

## Project Data Summary Sheet

Project Number	AIR2025 Phase 6
Project Name	JINDALEE OPERATIONAL RADAR NETWORK (JORN) MID-LIFE UPGRADE
First Year Reported in the MPR	2020-21
Capability Type	Upgrade
Capability Manager	Chief of Air Force
Government 1st Pass Approval	Dec 15
Government 2nd Pass Approval	Dec 17
Budget at 2nd Pass Approval	\$1,117.9m
Total Approved Budget (Current)	\$1,250.4m
2024–25 In-year Budget	\$92.4m
Complexity	ACAT II



### Section 1 – Project Summary

#### 1.1 Project Description

Australia's Jindalee Operational Radar Network (JORN) is a long-range Over the Horizon Radar (OTHR) that supports the Australian Defence Force's (ADF) air and maritime operations, strategic surveillance and search and rescue operations. Project AIR2025 Phase 6 delivers a major mid-life redesign and upgrade by modernising JORN, including the command and control system operated from the Battlespace Surveillance Centre at Royal Australian Air Force (RAAF) Base Edinburgh and the three radar sites located at Longreach in Queensland, Laverton in Western Australia and Alice Springs in the Northern Territory. Other vital supporting infrastructure including the extensive ionospheric sounder network will also be upgraded.

The project addresses obsolescence, improves system performance, provides a more contemporary system architecture and upgrades to infrastructure, will reduce the total cost of ownership. The tranches in execution are systems engineering and design including the upgrade of the first radar and delivery of a new command and control system (Initial Operational Capability (IOC) Tranche, formally Tranche 2) and serial upgrade of the remaining two radars (Tranches 3 and 4).

#### 1.2 Current Status

##### Cost Performance

###### In-year

As at 30 June 2025, Financial Year (FY) 2024-25 expenditure was \$87.9m against FY 2024-25 budget of \$92.4m. The variation is due to BAE Systems Australia Ltd being behind in their forecasted costs and due to re-phasing of BAE Systems Australia Ltd direct costs and survey and quote activities into FY 2025-26, leading to the under achievement against budget of \$4.5m.

###### Project Financial Assurance Statement

As at 30 June 2025, AIR2025 Phase 6 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

Since implementing an Alternate Delivery Strategy (ADS) in late 2021, the project has been delivering ahead of contracted dates within the revised schedule to IOC and retains project float against major contracted capability milestones to IOC. Key achievements over FY 2024-25 include:

- Achievement of systems engineering milestones.
- Commenced incremental upgrades of Radar sites.

BAE Systems Australia Ltd and Defence continue to work collaboratively to improve the delivery performance of the JORN Phase 6 program. This includes evaluating opportunities to improve the efficiency of delivery through tailoring of the Australian Standard for Defence Contracting to better align to a 'continuous capability delivery' model.

##### Material Capability/Scope Delivery Performance

This project has started delivering materiel capability.

The current JORN capability remains operational while the project is progressing. As part of the ADS, elements of the system will be introduced incrementally, designed to accelerate the delivery of upgraded capability to Air Force. This strategy has resulted in the successful deployment of a new Operations Centre demonstrator at the JORN Battlespace Surveillance Centre located at RAAF Base Edinburgh. The AIR2025 Phase 6 Operations Centre demonstrator has been provided to Air Force. The project is now focused on the incremental delivery of upgrading radar sites and associated infrastructure.

<b>Background</b>	
<p>AIR2025 Phase 6 is a complex sovereign development program leveraging Defence Science and Technology Group (DSTG) developed technology. A collaborative relationship between Defence and the prime contractor, BAE Systems Australia Ltd, has been critical to success. Despite the ongoing positive client-supplier relationship, the project has experienced significant schedule challenges during the initial three years of the project, particularly within the systems engineering program (other key streams of activity including hardware and software development remain on track). As a result of the persistent delays, AIR2025 Phase 6 became a Project of Interest (POI) in September 2019.</p> <p>Following completion of a bottom-up re-baseline of the schedule in late 2019 which indicated a potential significant delay to IOC, Defence and BAE Systems Australia Ltd agreed to collaboratively undertake an analysis to understand the cause of additional effort estimates and identify a new approach to deliver the project. This resulted in developing an ADS, which utilised the mature and proven product development, completed to date, with the intent of rolling out elements of the system as they were developed to progressively retire risk.</p> <p>In April 2021, BAE Systems Australia Ltd delivered a costed Contract Change Proposal (CCP) to incorporate the ADS as the new program performance measurement baseline into the contract up to the IOC milestone. Defence conducted a detailed evaluation and negotiation that resulted in BAE Systems Australia Ltd submitting a revised CCP in September 2021, which was assessed by Defence and executed in December 2021.</p> <p>Since execution of the CCP in December 2021, BAE Systems Australia Ltd has implemented the ADS<sup>1</sup> against the contracted deliverables, with a view to delivering hardware and software to Defence as early as possible. A second Integrated Baseline Review was conducted in June 2022 (completed in early July 2023) against the revised contracted performance baseline and has demonstrated the project schedule to IOC is achievable.</p> <p>To date BAE Systems Australia Ltd has been performing well and delivering ahead of the revised contracted milestone dates. BAE Systems Australia Ltd and the Commonwealth of Australia (CoA) are working collaboratively to identify efficiencies to reduce risk to ensure agreed contract delivery dates are met.</p> <p>In December 2023, the Project met all agreed POI exit criteria. AIR2025 Phase 6 was removed as a POI in August 2024. The Project was added to the Deputy Secretary Capability Acquisition and Sustainment Group (CASG) Watchlist to ensure appropriate oversight of extant cost risks as detailed below.</p>	
<b>Uniqueness</b>	
<p>With initial experimentation and development commencing over 50 years ago within the DSTG, a world-leading OTHR capability has been established in collaboration with Australian Industry, providing significant Defence capability and economic value to the nation. Project AIR2025 Phase 6 relies on a highly skilled and specialised workforce to design and develop High-Frequency Radar technology. The ability to attract and retain a skilled Industry and Defence workforce is a key enabler to successful project delivery.</p> <p>Defence, rather than BAE Systems Australia Ltd, retains responsibility for key aspects of the JORN system-level performance under the project arrangement due to Defence providing to BAE Systems Australia Ltd specific software elements as mandated Government Furnished Material, which directly impact performance of the JORN System, such as signal processing software.</p>	
<b>Major Risks, Emergent Risks and Issues</b>	
<p>The current major project risks and issues subject to remedial action are:</p> <ul style="list-style-type: none"><li>• Cost pressures are being experienced within elements of the project (the upgrading and replacement of key components).</li><li>• Other project factors (e.g. scope changes, inexperienced resources, supply chain issues etc.) will result in cost increases to the project.</li><li>• Cost increases associated with the upgrade of the second and third radars post IOC.</li></ul> <p>Decision made to consolidate the scope of inflation impacts on the project, hence the following risk is now retired:</p> <ul style="list-style-type: none"><li>• The project budget might be insufficient due to the impact of inflation as the budget at project approval was out-turned against a fixed inflation rate.</li></ul>	
<b>Other Current Related Projects/Phases</b>	
<b>AIR2025 Phase 8 - JORN Enhancement.</b> Delivering an enhancement to JORN Capability.	
<b>Note</b>	
<sup>1</sup> The removal of the term Iterative Delivery Strategy is a correction from the 2023-2024 Project Data Summary Sheet (PDSS).	

## Section 2 – Financial Performance<sup>2</sup>

### 2.1 Project Budget (out-turned) and Expenditure History

Date	Description	\$m	Notes
<b>Project Budget</b>			
Jan 16	Original Approval (Government First Pass Approval)	49.4	1
Dec 17	Government Second Pass Approval	1,068.5	
	<b>Total at Second Pass Approval</b>	<b>1,117.9</b>	
Apr 20	Real Variation – Transfer from Security & Estate Group (SEG)	2.5	2
Jun 20	Real Variation – Scope JORN Enhancement	8.2	3
Sep 21	Real Variation – Budgetary Adjustment	9.5	4
Nov 21	Real Variation – Budgetary Adjustment (Contingency)	2.0	4
Apr 22	Real Variation – Budgetary Adjustment	6.1	3
Apr 23	Real Variation – Budgetary Adjustment (High Powered Amplifiers (HPA))	141.9	5
Feb 24	Real Variation – Transfer to Security & Estate Group (SEG)	(2.5)	6
Feb 25	Real Variation – Transfer to Security & Estate Group (SEG)	(35.1)	7
		132.6	
Jun 25	Exchange Variation	0.0	8
Jun 25	<b>Total Budget</b>	<b>1,250.4</b>	
<b>Project Expenditure</b>			
Prior to Jul 24	Contract Expenditure – BAE Systems Australia Ltd (Prime)	(339.8)	9
	Contract Expenditure – Amentum Pty Ltd (formerly Jacobs Australia Pty Ltd) (Integrated Work Package (IWP))	(59.4)	
	Contract Expenditure – Lockheed Martin Australia Pty Ltd Engineering Services Contract (ESC)	(35.4)	
	Other Contract Payments/Internal Expenses	(16.3)	
		(450.9)	
FY to Jun 25	Contract Expenditure – BAE Systems Australia Ltd (Prime)	(71.3)	10
	Contract Expenditure – Amentum Pty Ltd (formerly Jacobs Australia Pty Ltd) (IWP)	(9.1)	
	Contract Expenditure – Lockheed Martin Australia Pty Ltd (ESC)	(6.7)	
	Other Contract Payments/Internal Expenses	(0.8)	
		(87.9)	
Jun 25	<b>Total Expenditure</b>	<b>(538.8)</b>	
Jun 25	<b>Remaining Budget</b>	<b>711.6</b>	
<b>Notes</b>			
1	Government Second Pass Approval includes an \$18.3m adjustment to be funded from the unspent portion of the previously approved First Pass funding.		
2	SEG received funding to support AIR2025 Phase 6, which included replacing a facility at Radar 3 Transmit site. It was agreed that the replacement facility is best delivered by the JORN Prime Contractor, as it involves specialist fit-out and coordinated delivery within JORN operational constraints.		
3	Early access to funding to enable early capability planning and de-risking activities for the JORN Enhancement scope.		
4	In FY 2021-22, Air Force transferred all related project operating budgets into the respective CASG - controlled project budget.		
5	HPA replacement project funding transfer from Chief of Air Force 13 to AIR2025 Phase 6.		
6	Transfer of funds to SEG to start the design process for Transmit Building project.		
7	Transfer of funds to SEG to start construction of the Transmit Building project.		
8	The zero value is due to rounding of exchange variation as the majority of the contracts are in Australian Dollars.		
9	Other Contract Payments/Internal Expenses comprises of: (\$9.9m) for AIR2025 Phase 6A (now known as Phase 8), (\$2.5m) for the JORN Priority Industry Capability Support Program, (\$2.0m) for other operating expenditure including minor contract expenditure and (\$1.9m) for CoA management costs.		
10	Other Contract Payments/Internal Expenses comprises of: (\$0.8m) for other operating expenditure including minor contract expenditure.		

<sup>2</sup> 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.

## 2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	In-year Budget \$m	Explanation of Material Movements
95.3	92.9	92.4	<u>Portfolio Budget Statements (PBS) to Portfolio Additional Estimates Statements (PAES)</u> : Variation primarily due to BAE Systems Australia Ltd Direct Cost, HPA movements and other minor variances. <u>PAES to In-year Budget</u> : Variation due to SEG budget transfer.
Variance \$m	(2.5)	(0.5)	Total Variance (\$m): (3.0)
Variance %	(2.6)	(0.5)	Total Variance (%):(3.1)

## 2.2B In-year Budget/Expenditure Variance

In-year Budget \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(0.1)	Australian Industry	The project has an end of FY variance due to a combination of the following factors: <ul style="list-style-type: none"> <li>BAE Systems Australia Ltd being behind their forecasted costs.</li> <li>Re-phasing of BAE Systems Australia Ltd direct costs and survey and quote activities into FY 2025-26.</li> </ul>
		-	Foreign Industry	
		-	Early Processes	
		(4.4)	Defence Processes	
		-	Foreign Government Negotiations/Payments	
		-	Cost Saving	
		-	Effort in Support of Operations	
		-	Additional Government Approvals	
92.4	87.9	(4.5)	<b>Total Variance</b>	
		(4.8)	<b>% Variance</b>	

## 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			
Lockheed Martin Australia Pty Ltd	Mar 18	15.1	78.3	Variable	Standard Defence Contract	1, 2
BAE Systems Australia Ltd	Mar 18	455.9	662.1	Variable	Standard Defence Contract	2, 3
Amentum Australia Pty Ltd (formerly Jacobs Australia Pty Ltd) – IWP	Dec 18	25.0	67.0	Variable	Standard Defence Contract	2, 4
<b>Notes</b>						
1	The price at 30 June 2025 has increased from the initial contract price of \$15.1m to \$78.3. This change is due to an increase in required contractor personnel to support the program, an increase to the contract term from three years to nine years and the application of an annual price adjustment to the contract.					
2	Contract value as at 30 June 2025 is based on actual expenditure to 30 June 2025 and remaining commitment at current budgeted exchange rates and includes adjustments for indexation (where applicable).					
3	The Contract Value at the previous PDSS at 30 June 2024 was \$661.4m. The Contract Value as at 30 June 2025 is \$662.1m due to minor CCPs \$0.7m.					
4	Contract value is the estimated project share of the Branch IWP contract and is based on the estimate of project expenditure to the end of December 2025. This contract is expected to increase as further work packages are agreed.					

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

Contractor	Contracted Quantities as at		Scope	Notes
	Signature	30 Jun 25		
Lockheed Martin Australia Pty Ltd	N/A	N/A	Provide specialist engineering resources to facilitate Defence's execution of AIR2025 Phase 6.	-
BAE Systems Australia Ltd	N/A	N/A	AIR2025 Phase 6 Prime Contract includes (but is not limited to) the replacement of obsolescent systems, a new human-machine interface and new diagnosis and management systems.	-
Amentum Australia Pty Ltd (formerly Jacobs Australia Pty Ltd) – IWP	N/A	N/A	Service based IWP.	-
<b>Major equipment accepted and quantities to 30 Jun 25</b>				
Nil				
<b>Notes</b>				
N/A	N/A			

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## 2.4 Australian Industry Capability

Summary
<p>The project has a contracted Australian Industry Capability (AIC) Plan based on opportunities to maximise internationally competitive Australian industry involvement, which is captured in Lockheed Martin Australia Pty Ltd's AIC Plan in support of engineering services.</p> <p>The project has a contracted AIC Plan based on opportunities to maximise internationally competitive Australian industry involvement, which is captured in BAE Systems Australia Ltd's AIC Plan in the support of their design, manufacturing, and integration activities.</p> <p>The project has no contracted AIC Plan for Amentum Pty Ltd (formerly Jacobs Australia Pty Ltd) as they are one of several contractors under the CASG-wide Major Service Provider contract that provides above the line work force to projects.</p>
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

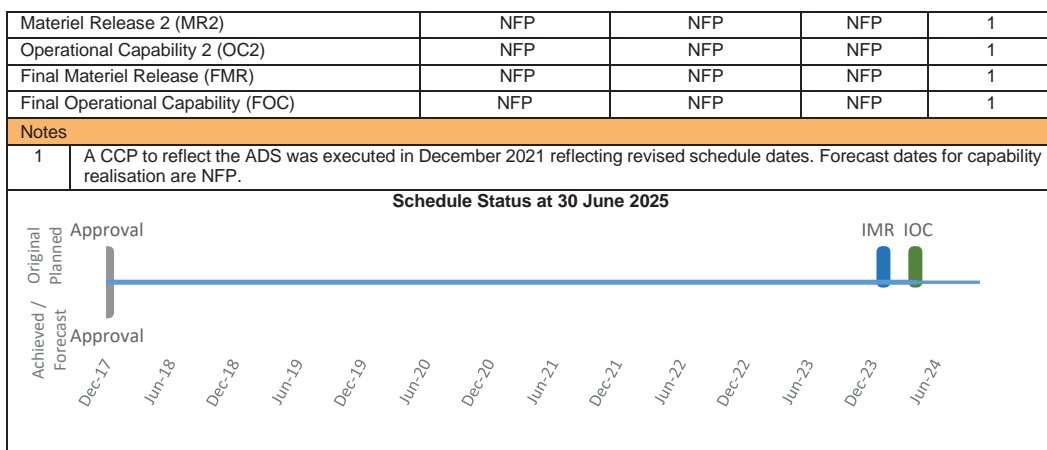
Review	Major System/Platform Variant	Original Planned	Current Contracted	Achieved/ Forecast	Variance (Months)	Notes
System Requirements	JORN Mission and Support System	Jan 19	N/A	Sep 19	8	1, 2
System Definition	JORN Mission and Support System	Jan 19	N/A	Jun 20	17	1, 2
Preliminary Design	JORN Mission and Support System	Oct 19	Oct 23	Sep 23	47	3
Detailed Design	JORN Mission and Support System	Jun 20	NFP	NFP	NFP	3
Support System Detailed Design	JORN Mission and Support System	Dec 20	NFP	NFP	NFP	3
Notes						
1	The original schedule included a Combined System Requirements Review and System Definition Review scheduled for January 2019. These were agreed to be de-coupled in December 2018 and finalised through a CCP.					
2	The project experienced persistent delays in execution of the systems engineering program. Key drivers for the delays are predominantly attributed to the underestimation of JORN systems engineering complexity and required design effort.					
3	A CCP to reflect the ADS was executed in December 2021 reflecting revised schedule dates. Forecast dates for capability realisation are Not For Publication (NFP).					

### 3.2 Contractor Test and Evaluation Progress

Test and Evaluation	Major System/Platform Variant	Original Planned	Current Contracted	Achieved/ Forecast	Variance (Months)	Notes
Modification Readiness Review 1	Radar 1 & Operations Centre	Sep 21	Jan 25	Nov 24	38	1
System Acceptance	Radar 1 & Operations Centre	Jan 24	NFP	NFP	NFP	1
Modification Readiness Review 2	Radar 2	May 24	NFP	NFP	NFP	1
System Acceptance	Radar 2	NFP	NFP	NFP	NFP	1
Modification Readiness Review 3	Radar 3	NFP	NFP	NFP	NFP	1
System Acceptance	Radar 3	NFP	NFP	NFP	NFP	1
Notes						
1	A CCP to reflect the ADS was executed in December 2021 reflecting revised schedule dates. Forecast dates for capability realisation are NFP.					

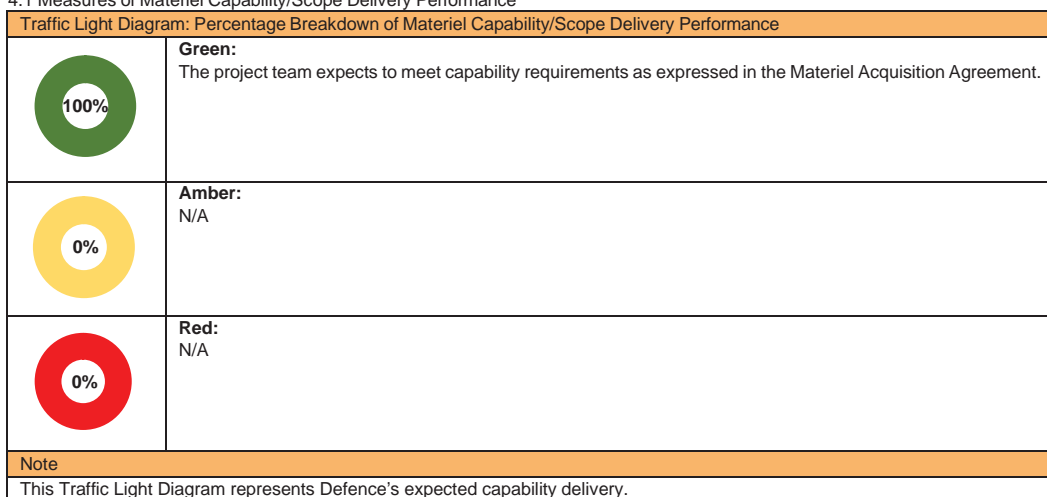
### 3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	Jan 24	NFP	NFP	1
Initial Operational Capability (IOC)	Apr 24	NFP	NFP	1



## Section 4 – Materiel Capability/Scope Delivery Performance

### 4.1 Measures of Materiel Capability/Scope Delivery Performance



### 4.2 Constitution of Materiel Release and Operational Capability Milestones

Item	Explanation	Achievement
Initial Materiel Release (IMR)	<ul style="list-style-type: none"> <li>The first JORN radar and supporting systems upgraded with new hardware and software.</li> <li>New Operations Centre that supports operation of the upgraded radar and legacy systems.</li> </ul> <p>Forecast dates for IMR are NFP.</p>	Not yet Achieved
Initial Operational Capability (IOC)	<ul style="list-style-type: none"> <li>The first JORN radar and supporting systems upgraded with new hardware and software.</li> <li>New Operations Centre that supports operation of the upgraded radar and legacy systems.</li> <li>Training to enable sufficient personnel to conduct operations has been provided.</li> <li>Sufficient sparing and support arrangements are in place to sustain operations.</li> <li>Support contracts are established for all upgraded and existing JORN systems, radar sites and the JORN Battlespace Surveillance Centre.</li> </ul> <p>Forecast dates for IOC are NFP.</p>	Not yet Achieved

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Materiel Release 2 (MR2)	<ul style="list-style-type: none"> <li>The second JORN radar and supporting systems upgraded with the new hardware and software.</li> </ul> <p>Forecast dates for MR2 are NFP.</p>	Not yet Achieved
Operational Capability 2 (OC2)	<ul style="list-style-type: none"> <li>The second JORN radar and supporting systems upgraded with new hardware and software.</li> <li>Training to enable sufficient personnel to conduct operations has been provided.</li> <li>Sufficient sparing and support arrangements.</li> <li>Support contracts are established for all upgraded and existing JORN systems, radar sites and the JORN Battlespace Surveillance Centre.</li> </ul> <p>Forecast dates for OC2 are NFP.</p>	Not yet Achieved
Final Materiel Release (FMR)	<ul style="list-style-type: none"> <li>The third JORN radar and supporting systems upgraded with new hardware and software.</li> <li>Ionospheric sounder network is upgraded.</li> </ul> <p>Forecast dates for FMR are NFP.</p>	Not yet Achieved
Final Operational Capability (FOC)	<ul style="list-style-type: none"> <li>The third JORN radar and supporting systems upgraded.</li> <li>Achievement of all Capability Enhancement Elements.</li> <li>Achievement of the operational parameters as defined in the Operational Concept Document.</li> <li>Training to enable sufficient personnel to conduct operations in accordance with the defined level of capability and preparedness requirements is provided.</li> <li>Sufficient sparing and support arrangements are in place to sustain operations in accordance with the defined level of capability and preparedness requirements.</li> <li>Support contracts are established for all upgraded and existing JORN systems, radar sites and the JORN Battlespace Surveillance Centre.</li> </ul> <p>Forecast dates for FOC are NFP.</p>	Not yet Achieved

## 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
1	There is a risk that the budget for the upgrade of some components is insufficient.	<p>Current funding was based on early estimates and may not be sufficient to deliver replacement components. The project may propose use of project contingency for any shortfalls. Risk has been downgraded to Medium in accordance with HPA Upgrade Strategy implementation as programmed in Additional Estimates.</p> <p>This risk will be removed from next year's Major Projects Report (MPR).</p>
2	There is a risk that other project factors (e.g. scope changes, inexperienced resources, supply chain issues etc.) will result in cost increases to the project.	<p>Defence has implemented a tiered approach to project governance to ensure that changes to project costs are managed and potential opportunities to offset cost are explored, including changes to delivery and assurance activities.</p>
3	There is a risk of cost increases associated with the upgrade of the second and third radars post IOC.	<p>A technical contingency allocation has been identified for mitigation strategies that relate to design costs and manufacture. Effective use of a competitive supply chain approach to reduce cost risk for future tranches.</p>
4	There is risk that the project budget might be insufficient due to the impact of inflation as the budget at project approval was out-turned against a fixed inflation rate.	<p>The project will continue to explore and realise opportunities to reduce delivery schedule; early reduction in project duration will decrease the impact of this risk.</p> <p>The project may need to access contingency funding if current funds prove to be insufficient to deliver project outcomes.</p> <p>Decision made to consolidate the scope of inflation impacts on the project, hence risk is now retired and will be removed from next year's MPR.</p>



## 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
N/A	N/A	N/A

## 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 13 lessons. The three project strategic lessons and the five project level lessons (non-strategic) are listed below.	
Description	Categories of Systemic Lessons
Strategic Lesson Type – Observation. Maintaining collaboration, transparent communication and disciplined engagement with all stakeholders is critical for managing technical requirements and effective risk management.	Program, Project & Product Management
Strategic Lesson Type – Lesson Identified. Adopting a holistic 'enterprise' approach to sustaining existing capability, delivering approved projects, approving future projects, and export opportunities, ensures that allocation of limited 'enterprise' resources across Defence and industry are optimised to minimise risks to delivery.	Program, Project & Product Management
Strategic Lesson Type – Observation. Traditional waterfall approaches rely on a single 'big bang' integration event close to the IMR milestone which is difficult to mitigate using sequential top-down design phase analysis. More agile approaches to program delivery allow the parties to learn together, adjust to overcome emergent technical issues within schedule and cost parameters, and deliver capability faster to the warfighter.	Program, Project & Product Management
Project Level Lessons (non-strategic) Description	Categories of Systemic Lessons
Project Level Lesson. Defining individual roles and responsibilities is essential. This ensures individuals understand their authority, accountability and boundaries. The project have created Responsible, Accountable, Consulted and Informed charts to assist with clarifying these roles and assigning specific responsibilities. Organisational Charts have been created with each team being aligned to specific outputs and outcomes whilst clearly delineating reporting lines.	Program, Project & Product Management
Project Level Lesson. Ensure delineation of disposal responsibilities and contractual obligations between acquisition and sustainment organisations, where a product is being both upgraded and supported in parallel. The project has aligned disposal responsibilities to the acquisition organisation where they are directly related to upgrade activities. Routine disposal responsibilities are maintained by the sustainment organisation.	Materiel Logistics
Project Level Lesson. By adopting agile delivery methodologies, the project has been able to realise programmatic efficiencies in collaboration with its industry partner. The project has adopted a continuous capability delivery strategy including incremental product releases, with a focus on ensuring the appropriate level of assurance for each release while reducing administrative overhead common to waterfall delivery methodologies. This will have a long term positive effect on the schedule and the cost of the project without a reduction in scope or product delivery.	Program, Project & Product Management
Project Level Lesson. The incremental product release concepts must extend to Support System and Integrated Logistic System design documentation and clearly define sustainment concepts. The project has adapted traditional waterfall support system development to fit the continuous capability delivery strategy.	Materiel Logistics
Project Level Lesson. By implementing the JORN Enterprise Governance Framework clear escalation protocols have been established to ensure that risks are addressed promptly and at the appropriate level. Staff are empowered to make risk based decisions for the project at the lowest possible delegation level. Project reporting follows a regular drumbeat ensuring stakeholders including the industry partner are well informed with progress, risks, issues and financials. This framework has improved responsiveness, empowered staff to make decisions and increased stakeholder engagement.	Program, Project & Product Management

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Section 7 – Project Structure

7.1 Project Structure as at 30 June 2025

Unit	Name
Division	Air Defence and Space Systems Division
Branch	Air and Surface Surveillance and Control Branch