Project Data Summary Sheet

Project Number	**LAND8113 Phase 1**
Project Name	**LONG RANGE FIRES**
First Year Reported in the MPR	2024-25
Capability Type	New
Capability Manager	Chief of Army
Government 1st Pass Approval	November 2022 (Combined 1st/2nd Pass)
Government 2nd Pass Approval	November 2023 (Combined 1st/2nd Pass)
Budget at 2nd Pass Approval	$2,290.8m
Total Approved Budget (Current)	$2,388.5m
2024–25 In-year Budget	$165.5m
Complexity	ACAT II

Section 1 – Project Summary brief

1.1 Project Description

LAND8113 Phase 1 will deliver the accelerated and expanded acquisition of a land based Long-Range Fires (LRF) capability. LAND8113 Phase 1 will establish Army's first LRF regiment that will be equipped with the M142 High Mobility Artillery Rocket Systems (HIMARS) armed with Precision Strike Missile (PrSM) and Guided Multiple Launch Rocket System (GMLRS) munitions. This regiment will provide enhanced land and maritime strike capability and strengthen Army's ability to prevent an adversary's forces from entering an operational area.

This capability will deliver an integrated, scalable, rapidly deployable, persistent and potent land-based multi-domain strike system for the Australian Defence Force (ADF). The first LRF regiment will be a significant contribution to the ADF integrated, focused force to achieve the Government's Strategy of Denial. HIMARS and PrSM deliver impactful projection, range and lethality providing a credible capability that will complicate the calculus of any potential adversary.

LAND8113 Phase 1 LRF capability is an acquisition and initial sustainment via Foreign Military Sales (FMS) with the United States (US) Government for the HIMARS launchers, GMLRS, Resupply Vehicles (RSV) and Resupply Trailers (RST). Acquisition of PrSM is via the Production, Sustainment and Future Development Memorandum of Understanding (MOU) with the US PrSM Program.

The LRF HIMARS based capability mission systems being delivered by LAND8113 Phase 1 includes:

- 42 x HIMARS Launchers.
- 54 x RSVs and RSTs.
- Introduction in service of GMLRS and PrSM.

The FMS vehicles are to maintain commonality with US systems except where modifications are required to comply with Functional Performance Specification Essential requirements.

1.2 Current Status

Cost Performance

In-year

As at 30 June 2025, Financial Year (FY) 2024-25 expenditure was $214.5m against FY 2024-25 budget of $165.5m. Project overspend due to higher than planned FMS case disbursement first delivery of platform, contract payments to Australian Industry and Defence Processes.

Project Financial Assurance Statement

As at 30 June 2025, LAND8113 Phase 1 has reviewed the project's approved scope and budget for those elements required to be delivered by Defence. Having reviewed the current financial and 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 spent contingency in FY 2024-25.

Schedule Performance

In February and March 2025, the first batch of HIMARS launchers, RSVs and RSTs were handed over from the manufacturer and received by the US Government on behalf of the ADF, before delivery to Australia. Once in Australia, the launchers will undergo further Introduction into Service activities, and training will commence for Army's first operators.

The project is on track to achieve significant milestones as outlined in the Materiel Acquisition Agreement (MAA), namely, Initial Materiel Release (IMR) Initial Operational Capability (IOC), Final Materiel Release (FMR) and Final Operational Capability (FOC).

Materiel Capability/Scope Delivery Performance

The project is on track to deliver against all agreed capability outcomes for IOC and FOC. To date we have received the first batch of HIMARS launchers, RSVs and RSTs.

1.3 Project Context

Background

The Defence White Paper 2016 included provision for a new long range rocket artillery system to be acquired by the mid-2020s. This was confirmed in the Defence Strategic Update (DSU) 2020 and the Force Structure Plan (FSP) 2020.

The 2020 DSU and 2020 FSP expanded this procurement from a single battery of long range rocket artillery and missile systems, to include additional units to enable expansion into a regiment of up to four batteries. Additionally, funding was allocated to include upgrades to the range of these systems to enable a land-based operational strike capability.

The HIMARS launcher is a wheeled vehicle with a protected cabin. Integrated with the vehicle is the missile launcher system, consisting of the missile pod system on the tray of the vehicle and the fire control system inside the cabin.

LAND8113 Phase 1 Tranche 1 LRF received Government approval in November 2022.

The Commonwealth of Australia (CoA) formally accepted the FMS Case with the US Government for the acquisition of the initial HIMARS based capability on 21 November 2022. This was for 20 HIMARS, munitions and support.

A priority under the National Defence Strategy (NDS), the Government committed $1.6 billion to enhance and expand Army's LRF capability, and accelerated the acquisition of the launchers.

In November 2023, LAND8113 Phase 1B Long Range Fires received Government Combined Pass (CP) approval for the acquisition of additional HIMARS and PrSM.

The CoA formally accepted the FMS Case with the US Government for the acquisition of the additional HIMARS based capability on 4 December 2023. This was for 22 HIMARS, RSV, munitions and support.

The combined LAND8113 Tranche 1 and LAND8113 Phase 1B are now referred as LAND8113 Phase 1 - First LRF Regiment.

The acquisition of a LRF capability has been based on the independent analysis of proposals relating specifically to the capability.

The PrSM family of munitions is the critical element of the LRF capability and the HIMARS launcher will be able to employ the full suite of this family of munitions.

Australia and the US Government have agreed to cooperatively develop the PrSM with a co-development MOU, signed in April 2021.

In June 2025, the Deputy Prime Minister announced the signing of the Production, Sustainment, and Follow-on Development MOU for PrSM. The PSFD MOU provides the ADF access to PrSM munitions and formally establishes the PrSM Cooperative Program between Australia and the US.

Army will progressively introduce increments of PrSM to extend the range and variety of targets that land-based LRF are capable of striking.

PrSM is in production for the US Army. It is expected that next increment will commence production from 2028.

LAND8113 Phase 1 was consistent with the application of the Smart Buyer Framework, an outcome of which was the accelerated approval pathway approach, compressing the schedule to meet Government direction for the acceleration of the LRF capability being considered and confirmed. Other main outcomes included, update documentation with outcomes from the Investment Committee and plan for a CP approach; return to Government no later than November 2022 for CP approval, in order to secure production slots in the US HIMARS Full Rate Production 14; and reduce financial risks by resolving in-year affordability and funding shortfall through FY 2021-22 Integrated Investment Program (IIP) Mid-Year Economic Fiscal Outlook Annual Update.

Uniqueness

LRF is a new and transformational capability for the ADF. LRF contributes to the Integrated Force, which will hold at risk any potential adversary forces through the ability to precisely strike targets at longer-range and deter any attempts to project power against Australia. LAND8113 Phase 1 will deliver an accelerated and expanded acquisition of deployable and persistent long-range land and maritime strike platforms and munitions.

Major Risks, Emergent Risks and Issues

The project is currently managing the following high rated emergent risks:

- Engineering (ENG) - Equipment Damage during Testing/Training - IOC.
- Project Management (PM) - Battery Workforce – IOC/FOC.
- Finance - Budget phasing at risk due to FMS disbursements.
- PM - Major System Delivery Delay - FOC.
- Logistics - Transport Availability - IOC.

The project is not currently managing any very high or high issues.

Other Current Related Projects/Phases

AIR6500 Phase 1 – Integrated Air and Missile Defence Command and Control Joint Air Battle Management System. This project provides the sensor and command and control (C2) networks for the Integrated Air and Missile Defence. The LRF capability is to be capable of feeding into and operating within such a system. This requires the C2 systems, including sensors or firing platforms, to be digitally interoperable.

LAND19 Phase 7B – Short Range Ground Based Air Defence (SRGBAD). This project will introduce into service for Army an integrated SRGBAD capability, to achieve an enhanced ground based surface to missile system with compatible support dependencies. The LRF system will be enhanced by access to the sensor information and protection provided by LAND19 Phase 7B.

LAND121 – Project Overlander. LRF capability needs sufficient vehicles to transport the LRF capability, appropriate host platforms to integrate with the Weapon Locating Radar (WLR) system, and ammunition resupply requirements. The Capability Manager will direct the allocation of vehicles for these LAND 8113 Phase 1 logistic elements.

LAND200 Tranche 2 – Battlefield Command System (BCS). LRF must be capable of communicating with Land Forces. LAND 200 will provide modem communication hardware to LRF vehicles, including the BCS and battlefield communications network, whilst effecting interface requirements.

LAND8116 Phase 1 – Protected Mobile Fires (PMF). Protected Mobile Fires will provide the ADF with the mobility, lethality and protection to support armoured vehicles and other ground forces in mid to high-intensity warfare. It will also provide a potent counter-battery capability to engage, neutralise and destroy enemy artillery systems before they can be effectively employed against friendly land forces. Delivers a PMF capability providing a mobile close combat layer of Army's indirect fires capability. LAND8116 Phase 1 and LAND8113 will undertake a programmatic approval process for the WLR, noting both projects have a requirement for a WLR capability.

LAND4111 Phase 1 – Protected Mobility Modernisation. In April 2023, Government approved a New Policy proposal for the acquisition of 78 new build bushmasters to address fleet deficiencies, following Government directed gifting and sales activities to other nations. This acquisition is now included in the LAND4111 Project. The Australian Government announced a requirement for 15 additional Bushmaster Command Variant vehicles to support to LAND8113 Phase 1.

Section 2 – Financial Performance[1]

2.1 Project Budget (out-turned) and Expenditure History

Date	Description	$m		Notes
	Project Budget			
Nov 22	Original Approval (Government Combined First and Second Pass Approval)	658.6		1
Nov 23	Real Variation – Transfer	1,108.7		2
Mar 24	Real Variation – Transfer	(1,100.7)		2
Apr 24	Real Variation – Transfer	1,545.0		2
Apr 24	Real Variation – Transfer	(376.3)		3
Jan 25	Government Combined Pass Approval	455.5		4
	Total at Second Pass Approval		**2,290.8**	
Jun 25	Exchange Variation		97.7	
Jun 25	**Total Budget**		**2,388.5**	
	Project Expenditure			
Prior to Jul 24	Contract Expenditure - FMS Case AT-B-UMK	(13.5)		
	Contract Expenditure - FMS Case AT-B-UNP	(8.6)		
	Contract Expenditure - PrSM MOU	-		5
	Other Contract Payments/Internal Expenses	(9.3)		6
			(31.4)	
FY to Jun 25	Contract Expenditure - FMS Case AT-B-UMK	(145.7)		
	Contract Expenditure - PrSM MOU	-		5
	Contract Expenditure - Thales Australia Ltd – Protected Mobility Vehicle	(20.5)		7
	Contract Expenditure - FMS Case AT-B-UNP	(19.3)		
	Other Contract Payments/Internal Expenses	(29.1)		8
			(214.5)	
Jun 25	**Total Expenditure**		**(245.9)**	
Jun 25	**Remaining Budget**		**2,142.6**	

Notes	
1	Initial project budget at Combined First and Second Pass Approval.
2	IIP Rebuild - Transfer funds for the entire Approved Acquisition program inclusive estate components – total budget for LAND8113 Phase 1B as approved by government.
3	NDS IIP Rebuild - Transfer of funds to ESTL8113PH1, consolidation of budget for the Estate component of the capability.
4	Government/Executive Decisions – CP Approval LAND8113 Phase 1.
5	Price and expenditure related to missile procurement is classified. This expenditure has been reported as part of Other Contract Payments/Internal Expenses.
6	Other contract payments/Internal Expenses comprise of: Ancillaries/Communication Equipment and Project Office Support.
7	Thales Australia Ltd have been contracted via LAND4111 Phase 1 to provide additional Protected Mobility Combat Vehicle to support LAND8113 Phase 1.

[1] Notice to reader

As per the JCPAA MPR Guidelines, financial figures in the PDSS have been rounded to one decimal point. Section 2 financial tables may include totals and percentages that are impacted due to the rounding of the original financial data.

8	Other Contract Payments/Internal Expenses comprises of: Project Office Support and Freight/Transport.

2.2A In-year Budget Estimate Variance

Estimate PBS $m	Estimate PAES $m	In-year Budget $m	Explanation of Material Movements
162.9	140.5	165.5	Portfolio Budget Statements (PBS) to Portfolio Additional Estimates Statements (PAES): The variance is primarily due to revised FMS Disbursements. PAES to In-year Budget: The variance is due to additional budget allocation related to funding for munitions acquisition, Guided Weapons and Explosive Ordnance, and Foreign Exchange Adjustments.
Variance $m	(22.5)	25.1	Total Variance ($m): 2.6
Variance %	(13.8)	17.8	Total Variance (%): 1.6

2.2B In-year Budget/Expenditure Variance

In-year Budget $m	Actual $m	Variance $m	Variance Factor	Explanation
		4.5	Australian Industry	Project overspend due to higher than planned FMS case disbursement first delivery of platform, contract payments to Australian Industry and Defence Processes.
		-	Foreign Industry	
		-	Early Processes	
		1.7	Defence Processes	
		42.7	Foreign Government Negotiations/Payments	
		-	Cost Saving	
		-	Effort in Support of Operations	
		-	Additional Government Approvals	
165.5	214.5	**48.9**	**Total Variance**	
		29.6	**% Variance**	

2.3A Details of Project Major Contracts – Price

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature $m	30 Jun 25 $m			
FMS Case AT-B-UMK	Nov 22	474.3	497.4	Reimbursement (for FMS)	FMS	-
FMS Case AT-B-UNP	Nov 23	812.2	823.4	Reimbursement (for FMS)	FMS	-
US Government PrSM	Feb 24	-	-	Variable	MOU	1
Notes						
1	Pricing related to missile procurement is classified.					

2.3B Details of Project Major Contracts – Contracted Quantities and Scope

Contractor	Contracted Quantities as at		Scope	Notes
	Signature	30 Jun 25		
FMS Case AT-B-UMK	See Scope	See Scope	20x M142 HIMARS with Increased Crew Protection Cab 30x M31A2 GMLRS, Unitary High Explosive (HE) Pods with Insensitive Munitions Propulsion System (IMPS) 30x M30A2 GMLRS, Alternative Warhead (AW) Pods with IMPS 30x Reduced Range Practice Rocket (RRPR) Pods Training Aids/Devices/Spare Parts	-
FMS Case AT-B-UNP	See Scope	See Scope	22x M142 HIMARS with Increased Crew Protection Cab 24x M31A2 GMLRS HE Pods with IMPS 60x M30A2 GMLRS AW Pods with IMPS 150x RRPR Pods Training Aids/Devices/Spare Parts	-
US Government PrSM	Classified	-	Missiles	1
Major equipment accepted and quantities to 30 Jun 25				
First batch of HIMARS, RSVs and RSTs.				
Notes				
1	Quantity of Missiles procured is classified.			

2.4 Australian Industry Capability

Summary
The project has no contracted Australian Industry Capability (AIC) Plans for its US Government FMS acquisition, as the US Foreign Government arrangement does not include the contractual provision for AIC.
Note
AIC Plans for contracts worth more than $20 million are published on Defence's website.

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	HIMARS (AT-B-UMK)	N/A	N/A	N/A	N/A	1
	HIMARS (AT-B-UNP)	N/A	N/A	N/A	N/A	
Preliminary Design	HIMARS (AT-B-UMK)	N/A	N/A	N/A	N/A	1
	HIMARS (AT-B-UNP)	N/A	N/A	N/A	N/A	
Critical Design	HIMARS (AT-B-UMK)	N/A	N/A	N/A	N/A	1
	HIMARS (AT-B-UNP)	N/A	N/A	N/A	N/A	

Notes	
1	The CoA is not in contract for the above major reviews due to being an FMS case arrangement under (FMS case AT-B-UMK and FMS case AT-B-UNP).

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	HIMARS	N/A	N/A	NFP	NFP	1
	RSV	N/A	N/A	NFP	NFP	
Acceptance	HIMARS	N/A	N/A	NFP	NFP	1
	RSV	N/A	N/A	NFP	NFP	

Notes	
1	The CoA is not in contract for the above major reviews due to being an FMS case arrangement under (FMS case AT-B-UMK and FMS case AT-B-UNP).

3.3 Progress Toward Materiel Release and Operational Capability Milestones

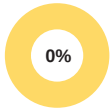
Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	NFP	NFP	NFP	-
Initial Operational Capability (IOC)	NFP	NFP	NFP	-
Final Materiel Release (FMR)	NFP	NFP	NFP	-
Final Operational Capability (FOC)	NFP	NFP	NFP	-

Notes	
N/A	N/A

Schedule Status at 30 June 2025
Dates associated with capability realisation are NFP

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 expects to meet the materiel capability requirements as expressed in the MAA as per the agreement with government.
	**Amber:** N/A
	**Red:** N/A
Note	
This Traffic Light Diagram represents Defence's expected capability delivery.	

4.2 Constitution of Materiel Release and Operational Capability Milestones

Item	Explanation	Achievement
Initial Materiel Release (IMR)	Equipment for one LRF Battery (Bty) and initial munitions are delivered to the Capability Manager (CM). This equipment delivery will be: • HIMARS. • M1084A2 HIMARS RSV without Winch. • Trailer, Cargo, Family of Medium Tactical Vehicle (FMTV), 5 Ton M1095 with RSV Kit. • Initial RRPR pods. • Initial M30 GMLRS AW. • Initial M31 GMLRS Unitary Warhead (UW). Minimum essential Support and Test Equipment (S&TE) to support LRF Bty operational deployment. Sufficient spares, S&TE, maintenance tooling to support an LRF Bty Group. Published draft LRF Operator & Maintainer manuals. Achieving IMR requires the following conditions to be met: • Verification & validation, testing and certification completed in accordance with approved plans. • Release in compliance with the relevant Technical Regulatory Framework (TRF). • Training Requirement Specification (TRS) endorsed and pilot Learning Management Plan (LMP) approved by CM. • Capability Acquisition and Sustainment Group (CASG) IMR Report. • CM notified of IMR. Forecast dates for IMR are NFP.	Not yet Achieved
Initial Operational Capability (IOC)	One operationally deployable LRF Bty as the minimum viable unit, comprising materiel elements defined in IMR. Delivered to CM and accepted into operational service, plus: • One LRF Bty of Operators and Maintainers trained on IMR Mission Systems. • An established Support System via FMS. • Initial LRF doctrine endorsed by sponsor. • Training System is established for Sustainment Training. Achieving IOC requires the following conditions to be met:	Not yet Achieved

	• Minimum Support arrangements for the LRF Bty In Accordance With (IAW) Integrated Logistics Support Plan (ILSP). • Minimum Material Sustainment arrangements are in place to maintain the LRF Bty Group capability. • LRF Bty have sufficient qualified Operators and Maintainers trained to meet IOC. • Approved Minimum Sustainment Training System in place for Operator & Maintainer training for LRF Bty sized capability by the CM. • LRF Bty Group certified for sea and airlift limited at IOC only to C-17A Globemasters Fixed Wing Aircraft. • Completion of Initial Operational Test and Evaluation by Army IAW Test and Evaluation Master Plan (TEMP). • LRF Bty Group declared operational ready by the CM. • CM sign-off of IOC. Forecast dates for IOC are NFP.	
Final Materiel Release (FMR)	Equipment for LRF Regiment, and final munitions are delivered to the CM. This equipment includes: • 42 x HIMARS. • 54 x M1084A2 HIMARS RSV without Winch. • 54 x Trailers, Cargo, FMTV, 5 Ton M1095 w RSV Kit. • RRPR pods. • M30 GMLRS AW. • M31 GMLRS UW. • PrSM. Minimum essential S&TE to support LRF Regiment operational deployment. Sufficient spares, S&TE, maintenance tooling to support a LRF Regiment. Achieving FMR requires the following conditions to be met: • Verification and validation, testing and certification completed on FMR equipment in accordance with approved plans. • FMR in compliance with the relevant TRF. • TRS reviewed and endorsed and LMP approved by CM. • CASG FMR Report. • CM notified of FMR. Forecast dates for FMR are NFP.	Not yet Achieved
Final Operational Capability (FOC)	One operationally deployable complete LRF Regiment, comprising material elements defined in FMR is accepted into operational service, plus: • LRF doctrine published. • Support System in place IAW ILSP (comprising operating, engineering, maintenance, supply, training support, facilities, user documentation, technical data, logistics instruction, spare and attrition, support and test equipment) for the LRF Regiment. • Sufficient Operators and Maintainers trained on FMR Mission Systems. For planning purposes, there is an expectation that the Multi-Mission Phased Array Radar capability will be available at FOC. This is dependent on the LAND8113 Phase 1 Programmatic approval and acquisition schedule. Achieving FOC requires the following conditions to be met: • Completion of final Operational Test and Evaluation by Army IAW TEMP. • Support arrangements for the LRF Regiment finalised IAW ILSP. • LRF Regiment have sufficient qualified Operators and	Not yet Achieved

	Maintainers trained to meet FOC. • All design acceptance certification, accreditation and authority to use is in place for FOC. • Approved Sustainment Training System in place for Operator & Maintainer training for LRF Regiment sized capability by the CM. • Minimum Material Sustainment arrangements are in place to maintain the LRF Regiment capability. • The LRF Regiment declared operational ready by the CM (including training fleets and spare and attrition vehicles). • CM sign-off of FOC. Forecast dates for FOC are NFP.	

Section 5 – Major Risks, Emergent Risks and Issues

5.1 Major Project Risks

Identified Risks (risk identified by standard project risk management processes)		
Ref#	Description	Remedial Action
N/A	N/A	N/A

5.2 Emergent Risks

Emergent Risks (risk not previously identified, or has increased in rating, which have emerged during 2024–25)		
Ref#	Description	Remedial Action
1	Equipment Damage during Testing/Training – IOC There is a risk that the M142, RSV or RST will be damaged during shipping/transit, testing activities or driver training leading to an impact on availability for Talisman Sabre 2025 and/or additional cost for corrective maintenance.	HIMARS are required for Talisman Sabre and will be utilised for training only. The remainder of the first batch will be used as required for training and validation. Any damage or degradation that causes impact to operation will be assessed immediately and a recovery plan put in place. Additional Spares Parts procurement is being pursued as a partial mitigation. Field Service Representatives will be in place ready to support. Any high risk testing will be risk assessed for possible damage to vehicles and test mitigations will be put in place where feasible. Talisman Sabre fire was completed successfully in mid-July 2025. This risk was reduced to Medium, and will be removed from next year's Major Projects Report (MPR).
2	Workforce - IOC/FOC There is a risk that the first battery of the LRF Regiment will be understaffed, being manned to approximately 60% of the target size at this stage. Posting orders for 2026 are due at the start of July and may alleviate this manning shortfall by 'catching up' the positions not filled in 2025. Career Management Cycle (CMC) will inform for IOC, CMC will inform for FOC.	Extend training outside of 14 Regiment to provide a qualified pool of workforce external to the unit. This approach would provide Army options for Operations Generation of capability at short notice.
3	Budget phasing at risk due to FMS disbursements – Finance There is a risk of significant underspend or overspend each FY resulting from inaccurate FMS forecasts. FMS requests for payment can be affected by factors outside of the program's control.	CASG Finance are kept informed of any requests for payment and accrue for future payments or bring forward program budget if required.
4	Major System Delivery Delay – FOC There is a risk of delay to the availability of HIMARS launchers to establish the 2nd and 3rd Batteries.	Risk has been escalated with the US Government/ Lockheed Martin Pty Ltd through a formal request to accelerate the production schedule. The US Government has responded and agreed to bring forward the requested HIMARS production. This risk was reduced to Medium, and will be removed from next year's MPR.
5	Transport Availability – IOC There is a risk that the transport of materiel, including Explosive Ordnance, is impacted by lack of access to transport assets (Pandemic or otherwise), leading to an impact on schedule and cost.	Risk timing sensitivity passed and the risk was reduced to Medium, and will be removed from next year's MPR.

5.3 Major Project Issues

Ref#	Description	Remedial Action
N/A	N/A	N/A

Section 6 – Lessons

6.1 Key Lessons

In line with Defence Instructions and CASG Lessons policy, the project conducts scheduled reviews of its captured lessons information (including any observations, insights and/or lessons identified) as well as lessons information contained within the Defence Lessons Repository. The project has captured 30 lessons. The six project strategic lessons and the five project level lessons (non-strategic) are listed below.

Description	Categories of Systemic Lessons
Strategic Lesson Type – Observation. Project Governance policies should offer greater clarity tailored to each contracting model to support easier interpretation and application. Given the complexity of FMS structure, access to Subject Matter Experts is also essential for addressing specific questions.	Program, Project & Product Management
Strategic Lesson Type – Observation. Whilst the Lessons and Opportunities Framework is defined in the Integrated Project Management Plan, there is an opportunity for a more regular battle rhythm. Lessons are required to be reviewed at key program gateways or milestones, but these can be spaced quite some time apart. There is an opportunity to schedule lessons into a shorter review timeframe, say every six months, to ensure they are captured in the moment and before staff change outs mean they may be lost.	Corporate Performance
Strategic Lesson Type – Observation. There was a potential lack in knowledge of the FMS delivery system when procuring materiel via Defined Order or Cooperative Logistics Supply Support Arrangement/Blanket Order cases. Key lessons from other projects is the use of the Mark for Code and acknowledging what the code represents, the importance of keeping delivery locations limited and how to track. This is needed at the point of Letter of Offer and Acceptance (LOA) signature and placed on the front page by the US Government.	Program, Project & Product Management
Strategic Lesson Type – Observation. The cost model on a number of projects sustainment budget have many times been inaccurate. When projects develop cost models they have little visibility outside their project. While this may not result in any problems with the overall adequacy of logistic support products and sustainment arrangements, the financial risk becomes apparent for those who inherit the project. If there was a centralised system or database with the whole of organisation pooling information, Sustainment could be modelled and simulated much more effectively.	Program, Project & Product Management
Strategic Lesson Type – Observation. There have been preceding programs that have had similar challenges and learnings. However, the visibility of those lessons and lessons knowledge being transferred to future programs has been limited. It would be ideal that as part of the Capability Lifecycle, to ensure "lessons learnt" workshops are included as "touch points" that incorporate lessons and observations applicable to a particular project such at each major milestone of the Capability Lifecycle i.e. Smart Buyer, Pre-Gate 0, Gate 1 & 2 etc.	Program, Project & Product Management
Strategic Lesson Type – Observation. Program Third Party Re-transfer (TPR) – TPR's need to be drafted for submission in parallel with the LOA process for initial FMS cases, otherwise delays and impairments will impact the ability of contractors to engage within defence to complete program work or collaborate with the project on wider capability deliverables.	Program, Project & Product Management
Project Level Lessons (non-strategic) Description	**Categories of Systemic Lessons**
Project level lesson. Complexities of Customised Military Off the Shelf Projects - LAND8113 Phase 1 is a primarily a Military Off-The-Shelf (MOTS) project, with customisation for ADF needs such as fire safety, personal armament and communications. However, the Communications implementation and integration is complex, with the need to achieve voice and data and Fires integration. This configuration had not been implemented before and so the risks are higher. Understanding these complexities are difficult prior to detailed analysis and design, and necessarily reduce the chance of a successful MOTS application.	Program, Project & Product Management
Project level lesson. The effort involved in managing spare parts may be underestimated initially by a project. Whilst there is estimated spares usage data available for planning initial spares purchases, actual usage once the capability has been released must be closely monitored and reacted to promptly. Spares usage has varied significantly in some cases and some spare parts lead times are long.	Materiel Logistics
Project level lesson. The Program schedules regular PMR's with the US Government and key contract providers to deep dive the FMS contract, key deliverables, and challenges to be overcome. By holding these PMR's alternately in the US and Australia, it allows many project members to attend and co-ordinate the key activities.	Program, Project & Product Management

In addition, side key working groups meet at the PMR's to probe technical detail and challenges. This enables constructive program discussions, more timely resolution of issues and more effective planning activities between the partner nations. Reinforcing the importance of face-to-face engagement to significantly reduce the number of issues, requirement for rework and subsequent costs.	
Project level lesson. The project has responsibility for contracted personnel both above and below the line that require additional management overheads especially regarding US Export Controls. A robust Technology Control Plan is essential to maintaining compliance to US Export Controls throughout the life of the projects. More dedicated human resources is required to manage the administrative and governance requirements with regards to Export Control information.	Program, Project & Product Management
Project level lesson. The FMS contracting model lacks detailed specifications regarding the technical requirements to be delivered. While this approach offers a degree of flexibility, it also creates challenges when the necessary technical information is not readily provided.	Program, Project & Product Management

Section 7 – Project Structure

7.1 Project Structure as at 30 June 2025

Unit	Name
Division	Land Systems Division
Branch	Land Manoeuvre Systems Branch