integrating them into landscaping and site works.

For example, a major contractor for a high-voltage electrical package agreed to allocate 20 per cent of its scope to an Indigenous electrical firm and included mentoring and on-the-job skills development in that scope.

This, Alex says, is how smaller firms learn to operate in the demanding world of tier-one infrastructure, with its reporting, safety and environmental compliance rules, as well as improve their technical skills.

Throughout this process, ICN, particularly Thuy, has been a crucial partner, providing deep knowledge of the local supplier landscape, making introductions and continually updating vendor information as new businesses emerge.

“People look at the KPI, but it’s not so easy. You have to do a lot of groundwork, and that’s why ICN comes to the rescue, and someone like Thuy really, really helps us to identify vendors,” Alex said.

“We have awarded a lot of packages to people that are in the ICN database. It’s working, the proof is there,” he said.

For Alex, this project demonstrates the tangible value ICN brings to major infrastructure. It’s not just about populating an online portal, but actively connecting, coaching and de-risking local and Indigenous participation for project owners and contractors.

Learn more about the [North West Treatment Hub](#).



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M. H ROUSE & D. S ROUSE | Coolah

## Leap of faith transforms NSW farmer's cash flow

For Coolah farmer and truck owner, Malcolm Rouse, securing work on the Central West Orana Renewable Energy Zone (REZ) wasn't about the size of his one-truck fleet, but rather persistence, relationships and a calculated leap of faith.

For 30 years, Malcolm's main source of income has been his 2,000 acre mixed farm, with trucking work on the side to make ends meet.

"They first started talking about a REZ probably 20 years ago. It probably only seriously came on my radar in the last couple of years, when I started to get pretty disillusioned with the returns I could make off my farm," he said.

As the REZ gathered pace, Malcolm made a conscious decision to show up wherever and whenever information was being shared.

"Every time there was a meeting in town, whether it was EnergyCo or ICN or some government body that wanted to talk about the REZ or how good it was going to be for everyone, I made a point of getting there and trying to work out how it all worked, who I needed to speak to," he said.

He got in touch with ICN's David Norris, who helped him create his ICN Gateway profile and gave him advice about who to approach about the REZ.

“

I get in touch with ICN's David Norris, who helped me create my ICN Gateway profile and gave me advice about who to approach about the REZ.

**Malcolm Rouse**

Coolah Farmer and  
Truck Owner



"He's never been too busy to speak to me, and if I couldn't get onto him, he's always rung me back."

Malcolm biggest breakthrough, however, was to take an advice from an Acciona manager to invest in a water tanker, something he was told the REZ always needed on site.

On that guidance, Malcolm took a genuine leap of faith.

"I went and spent \$100,000 without a job, because everyone said when they ring you, you've got to be ready. And that's what happened. I got the call 4 o'clock in the afternoon – 'Can you be here at six o'clock tomorrow morning?'," he recalled faithfully.

Since starting subcontract water hauling work at the REZ in August 2025, Malcolm and his wife's finances have been transformed.

"It's 7 days a week, 10 hours a day. It's regular income, which gives us cash flow."

That stability has allowed the couple to take their first holiday in 6 years.

Malcolm has even been in a position to share his good fortune, employing five part time staff, all drawn from his network of friends and neighbours.

"I wanted to help mates, locals, people I knew. I can offer them more than what they make just fencing for their neighbours. They like it because it's regular, it's good money, and it's not as physically hard as digging post holes."

Along the way, Malcolm has navigated a steep learning curve around major-project paperwork, such as anti-slavery policies, work method statements and insurances. with help from his wife, a bookkeeper, supportive project staff and of course, David Norris.

His key takeaway for other small operators is simple.

"The thing that'll get you over the line is contacts – just getting contacts and just keeping at it. And if you ask nicely and you ask the right person, they will help you."

Find out more about the [Central-West Orana Renewable Energy Zone](#).



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