

Project Data Summary Sheet¹⁶⁰

Project Number	SEA1439 Phase 5B2
Project Name	COLLINS CLASS COMMUNICATIONS AND ELECTRONIC WARFARE IMPROVEMENT PROGRAM
First Year Reported in the MPR	2018-19
Capability Type	Upgrade
Capability Manager	Chief of Navy
Government 1st Pass Approval	Oct 06
Government 2nd Pass Approval	Stage 1 - June 15 Stage 2 - March 17
Budget at 2nd Pass Approval	\$599.1m
Total Approved Budget (Current)	\$610.1m
2021-22 Budget	\$33.8m
Complexity	ACAT II



Section 1 – Project Summary

1.1 Project Description

SEA1439 Phase 5B2 is a multiple Second Pass that is delivering a modernised submarine communications system and upgraded Electronic Support measures on the Collins Class submarines. These enhancements will be broadly delivered in two stages. Modernised Submarine Communications System (MSMCS) Stage 1 replaces obsolete Communications Centre (COMCEN) equipment on-board six Collins Class Submarines. MSMCS Stage 1 upgrade is providing the submarines with improved performance, reliability and interoperability with other components of the Australian Defence Force and allied nations. MSMCS Stage 2 is delivering urgent communications systems upgrade including satellite communications that will deliver a submarine internet protocol capability with supporting applications that will significantly reduce operator workloads and improve system management. Funded under Stage 1, but as a standalone capability, Microwave Electronic Support (MWES) system will enable submarines to improve their ability to detect, identify, and localise intercepted signals. This is being installed independently and in parallel with Stage 1 and 2.

1.2 Current Status

Cost Performance

In-year

As at 30 June 2022, financial year 2021-22 expenditure is \$23.6m against the forecast budget of \$33.8m. The variation is due to Milestone delays due to COVID-19 travel restrictions and lower than forecast FMS case and ASC payments.

Project Financial Assurance Statement

As at 30 June 2022, Project SEA1439 Phase 5B2 has reviewed the Project's approved scope and budget for those elements required to be delivered by Defence. Having reviewed the current financial contractual obligations of Defence for this project, current known risks and estimated future expenditure, Defence considers, as at the reporting date, there is sufficient budget remaining for the project to complete against the agreed scope.

Contingency Statement

The project has not applied contingency in the financial year.

Schedule Performance

SEA1439 Phase 5B2 achieved Stage 1 Initial Materiel Release (IMR) on one platform on 26 Nov 19. Due to external factors including COVID-19 consequences, certain SEA1439 capability release milestones (IMR Stage 2 & MWES) have been delayed. Project SEA1439 Phase 5B2 is aware of risks and these are being actively managed.

SEA1439 Phase 5B2 Microwave Electronic Support (MWES) system – significant schedule delay has occurred from Government 2nd pass approval due to difficulties engaging with subcontractors in the early phases of the project. Contractors have now been engaged and progressing to project implementation on platforms in accordance with the schedule re-baselined at Government 2nd pass approval for MSMCS Stage 2.

Delays due to restricted movements of contractor staff across state borders because of COVID-19 have delayed IMR of MSMCS Stage 2 and MWES. MSMCS Stage 2 IMR achieved 20 Oct 21. MWES IMR was further delayed due to delay in completing installation and set to work because of COVID-19 travel restrictions impacting contractor movement; other priority work conducted on the platform; delay in completing equipment installation for the support facility in the Submarine Training and Systems Centre and follow on delay in obtaining objective quality evidence. MWES IMR is now expected end Oct 22. Initial Operational Capability (IOC) for MSMCS Stage 1 & 2 and MWES delayed because of Initial Materiel Releases delay. IOC is expected Dec 2022.

¹⁶⁰ Notice to reader

Forecast dates and Sections: 1.2 (Material Capability/Scope Delivery Performance), 1.3 (Major Risks and Issues), 4.1 (Measures of Material Capability/Scope Delivery Performance), and 5 (Major Risks and Issues) are excluded from the scope of the ANAO's review of this Project Data Summary Sheet. Information on the scope of the review is provided in the *Independent Assurance Report by the Auditor-General* in Part 3 of this report.

Materiel Capability/Scope Delivery Performance

The project has completed implementation of:

- Stage 1 on five platforms which are now in service.
- Stage 1 and 2 training system at the Integrated Test and Training Site (ITTS) and are in use for training.
- Stage 2 on two platforms, which are now in service.
- MWES on three platforms which are now in service.
- MWES training system at the Submarine Training & Systems Centre (STSC)
- Stage 1, 2 and MWES are currently being installed on one platform.

Note

Forecast dates and capability assessments are excluded from the scope of the Auditor-General's Independent Assurance Report.

1.3 Project Context

Background

In December 2004, Defence initiated investigations into potential capability enhancements on Collins Class Submarines. During these investigations, potential obsolescence issues were also raised regarding equipment with the Collins Class Communication Centre. Capability managers along with other relevant parties within Defence developed a number of proposals to address the long term capability requirements of the Collins Class. These issues would be addressed through SEA1439 Phase 5B, with the scope, phases and preferred approach changing several times prior to Government second pass approval.

In November 2013 Defence confirmed the project scope and agreed a two stage approach to Government.

1. Modernised Submarine Communications System (MSMCS) Stage 1 involves the update of obsolete Communications Centre equipment on-board the Collins Class with a military off-the-shelf solution. Stage 1 achieved Second Pass Approval in June 2015 and is currently being implemented across all six platforms and at the Integrated Test and Training Site (ITTS).
2. MSMCS Stage 2 involves the delivery of capability enhancements including the introduction of satellite communications enabling vastly improved data transmission/receive rates in a tactical environment, enhanced networks, and associated ICT infrastructure. Stage 2 received Gate Two approval by Government in March 2017. Stage 2 includes the following capability enhancements across all six platforms and at the ITTS:
 - a. wideband Satellite Communications system;
 - b. classified Local Area Networks to distribute information outside the Communication Centre, referred to as the Submarine Local Area Network Environment;
 - c. network infrastructure to allow multiple classified Local Area Networks (LANs) to access the same IP-enabled Radio Frequency bearer system; and
 - d. tools and applications to effectively and efficiently manage the information flows between the shore communication centres and the submarines, referred to as Submarine Communication Information Exchange Management.

The MWES system will detect, identify, and localise intercepted signals. The MWES capability enhancement will maximise commonality between the Collins class submarines and the wider RAN fleet. Funded under Stage 1, but as a standalone capability, MWES will be installed independently and in parallel with Stage 1 and 2, in a flexible manner so as to achieve the best suited boat at the time of materiel availability.

Uniqueness

SEA1439 Phase 5B2 Stage 1 addresses the obsolescence issues of the legacy maritime communications capability of the Collins Class submarines, and enhances the electronic support based on modernised architectures and standardised systems. The new and upgraded capability will enable new levels of operability and interoperability never before seen on Collins Class submarines. For implementation of Stage 2, the majority of supplies being Government Furnished Materiel. The project has engaged Raytheon Australia as Prime System Integrator to implement MSMCS Stage 2. The Submarine Local Area Network and the Submarine Communication Information Exchange Management elements of Stage 2 are being supplied by the Defence Chief Information Officer Group with the funding for the development and delivery of these systems handed directly to Defence upon Government Second Pass Approval for Stage 2.

The other major component of Stage 2 is the Wideband Satellite Communications component which is supplied under a U.S. Government Foreign Military Sale case.

Major Risks and Issues

The project is currently managing a number of risks and issues including:

Chance of delay to capability set to work and testing because of international travel restrictions/limited international flights. This risk has been realised. Set to work and testing were delayed resulting in delay to materiel release.

Delay to introduce capability due to emergent work impacting timely delivery of Government Furnished Materiel.

Other Current Related Projects/Phases

Navy Minor Project 1941 will deliver an Information Screening and Delivery System (ISDS), and a Military Message system across a number of CCSMs. The ISDS has now been integrated into the SEA1439 Phase 5B2 project and has been implemented on two platforms and a shore system.

SEA1442 Phase 6 provides Wideband Satellite Communications Ground and Space segment, as well as planning and land based infrastructure required to operate the system. The submarine fitted segment of this capability is provided by SEA1439 Phase 5B2 Stage 2.

SEA1439 Phase 5B2 is also related but not dependent on other projects within the SEA1439 program, a full list of these can be found in the SEA1439 Phase 3 - Collins Reliability & Sustainability project.

SEA2273 (Fleet Information Environment Modernisation) is responsible to modernise the extant fleet information environment.

Note

Major risks and issues are excluded from the scope of the Auditor-General's Independent Assurance Report.

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Section 2 – Financial Performance

2.1 Project Budget (out-turned) and Expenditure History

Date	Description	\$m	Notes
Project Budget			
Oct 06	Original Approved (First Pass Approval)	4.1	1
Apr 10	Real Variation – Scope	1.4	1
Sep 12	Real Variation – Scope	1.6	1
Feb 15	Government 1st Pass Approval – Stage 1	36.7	2
Jun 15	Government 2nd Pass Approval – Stage 1	203.9	3
May 17	Government 2nd Pass Approval – Stage 2	351.4	4
	Total at Second Pass Approval	599.1	
Jan 20	Real Variation – Budgetary Adjustment	2.5	9
Jul 10	Price Indexation	0.4	5
Jun 22	Exchange Variation	8.1	
	Total Budget	610.1	
Project Expenditure			
Prior to Jun 21	Contract Expenditure – Raytheon Australia	(172.1)	6
	Contract Expenditure – Foreign Military Sales (AT-P-LFQ)	(76.6)	
	Contract Expenditure – ASC Pty Ltd	(53.7)	
	Contract Expenditure – Jenkins Engineering Defence (JEDS)	(39.4)	
	Other Contract Payments / Internal Expenses	(17.2)	
		(359.1)	
FY to Jun 22	Contract Expenditure – Raytheon Australia	(5.4)	
	Contract Expenditure – Foreign Military Sales (AT-P-LFQ)	(2.2)	7
	Contract Expenditure – ASC Pty Ltd	(7.8)	
	Contract Expenditure – Jenkins Engineering Defence (JEDS)	(6.2)	
	Other Contract Payments / Internal Expenses	(1.9)	8
Jun 22	Total Expenditure	(382.6)	
Jun 22	Remaining Budget	227.5	
Notes			
1	Original approved funding was for development of the Functional Performance Specifications for the future implementation of SEA1439 Phase 5B2 to provide High Data Rate Communications fit for CCSMs.		
2	Government approved SEA1439 Phase 5B2 Stage 1 funding for risk reduction funding for the development of the design of 5B2.		
3	Government approved SEA1439 Phase 5B2 MSMCS Stage 1 to provide a solution to address COMCEN obsolescence issues.		
4	Government approved SEA1439 Phase 5B2-A MSMCS Stage 2 for WBS and SUBLANE implementation. There was no Government First Pass Approval for Stage 2 as this capability enhancement of stage 1.		
5	Up until July 10, indexation was applied to project budgets on a periodic basis. The cumulative impact of this approach was \$0.4m.		
6	The scope of this contract is explained further in Section 2.3 – Details of Project Major Contracts.		
7	US Govt. supply (FMS Case) for Wide Band Satellite.		
8	Other expenditure comprises: Operating expenditure, minor contract expenditure and other capital expenditure not attributable to the listed contracts.		
9	In January 2020, a budget adjustment was applied (\$2.5m) as a correction to Project financial reporting. The project's total approved budget has remained the same as approved by Government.		

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
37.5	33.9	33.8	PBS-PAES: Due to changes to FMS case (AT-P-LFQ) delivery schedule. PAES – Final Plan variation is primarily due to minor contractual commencement delays.
Variance \$m	(3.6)	(0.1)	Total Variance (\$m): (3.7)
Variance %	(9.5%)	(0.3%)	Total Variance (%): (9.8)

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(7.5)	Australian Industry	The variation is due to Milestone delays due to COVID-19 travel restrictions and lower than forecast FMS case and ASC payments
		(2.8)	Foreign Industry	
			Early Processes	

			Defence Processes
			Foreign Government Negotiations/Payments
			Cost Saving
			Effort in Support of Operations
			Additional Government Approvals
33.8	23.6	(10.2)	Total Variance
		(30.2%)	% Variance

2.3 Details of Project Major Contracts

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature \$m	30 Jun 22 \$m			
ASC Pty Ltd	July 12	N/A	88.5	Variable (Cost Reimbursement)	Standard Defence Contract	1,6
Raytheon Australia	Feb 15	32.9	191.1	Fixed	Standard Defence Contract	2,3,6
Jenkin Engineering Defence (JEDS)	Jul 16	10.4	48.5	Fixed	Standard Defence Contract	4,5,6,7
US Government - Foreign Military Sales (AT-P-LFQ)	Jun 17	98.0	105.5	Reimbursement	FMS	6
Notes						
1	ASC Pty Ltd engagement related to SEA1439 Phase 5B2 is not a single contract. ASC is engaged under a number of separate Survey and Quotes (S&Q) tasks under the provisions of the In-Service Support Contract (ISSC) CSP/2012/1. At contract signature no S&Q tasks had been raised for SEA1439 Phase 5B2.					
2	Raytheon Australia received \$32.9m in interim funding by the CoA to achieve Detail Design Review (DDR) prior to full contract award in Mar 16 when the CoA issued a Notice to Proceed post Government Second Pass Approval for Stage 1.					
3	The Raytheon Australia PSI contract has been amended on multiple occasions. The major contract changes are Contract Change Proposal (CCP006) for early implementation of Stage 1 on one platform, and CCP008 for the introduction of Stage 2 workscope.					
4	A Contract Change Proposal (CCP001) was negotiated with a revised scope for the MWES element of the project.					
5	A Contract Change Proposal (CCP002) was approved for remediation works at the Integrated Test and Training Site (ITTS) and option to procure two additional systems.					
6	Contract value as at 30 June 2022 is based on actual expenditure to 30 June 2022 and remaining commitment at current exchange rates.					
7	A Contract Change Proposal (CCP003) was approved to re-baseline milestones affected because of COVID-19 consequences. There is no change to the contract price.					
Contractor	Contracted Quantities as at		Scope	Notes		
	Signature	30 Jun 22				
Raytheon Australia	7	7	Deliveries consist of six Stage 1 & 2 platform fits, plus one Stage 1 & 2 Training System fitted at the Integrated Test and Training Site (ITTS).			
ASC Pty Ltd	6	6	Deliveries consist of platform integration on to 6 Collins Class Submarines of Stage 1 & 2 and MWES.			
Jenkins Engineering Defence (JEDS)	5	7	Deliveries consist of six MWES platform fits, plus one MWES fitted at the ITTS.			
US Government – Foreign Military Sales (AT-P-LFQ)	7	7	Deliveries consist of six Wide Band Satellite (WBS) platform fits, plus one WBS Training System fitted at the ITTS.			
Major equipment accepted and quantities to 30 Jun 22						
Stage 1 systems have been implemented on five platforms which are now in operational service. Stage 1 & 2 training system have been implemented at the ITTS and are in use for training. Stage 2 has been implemented on two platforms and are now in service. MWES has been implemented on three platforms and are now in service. MWES training system has been implemented at the STSC.						
Notes						
1						

Section 3 – Schedule Performance

3.1 Design Review Progress

Review	Major System/Platform Variant	Original Planned	Current Contracted	Achieved/Forecast	Variance (Months)	Notes
System Requirements	Stage 1	Jul 15	N/A	Jul 15	0	
	MWES	Nov 16	Sep 18	Oct 18	23	1
	Stage 2	Sep 17	Oct 17	Oct 17	1	2
Preliminary Design	Stage 1	Nov 15	N/A	Nov 15	0	
	MWES	Jan 17	Jan 19	Feb 19	25	1
	Stage 2	Jan 18	Feb 18	Jul 18	6	2
Detailed Design	Stage 1	Mar 16	Apr 16	Apr 16	1	2
	MWES	Apr 17	Mar 19	Sep 19	29	1
	Stage 2	May 18	Jun 18	May 18	0	
Notes						
1	MWES Function and Performance Specification had taken longer than expected to finalise. Detailed Design Review completed 8 May 2019. Detailed Design Review acceptance signed 19 Sept 2019.					
2	Variance is due to delays in processing and acceptance of documentation delivered by the contractor.					

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3.2 Contractor Test and Evaluation Progress

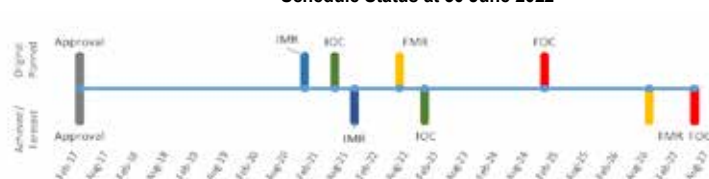
Test and Evaluation	Major System/Platform Variant	Original Planned	Current Contracted	Achieved/Forecast	Variance (Months)	Notes
System Integration	MSMCS Stage 1	May 17	Jun 17	Jul 17	2	1,4
	MWES	May 18	Nov 19	Mar 20	22	2
	MSMCS Stage 2	Jun 19	Jul 19	Jul 19	1	1,6,8
Acceptance	MSMCS Stage 1	Jun 24	Apr 18	Jan 18	(77)	7
	MWES	Jul 19	N/A	Aug 21	25	2,5
	MSMCS Stage 2	Jun 20	N/A	Jun 20	0	3,6,8
Notes						
1	MSMCS Stage 1 & Stage 2 System Integration is based on completion of CAT 3 Testing by the Prime System Integrator (PSI) in accordance with completion milestones within the PSI contract and the Test and Evaluation Master Plan (TEMP).					
2	MWES System Integration is based on First of Type (FOT) Set-to-Work (STW). System acceptance is based on completion of successful FOT Harbour Acceptance Trial completion. Original system integration date based on planned FOT installation that was subsequently transferred to a different platform in a later maintenance period.					
3	MSMCS Stage 1 & Stage 2 Acceptance is based on the Commonwealth's acceptance of the completion of CAT 4 testing in accordance with completion milestones within the PSI contract and the Test and Evaluation Master Plan (TEMP).					
4	Variance is due to extended duration for processing and acceptance of documentation delivered by the contractor.					
5	MWES implementation delayed due to immature procurement strategy and Function and Performance Specification (FPS). This has now been resolved with implementation completed in FOT platform. Commonwealth's acceptance is at completion of CAT 4 testing. Completion of CAT4 testing and Harbour Acceptance Trial on First of Type platform delayed due to COVID-19 related travel and working condition restrictions. Additional delay to CAT 4 testing due to COVID-19 travel restrictions between states and unavailability of platform resulting in deferral of CAT 4 testing.					
6	Implementation schedule understanding has matured since the MAA was originally developed.					
7	System acceptance achieved 6 months early due to the acceleration of the MSMCS Stage 1 installation with platform 2 installation brought forward 77 months from a Full Cycle Docking to an earlier Mid Cycle Docking.					
8	Systems Operation and Verification Testing (SOVT) of Wideband Satellite Communications system under Stage 2 completion is acceptance of supplies from the US Government under the Foreign Military Sales case. SOVT transitions supplies from US Government to the CASG. CASG transition the WBS to the Submarine sustainment organisation. SOVT of WBS system is not a precondition to Stage 2 acceptance.					

3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR) (Stage 1)	Jul 18	Nov 19	16	1,2
Initial Materiel Release (IMR) - (MWES)	Feb 18	Oct 22	56	1,3,6,8
Initial Materiel Release (IMR) - (Stage 2)	Dec 20	Oct 21	10	1,4,5,8
Initial Operational Capability (IOC) (Stage 1, 2 & MWES)	Jun 21	Dec 22	18	1,4,7
Final Materiel Release (FMR) - (Stage 1)	Jul 22	Oct 22	3	1,4, 8
Final Materiel Release (FMR) - (MWES)	Jun 19	Sep 26	87	1,3,8,9
Final Materiel Release (FMR) (Stage 2)	Jul 22	Sep 26	50	1,4,8
Final Operational Capability (FOC) (Stage 1, 2 & MWES)	Dec 24	Jun 27	30	1,4

Notes				
1	Original Planned dates for Stage 1 and Microwave Electronic Support (MWES) are in accordance with Revision 2 of the MAA. Original planned dates for Stage 2 are in accordance with Revision 4 of the MAA.			
2	Stage 1 IMR claim agreed 26 Nov 19. Variance due to delay in obtaining all objective quality evidence to support IMR claim.			
3	MSMCS MWES implementation delayed due to immature procurement strategy and Function and Performance Specification (FPS). This has now been resolved with implementation completed in FOT platform, but has had consequential impact to the MWES implementation plan, IMR and FMR.			
4	Original IOC, FMR and FOC was for MSMCS Stage 1 and MWES. MAA Version 4.0 updated IOC to also include MSMCS Stage 2.			
5	IMR Stage 2 variance is due to delay of sea acceptance trial schedule as a result of COVID-19 related travel restrictions and delay in obtaining objective quality evidence to support trials assessment.			
6	IMR MWES variance due to installation and set to work delay resulting from COVID-19 travel restrictions, installation schedule conflict resulting in contractor resources being allocated to one platform and delay in completing of Support System equipment in the Submarine Training and Systems Centre.			
7	IOC date amended to reflect delay in achieving MSMCS Stage 2 (see Note 5) and MWES IMR (see note 6).			
8	MAA Version 5.0 updated IMR (MWES) and IMR Stage 1 and 2.			
9	FMR (MWES) is now aligned with FMR Stage 2.			

Schedule Status at 30 June 2022

**Note**

Forecast dates in Section 3 are excluded from the scope of the Auditor-General's Independent Assurance Report.

Section 4 – Materiel Capability/Scope Delivery Performance

4.1 Measures of Materiel Capability/Scope Delivery Performance

Traffic Light Diagram: Percentage Breakdown of Materiel Capability/Scope Delivery Performance	
	Green: The project is currently achieving the Materiel Capability Requirements as expressed in the Materiel Acquisition Agreement.
	Amber:
	Red:
Note	
This Traffic Light Diagram represents Defence's expected capability delivery. Capability assessments and forecast dates are excluded from the scope of the Auditor-General's Independent Assurance Report.	

4.2 Constitution of Materiel Release and Operational Capability Milestones

Item	Explanation	Achievement
Initial Materiel Release (IMR)	Modification of one platform and the Integrated Test and Training Site with Stage 1 including: <ul style="list-style-type: none"> Verification & validation and certification completed in accordance with approved plans; Training system delivered along with initial crew and trainer training; and Spares and support arrangements in place. IMR report endorsed and released for approval by the regulatory authority.	IMR achieved 26 Nov 19
Initial Operational Capability (IOC)	Operationally employ MSMCS Stage 1 and Stage 2 and MWES on one platform and associated Fundamental Inputs to Capability such as crew training and Integrated Logistics Support. IOC for Stage 1 and Stage 2 expected December 22.	Not yet achieved
Final Materiel Release (FMR)	MSMCS Stage 1, 2 and the MWES elements installed on six platforms and one Integrated Test and Training Site. Support arrangements including Materiel Transition Plans, spares, training and other Integrated Logistics Support requirements required to transition the materiel system into operational services and sustainment. FMR Stage 1 is expected to be achieved in Oct 22 and FMR Stage 2 is expected to be achieved in Sep 26.	Not yet achieved
Final Operational Capability (FOC)	Operationally employ MSMCS Stage 1, 2 and MWES in six platforms, the ITTS and associated Fundamental Inputs to Capability such as crew training and Integrated Logistics Support. FOC is expected to be achieved in Jun 27.	Not yet achieved

Section 5 – Major Risks and Issues

5.1 Major Project Risks

Identified Risks (risk identified by standard project risk management processes)	
Description	Remedial Action
There is a chance of Submarine Local Area Network Environment slippage affecting SEA1439 Phase 5B2 MAA milestones due to stakeholder engagement and the complexity of the required capability.	1. Ongoing Integrated Project Team meetings gives stakeholders the ability to engage directly and improve visibility of risks and mitigate as they arise. The Project has downgraded this risk after acceptance of the system on the first of class platform.
Emergent Risks (risk not previously identified but has emerged during 2021–22)	
Description	Remedial Action
There is a chance of delay to introduce capability because of emergent work impacting delivery of Government Furnished Material (GFM) to prime systems integrator leading to delay to contracted milestones.	Use contract instrument to vary contract milestones to align with revised schedule.

5.2 Major Project Issues

Description	Remedial Action
Implementation of Information Screening and Delivery System at Submarine Communication Centre – East is	Project in liaison with stakeholders to bring forward other activities that do not require use of delayed material. Stakeholders aware of

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delayed because of disruptions to international supply chain and travel restrictions.	delay. Required material has been delivered and accepted as part of the mission system hardware. This issue has been downgrade to 'Low'
Delay /disruptions to capability set to work and testing because of COVID-19 travel restrictions (international and national).	Project seeking exemption from Border Force for US Government personnel to travel to Aust and availability of project staff. This issue has been downgraded. Travel restrictions impacting travel arrangements for project staff, and US personnel delayed Set to work, testing and on the job training resulting in delay to materiel release.

Note

Major risks and issues in Section 5 are excluded from the scope of the Auditor-General's Independent Assurance Report.

Section 6 – Lessons Learned

6.1 Key Lessons Learned

Description	Categories of Systemic Lessons
Industry being made aware of schedule deadlines through tender document and Commonwealth consider including schedule float.	Contract Management
Early engagement with stakeholders to finalise Configuration Change Proposals /Concessions about scope is critical to ensure the deliverables will be sufficient.	First of Type Equipment
Tender documents and contracts must identify contractor's key personnel for specialist task, e.g. telecommunications engineers / technicians.	First of Type Equipment
Regular detailed and customised reporting addressed directly to stakeholders ensures that information is received in high visibility projects or fast tracked schedules where there is no float. This is crucial to ensure all stakeholders are engaged and supportive. Stakeholder engagement through regular detailed and customised reporting will ensure stakeholders are engaged and supportive.	Schedule Management
Ensure Project and relevant stakeholders including freight organisations have clear lines of communications regarding movements of classified items.	Governance
SEA1439PH5B2 Engineering staff have gained considerable knowledge of communication systems on CCSM and believe this is opportune time to share this knowledge with Future Submarine Program. SEA1439PH5B2 has recently shared design/installation knowledge and Foreign Military Sales knowledge with Future Submarine Program.	Requirements Management / First of Type Equipment / Contract Management
Regular and close stakeholder engagement where SEA1439PH5B2 is not the Commonwealth representative of a contract; however, manages budget and reporting requirement reduces risks to deliver scope under the Materiel Acquisition Agreement.	Governance

Section 7 – Project Structure

7.1 Project Structure as at 30 June 2022

Unit	Name
Division	Submarines
Branch	Collins Submarine Program

