

## **Part 4. JCPAA 2024–25 Major Projects Report Guidelines**





Australian Government

Department of Defence



Endorsed by the Joint Committee of Public Accounts and Audit

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## Purpose

**1.1** The objective of the Major Projects Report (MPR) is ‘to improve the accountability and transparency of Defence acquisitions for the benefit of Parliament and other stakeholders.’<sup>1</sup> In February 2012 the Joint Committee of Public Accounts and Audit (JCPAA) identified this review as a ‘Priority Assurance Review’ under subsection 19A(5) of the *Auditor-General Act 1997* (the Act), allowing the Australian National Audit Office (ANAO) full access to the information gathering powers under the Act. Under section 24 of the Act, the Auditor-General sets the relevant auditing standards that are to be complied with in this review.

**1.2** The purpose of the Guidelines is to set the criteria for the Department of Defence’s (Defence) preparation of Project Data Summary Sheets (PDSSs) for the selected projects. Draft Guidelines are prepared annually by the ANAO, following consultation with Defence, before they are submitted for endorsement by the JCPAA.

**1.3** The terms of the review engagement are communicated to Defence through ANAO correspondence prepared in accordance with auditing standards set by the Auditor-General.

## Introduction

**1.4** The MPR is tabled in the Parliament and has the following parts.

- (a) The Auditor-General may choose to include ANAO review and analysis in the report. This has, in the past, been included in Part 1 of the MPR. Part 1 may also include the ANAO’s assessment of selected Defence systems and controls, including the governance and oversight in place, to ensure appropriate project management.
- (b) Part 2 comprises Defence’s commentary, analysis and appendices, also referred to as the Defence MPR (not included within the scope of the Independent Assurance Report by the Auditor-General).
- (c) Part 3 incorporates the Independent Assurance Report by the Auditor-General, the Statement by the Secretary of Defence, and the PDSSs prepared by Defence.
- (d) Part 4 reproduces the Major Projects Report Guidelines endorsed by the JCPAA, which provide the criteria for Defence’s compilation of PDSSs.

**1.5** The MPR will include reporting on the performance of selected major Defence equipment acquisition projects (Major Projects) since Second Pass Approval<sup>2</sup>, and associated sustainment activities (where applicable), managed by Defence.<sup>3</sup> The summary project data is prepared by Defence and reviewed by the ANAO.

**1.6** The Major Projects included within the MPR are selected on the basis of criteria endorsed by the JCPAA and provided to the JCPAA by the ANAO.

**1.7** The 2024–25 MPR will report on 21 projects as endorsed by the JCPAA. The number of projects included in the MPR since its inception is shown in Table 1.

<sup>1</sup> Joint Committee of Public Accounts and Audit, Parliament of the Commonwealth of Australia, Report 473: Defence Major Projects Report (2016–17), (2018), Executive Summary, p. 1. Joint Committee of Public Accounts and Audit, Parliament of the Commonwealth of Australia, Report 483: Inquiry into the 2018–19 Defence Major Projects Report and the Future Submarine Project – Transition to Design (Auditor-General’s Reports 19 and 22 (2019–20)), (2020), Objective of the Major Projects Report, p. 6.

<sup>2</sup> Projects which are pre-Second Pass Approval but have spent more than \$500m may also be considered.

<sup>3</sup> For the purposes of the MPR, a project is defined as the acquisition or upgrade of Specialist Military Equipment, which normally excludes facilities and other Fundamental Inputs to Capability.

**Table 1: Number of projects included in the MPR**

MPR	Projects	MPR	Projects
2007–08	9	2016–17	27
2008–09	15	2017–18	26
2009–10	22	2018–19	26
2010–11	28	2019–20	25 <sup>4</sup>
2011–12	29	2020–21	21
2012–13	29	2021–22	21
2013–14	30	2022–23	20
2014–15	25	2023–24	21
2015–16	26	2024–25	21

**1.8** Defence project data is presented in a PDSS prepared for each of the Major Projects. Each PDSS includes information as at 30 June of the reporting year. The ANAO's limited assurance review is designed to enable the ANAO to obtain sufficient appropriate evidence for the Auditor-General to form a conclusion reported in the Auditor-General's Independent Assurance Report.

**1.9** These Guidelines:

- (a) provide the criteria for project selection and the list of projects for inclusion in the 2024–25 MPR;
- (b) outline the roles and responsibilities of Defence in the production and quality assurance of Defence's contribution to the 2024–25 MPR<sup>5</sup>;
- (c) provide requirements for the preparation of the PDSSs;
- (d) provide the PDSS template; and
- (e) provide an indicative program schedule in support of a December 2025 tabling.

**1.10** The MPR Guidelines are reviewed and amended to reflect lessons learned and the outcomes of JCPAA review of successive MPRs, in order to improve MPR processes and ensure the report meets its objective. At the JCPAA's request, the ANAO has taken administrative responsibility for updating the Guidelines annually and submitting them to the Committee for endorsement with covering advice. These processes occur following consultation with Defence.

## Criteria for Project Selection

### Criteria for Project Entry

**1.11** The inclusion of projects in the MPR is generally based on the projects included in the Defence Integrated Investment Program and is subject to the following criteria:

- (a) projects may be admitted one year after receiving government Second Pass Approval<sup>6</sup>;
- (b) projects may be admitted before receiving Second Pass Approval, but need to have spent > \$500m;

<sup>4</sup> The 2019–20 MPR Guidelines, endorsed in September 2019, stated that 30 projects would be included. Five projects exited after the 2019–20 MPR Guidelines were endorsed.

<sup>5</sup> The ANAO's roles and responsibilities are established by the *Auditor-General Act 1997*, other relevant legislation and the ANAO auditing standards, and are communicated to auditees for each engagement.

<sup>6</sup> The Capability Life Cycle (CLC) was redesigned following the First Principles Review, to deliver a risk- based decision-making and capability management process and One Defence Capability System. Not all projects in the 2024–25 MPR will have been approved under the updated process, but will have had at least one Second Pass approval or key government decision.

- (c) a project should have a total approved project budget of > \$400m;
- (d) a project should have at least three years of asset delivery remaining;
- (e) a project should have at least 30 per cent of its budget remaining; and
- (f) a maximum of five new projects to enter the MPR in any one year.

**1.12** Projects approved with tranching or rolling acquisition approaches spanning decades may be considered for a specified period and/or capability acquisition (such as a single tranche or approved work package) provided the above criteria are met. These projects' inclusion in the MPR may be extended by the JCPAA.

**1.13** Projects selected for inclusion in the MPR may be proposed by Defence or the ANAO, based on the above criteria. Secondary considerations not limited to the above may include other factors such as parliamentary or public interest, changes in Government policy, coverage of Defence's capital expenditure for major and minor acquisition projects, and distribution across Defence domains. The ANAO provides comments and advice to the JCPAA on such proposals by 31 August.

### **Criteria for Project Exit**

**1.14** The removal of projects from the MPR is generally based on the declaration of Final Operational Capability (FOC), or a pre-FOC risk assessment<sup>7</sup> of the timely declaration of FOC where a significant portion of the project's deliverables are complete, and subject to consideration of each of the following matters:

- (a) the outstanding deliverables pre-FOC, against the relevant Materiel Acquisition Agreement (MAA) or Product Delivery Agreement (PDA)<sup>8</sup>, and/or government approval;
- (b) the remaining schedule to FOC<sup>9</sup>, against the relevant MAA or PDA and/or government approval;
- (c) the remaining budget to FOC, against the relevant MAA or PDA and/or government approval;
- (d) the remaining project risks and issues;
- (e) Project of Interest or Project of Concern status<sup>10</sup>; and
- (f) the Capability Manager's assessment, including the extent to which the assessment relates to the Capability Acquisition and Sustainment Group's (CASG) and/or the Naval Shipbuilding and Sustainment Group's (NSSG) responsibilities.<sup>11</sup>

**1.15** Projects selected for removal from the MPR may be proposed by Defence or the ANAO, based on the above criteria. The ANAO provides comments and advice to the JCPAA on such proposals by 31 August.

**1.16** Projects that have met the exit criteria and been endorsed for removal by the JCPAA should be removed from the list of projects included in the MPR in the

<sup>7</sup> The pre-FOC risk assessment could be informed by Defence's Independent Assurance Review process.

<sup>8</sup> MAAs are intended to be phased out and gradually replaced by PDAs. A PDA is an agreement between the Project or Product Sponsor (or if not appointed, then the Program Sponsor) and lead Delivery Group which specifies the scope, resourcing, priorities and performance and preparedness requirements for support of a capability system throughout its life, to support performance measurement. Department of Defence, *Product Life Cycle Guidance*, April 2022, Chapter 2 – Project/Product Governance, p. 20.

<sup>9</sup> In general, if a project is within 12 months of declaring FOC, it should be considered for exit, subject to the Capability Manager's risk assessment.

<sup>10</sup> Acquisition projects with issues and risks raised against schedule, cost, and/or capability performance that warrant heightened internal senior management attention are to be managed in accordance with CASG (PM) 007 – *Delivery Group Performance Management and Reporting, and Management Of Projects and Products Of Interest and Concern*, February 2023. Entry to and exit from the Projects/Products of Concern list is decided by the Minister for Defence Industry, the Delivery Group Head or the Capability Manager (or the Group Head alone in cases where both roles reside in one Group).

<sup>11</sup> CASG and NSSG are part of Defence and exist to meet the Australian Defence Force's (ADF) military equipment and supply requirements as identified by Defence and approved by government.

subsequent year. Expenditure and milestone information for these projects will be included in Part 2 of the MPR in the subsequent year.

**1.17** Projects that have been removed from the MPR that still have outstanding exceptions to the achievement of significant milestones declared by Defence (Initial Materiel Release, Initial Operational Capability, Final Materiel Release and Final Operational Capability) and/or significant remaining materiel capability to be delivered, are required to report on the status of these activities in the Statement by the Secretary of Defence until their final status is accepted by the Capability Manager.

**1.18** MPR projects that have been cancelled will remain in the MPR until project finalisation or a significant portion of the project's finalisation activities are complete. A PDSS for the project will need to be prepared detailing close-out activities—including any contract payments, contingent/trailing liabilities, and decisions to transfer scope as a result of the cancellation of associated contracts—until the JCPAA endorses the project's exit from the MPR. If a cancelled project exits the MPR prior to finalisation, it must report on the status of remaining finalisation activities in the Statement by the Secretary of Defence until the formal closure of the project.

## 2024–25 Project Selection

**1.19** Table 2 lists the projects included in the 2024–25 MPR program in budget order.

**Table 2: Projects for the 2024–25 MPR**

Project Number	Project Name	Defence Abbreviation
AIR 6000 Phase 2A/2B	New Air Combat Capability	Joint Strike Fighter
SEA 5000 Phase 1	Hunter Class Frigate Design and Construction	Hunter Class Frigate
LAND 400 Phase 2	Combat Reconnaissance Vehicles	Combat Reconnaissance Vehicles
LAND 4503 Phase 1	Armed Reconnaissance Helicopter (ARH) Replacement	ARH Replacement
SEA 1180 Phase 1	Offshore Patrol Vessel	Offshore Patrol Vessel
AIR 5349 Phase 6	Advanced Growler Development	Advanced Growler
AIR 555 Phase 1	Airborne Intelligence, Surveillance, Reconnaissance and Electronic Warfare (ISREW) Capability	Peregrine
LAND 907 Phase 2/ LAND 8160 Phase 1	Main Battle Tank Upgrade, Combat Engineering Vehicles	Heavy Armoured Capability
AIR 7000 Phase 1B	MQ-4C Triton Remotely Piloted Aircraft System	MQ-4C Triton
LAND 121 Phase 4	Protected Mobility Vehicle – Light (PMV-L)	Hawkei
LAND 08113 Phase 1	Long Range Fires	Long Range Fires
SEA 9100 Phase 1	Improved Embarked Logistics Support Helicopter	IE Logistics Support Helicopter
LAND 19 Phase 7B	Short Range Ground Based Air Defence	SRGB Air Defence
AIR 2025 Phase 6	Jindalee Operational Radar Network	JORN Mid-Life Upgrade
AIR 6500 Phase 1	Joint Air Battle Management System	JABMS
AIR 5431 Phase 3	Civil Military Air Management System	CMATS
LAND 200 Tranche 2	Battlefield Command System	Battlefield Command System
SEA 1439 Phase 5B2	Collins Class Communications and Electronic Warfare Improvement Program	Collins Comms and EW
SEA 3036 Phase 1	Pacific Patrol Boat Replacement	Pacific Patrol Boat Repl
SEA 1442 Phase 4	Maritime Communications Modernisation	Maritime Comms
SEA 1448 Phase 4B	ANZAC Air Search Radar Replacement	ANZAC Air Search Radar Repl

Note 1: LAND 08113 Phase 1 Long Range Fires and AIR 6500 Phase 1 Joint Air Battle Management System are included in the MPR Program for the first time in 2024–25.

**1.20** For each project removed from the MPR, the lessons learned at both the project



level (systemic) and the whole-of-organisation level should be included as a separate appendix in the following year's Defence chapter of the MPR.

## Defence's Roles and Responsibilities

**1.21** Defence will provide each project's PDSS for ANAO review. The Secretary of the Department of Defence (Secretary) is responsible for ensuring that the PDSSs are prepared in accordance with these Guidelines and for ensuring that the PDSSs and supporting evidence provided for ANAO review are materially accurate and complete. The Secretary is also responsible for providing to the ANAO: the finalised Defence chapters; the *Statement by the Secretary of Defence*; and the PDSSs for inclusion in the MPR.

**1.22** Defence is responsible for ensuring that information of a classified nature is made available to the ANAO for review, as it relates to the data contained within the PDSSs. Defence will provide data for inclusion in the final MPR in a way that allows for unclassified publication. Defence will provide advice to the ANAO on the classification of information in individual PDSSs and the aggregated security classification of information contained across all PDSSs.

**1.23** Defence's positions, roles and responsibilities are outlined in Table 3.

**Table 3: Defence's Positions, Roles and Responsibilities**

Position	Role	Responsibility
Secretary of Defence	Defence accountability	<ul style="list-style-type: none"><li>Primary accountability for the completeness and accuracy of Defence's contributions to the MPR.</li><li>Sign off on the <i>Statement by the Secretary of Defence</i>, including Significant Events Occurring Post 30 June 2025.</li></ul>
Vice Chief of the Defence Force	Joint Force Authority	<ul style="list-style-type: none"><li>Provision of advice with regards to the overall security classification of the aggregated information contained within the PDSS suite, and suitability for unclassified publication.</li></ul>
Deputy Secretary – Capability Acquisition and Sustainment Group (CASG) / Naval Shipbuilding and Sustainment Group (NSSG)	Business Owner	<ul style="list-style-type: none"><li>Obtain cascading sign offs from Branch and Division Heads on the data and content in the unclassified PDSS suite.</li><li>Clearance of the PDSSs and Defence analysis, or delegation as appropriate.</li></ul>
Chief Finance Officer	Financial advice and assurance	<ul style="list-style-type: none"><li>Responsibility for financial advice and information in the Defence contribution to the MPR.</li><li>Coordination and provision of corporate budget information.</li><li>Quality assurance of all financial data.</li></ul>
First Assistant Secretary Defence Integrity Division	Overall Relationship Management	<ul style="list-style-type: none"><li>Provision of assistance/support when called upon by ANAO or Defence. This may include the provision of advice to, and facilitation of clearance by, the Secretary.</li><li>Provision of advice on matters of an audit/assurance nature.</li></ul>
First Assistant Secretary Strategy, Planning and Independent Assurance	MPR management and accountability	<ul style="list-style-type: none"><li>Advice to responsible Deputy Secretaries and the Secretary.</li><li>Clearance of the unclassified PDSS suit and Defence MPR.</li><li>Liaison with ANAO senior management.</li></ul>

Position	Role	Responsibility
Assistant Secretary Independent Project and Portfolio Management Office	MPR coordination and liaison	<ul style="list-style-type: none"> <li>Liaison with the ANAO and facilitating access to information required by the ANAO.</li> <li>Guidance and direction to project offices.</li> <li>Manage the MPR Program and schedule with the ANAO.</li> <li>Development, configuration management and quality assurance of the Defence MPR, PDSS suite and evidence packs to ensure completeness and accuracy.</li> </ul>
Project Directors/Managers	PDSS development and generation of evidence packs	<ul style="list-style-type: none"> <li>Develop the project's PDSS and associated evidence packs, including the mapping of evidence to disclosures within the PDSS, in compliance with the Guidelines.</li> <li>Actively engage the Defence MPR team in its review of the project's PDSS.</li> <li>Actively participate and cooperate with the ANAO in the review of the project's PDSS.</li> </ul>
Capability Managers	PDSS confirmation	<ul style="list-style-type: none"> <li>Responsibility for confirming the project's status, particularly progress toward the Initial Materiel Release (IMR), Initial Operational Capability (IOC), Final Materiel Release (FMR) and Final Operational Capability (FOC) milestones.</li> <li>Confirmation that the information contained within the PDSSs is unclassified.</li> </ul>

## MPR Process

**1.24** The JCPAA identified the MPR as a Priority Assurance Review in its Report 429: Review of the 2010–11 Defence Materiel Organisation Major Projects Report. Consequently, the ANAO has full access to the information gathering powers under the *Auditor-General Act 1997* (the Act), pursuant to subsection 19A(5) and section 31 of the Act.

**1.25** An indicative schedule for the MPR program has been established (refer to page 28). The schedule provides for a PDSS Review 1 for the ANAO to conduct PDSS and project reviews prior to 30 June. Project data should be prepared for this period at the date selected for the ANAO's review, without anticipating outcomes for after 30 June. A second period will be set aside after the end of the financial year for reviewing PDSS Versions 2 and 3.

**1.26** The ANAO will coordinate with Defence on project site visits to review PDSS Version 1 and evidence material. Defence will provide the ANAO with a Defence quality assured copy of the PDSS together with the relevant evidence pack (electronically). The evidence pack will be appropriately structured and mapped to the PDSS by the project for efficient review. Project teams are to ensure that each statement within the PDSS has an identified evidence source.

**1.27** In the interests of procedural fairness, contractors named within a PDSS will be consulted before Defence finalises the PDSS. The aim of the consultation is to provide the contractor with an opportunity to comment on relevant PDSS extracts. Defence will request that contractors provide the ANAO with a copy of their comments (including nil returns) in relation to any errors or misstatements in the PDSS. Defence will consider contractors' comments received within specified and reasonable time limits. Defence will also keep the ANAO informed of how it intends to deal with contractor responses to the PDSS suite.

**1.28** The ANAO may engage directly with contractors, as necessary, to seek clarification regarding their comments on project data, and will keep Defence informed of feedback and outcomes.

## Formatting Requirements for Project Data Summary Sheets

**1.29** Each PDSS is part of a public document to be tabled in the Parliament. The following style conventions must be followed to ensure consistency across the PDSS suite.

- (a) PDSSs should be kept to an optimum length of 10 pages, focus on key information, and must be updated based on the latest template included in this document (refer to page 22).
- (b) Where possible, acronyms and jargon are not to be used. When acronyms or ADF specific terms (or similar) are used, the first use must be spelt out in full and included in the Defence Glossary. Similarly, language describing caveats, exceptions or limitations, or other similar terms, should be explained.
- (c) Project names should be written in full or with the approved Defence abbreviation, and should be presented with an initial capital, e.g. Joint Strike Fighter.
- (d) All costs should be shown as \$m (millions) and be rounded to one decimal place (i.e. to the nearest \$100,000), with negative amounts in brackets.
- (e) All costs are to be expressed in Australian dollars (AUD) and reported as *Goods and Services Tax (1999) (GST) exclusive*.
- (f) Dates in the PDSS narratives should be presented as Month 20yy, and dates in the PDSS tables should be presented as Mmm YY (e.g. Jul 09). Time variations should be shown as full months.
- (g) Any cells in a table not containing data should be shown as 'N/A'.
- (h) Alignment of data within tables is to be positioned as per the template in this document.
- (i) Any data that Defence has advised should not be disclosed publicly in a PDSS is to be noted as Not for Publication (NFP), or "Delayed from" meaning delayed from the Original Planned date or the Forecast date in the 2023–24 PDSS.<sup>12</sup>
- (j) Where a date, quantity or scope for any disclosure in the PDSS is not known, choices for this presentation include:
  - N/A: Not applicable, used where no longer required or is not applicable. For example, due to a contract change or change to project scope.
  - TBA: To be announced, used where under negotiation or is yet to be defined. For example, pending a government decision or awaiting a contract change to delivery date.

**1.30** Where a correction has been identified against the information disclosed in the prior year, a note is to be added to the PDSS reflecting the change made to correct the record. Where the issue is of a significant nature, Defence is to consider a disclosure in the Statement by the Secretary of Defence.

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<sup>12</sup> Paragraph 1.22 of these guidelines provides that Defence is responsible for ensuring that information of a classified nature is made available to the ANAO for review, as it relates to the data contained within the PDSSs.

## Requirements for Preparation of Project Data Summary Sheets

Heading	Data	Information Required
Project Header	Project Number	The number of the project as approved by government. This should be depicted in bold text.
	Project Name	The name of the project as approved by government. This should be depicted in bold upper-case text.
	First Year Reported in the MPR	The year the project was first reported in the MPR, in 20xx–xx date format.
	Capability Type	<p>Either one or a combination of:</p> <ul style="list-style-type: none"> <li>• New;</li> <li>• Replacement;</li> <li>• Upgrade;</li> <li>• Upgrade and New;</li> <li>• Replacement and New.</li> </ul> <p>An alternative descriptor where the above types are not applicable.</p>
	Capability Manager	<p>Either one or a combination of:</p> <ul style="list-style-type: none"> <li>• Chief of Navy;</li> <li>• Chief of Army;</li> <li>• Chief of Air Force;</li> <li>• Chief of Joint Capability;</li> <li>• Vice Chief of the Defence Force;</li> <li>• Deputy Secretary Strategic Policy and Intelligence;</li> <li>• Chief of Defence Intelligence.</li> </ul>
	Government 1st Pass Approval	The date Government First Pass Approval was given.
	Government 2nd Pass Approval / key Government pre Second Pass Approval ( <i>specify one</i> )	<p>The date Government Second Pass Approval was given (with multiple dates for multiple Government Second Pass Approvals).</p> <p>Where a project has entered the MPR but has not yet achieved Second Pass Approval, the date is a pre-Second Pass Approval date based on a key Government decision.</p>
	Budget at 2nd Pass Approval	<p>The approved project budget in AUD as at the most recent Government Second Pass Approval, excluding price indexation and exchange variation. This amount should equal the sub total of the project budget in Section 2.1 as at the most recent Second Pass Approval.</p> <p>Where a project has entered the MPR but has not yet achieved Second Pass Approval, the amount is a pre-Second Pass Approval budget based on a key Government decision.</p>
	Total Approved Budget (Current)	The current approved project budget in AUD. This amount should equal the Total Budget in Section 2.1 Project Budget (out-turned) and Expenditure History.
	2024–25 In-year Budget	The estimated project expenditure for 2024–25 as per the in-year budget at 30 June 2025. This amount should be equal to the in-year budget in Section 2.2A and Section 2.2B.
	Complexity	The project's Acquisition Categorisation (ACAT) level.

Heading	Data	Information Required
	Project Image	Image of the project to be provided to the ANAO by the Defence MPR team in a separate file as a high-resolution JPG at a minimum resolution of 1600 pixels on the longest edge.
<b>SECTION 1 – PROJECT SUMMARY</b>		
<b>Section 1.1 Project Description</b>	Description	A short description of the project, which summarises capability delivery and, where appropriate, equipment quantities. This information should be consistent with other sections of the PDSS.
<b>Section 1.2 Current Status</b>	Cost Performance	<p><u>In-year</u></p> <p>The project's current progress, at a strategic level, against its in-year budget (specifying whether more, or less, was spent than budgeted), and a succinct explanation of causes for variations.</p> <p>This statement should align with the In-year Budget/Expenditure Variance explanation in Section 2.2B and is to be presented in AUD.</p> <p><u>Project Financial Assurance Statement</u></p> <p>A statement of whether the budget remaining, together with the estimated future expenditure and current known risks, is sufficient for completing the project. If the budget is sufficient, the statement should be based on the following standard text:</p> <p><i>As at 30 June 2025, project [insert project number] 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.</i></p> <p>If the budget is insufficient, the statement is to be modified accordingly and/or is to describe the project's unique circumstances (such as requiring the use of contingency, or to note cost risks disclosed in Section 5 – Major Risks, Emergent Risks and Issues of the PDSS). Where modified, a description of the actions the project is undertaking to address the insufficiency of the budget is to be included.</p> <p><u>Contingency Statement</u></p> <p>A statement of whether the project has/has not spent contingency funds this financial year. The amount of contingency is not required. Standard text:</p> <p><i>[positive case]: The project has spent contingency in the financial year primarily for the treatment of [insert a risk description<sup>13</sup>] risk or issue [and where possible include linkage to Section 5 – Major Risks and Issues and specified remediation activities]; or</i></p> <p><i>[negative case]: The project has not spent contingency in the financial year.</i></p> <p>This section must be consistent with the data in Section 2 – Financial Performance.</p>
	Schedule Performance	A brief description, at a strategic level, of key schedule milestones achieved so far and issues

<sup>13</sup> Refer to Department of Defence, (CP) 005 – Capability Acquisition and Sustainment Risk Manual, August 2021, p. 23.

Heading	Data	Information Required
		<p>facing the project in achieving future milestones. Milestone achievements or non-achievements in the current year and the variance in months are to be included.</p> <p>Outline Schedule Performance as per following timeline:</p> <ol style="list-style-type: none"> <li>1. Overall schedule status – IOC /FOC</li> <li>2. In year schedule status</li> <li>3. Next Financial Year key schedule activities</li> </ol> <p>This section must be consistent with what is stated in Section 3 – Schedule Performance.</p>
	Materiel Capability/Scope Delivery Performance	<p>A brief update, at a strategic level, on the materiel capability delivered to date, and expected future delivery.</p> <p>Detailed technical performance of systems is to be avoided and classified information is not to be disclosed.</p> <p>This section must be consistent with what is stated in Section 4 – Materiel Capability/Scope Delivery Performance.</p>
<b>Section 1.3 Project Context</b>	Background	<p>A succinct summary level statement that covers Government approvals history and any strategic changes that have occurred since approval. For projects approved under the Capability Life Cycle model, a short description of Defence “Smart Buyer” outcomes considered at Government approval is to be included. If a “Smart Buyer” risk assessment considered at Second Pass was not conducted, a brief description of the reasons why not is to be included.</p> <p>Any decisions resulting in transfers of scope into or out of the project are to be described. This information should be consistent with any transfers of budget presented in Section 2, capability presented in Section 4 and risks and issues presented in Section 5.</p> <p>For projects that have been announced as a Project of Concern (PoC) by the responsible Minister (currently the Minister for Defence Industry), the following information is to be included:</p> <ul style="list-style-type: none"> <li>• date the project was announced as a PoC;</li> <li>• reason the project was placed on the PoC list;</li> <li>• remediation activities being undertaken; and</li> <li>• date of removal from the PoC list (if applicable).</li> </ul> <p>For projects that have been determined to be a Project of Interest (PoI), the following information is to be included:</p> <ul style="list-style-type: none"> <li>• date the project was made a PoI;</li> <li>• reason the project was placed on the PoI list;</li> <li>• remediation activities being undertaken; and</li> <li>• date of removal from the PoI list (if applicable).</li> </ul> <p>Note: stop payments or liquidated damages should be referred to here or elsewhere in Section 1 (disclosure of amounts is not required).</p>

Heading	Data	Information Required
	Uniqueness	A brief explanation of the particular aspects that make this project unique, for example: introducing a new capability to the ADF, replacing obsolete capability with new technology, or is contributing to Australian capability.
	Major Risks, Emergent Risks and Issues	A succinct summary statement of the major risks and issues disclosed in Section 5 – Major Risks and Issues that are rated high or very high at 30 June 2025. Where the project has achieved a milestone with an exception, a brief description of the exception is to be included in the PDSS. Exceptions include 'caveats' and 'deficiencies', which are the Defence mandated terms relating to the declaration of milestones. This should be consistent with the description in Section 5.3.
	Other Current Related Projects/Phases	A list of the current approved projects (i.e. Second Pass has been achieved) listed in the project's Materiel Acquisition Agreement. Statement to include the project/product name, number and phase of the project, and a brief description of the dependency (i.e. one or two short sentences).
<b>SECTION 2 – FINANCIAL PERFORMANCE</b>		
<b>Section 2.1 Project Budget (out-turned) and Expenditure History</b>	<b>Project Budget</b>	
	Original Approved	The first budget approved by Government. This could be through an Original, Interim, First or Second pass approval. In brackets, the Approval source is to be disclosed (e.g. Government First or Second Pass Approval). The project budget approvals should be consistent with and traceable to the Defence IIP Broadsheet and CABSUBS budgets.
	Real Variation	<p>All variations to be included are shown below, where they are applicable to the project with an explanation for each variation included within the Notes. After second pass approval, all prior reporting year's budget variations can be presented as a single variation where a Note is added to detail the components of this consolidated variation.</p> <p>All values are to be presented in AUD and negative values in brackets.</p> <p><b>“Subsequent Government Approvals”</b> are the addition of funds via any specific Government Approval after the Original Approved. If the approval is a Government First or Second Pass Approval, it is to be disclosed in bold text. The date of the variation is to be the date the funds were received in the Financial Management Information System (FMIS), and not the date of the Government decision, if different.</p> <p><b>“Scope”</b> changes are attributable to changes in requirements by Defence and government. These generally take the form of changes in quantities of equipment, a change in requirements that result in specification changes in contracts, changes in logistics support requirements or changes to services to be provided which are accompanied by a corresponding budget adjustment.</p> <p><b>“Transfers”</b> occur when a portion of the budget and corresponding scope is transferred to or from another approved project or sustainment product in</p>



Heading	Data	Information Required
		<p>CASG or to another Group in Defence in order to more efficiently manage delivery of an element of project scope and to vest accountability for performance accordingly.</p> <p><b>“Budgetary Adjustments”</b> account for corrections resulting from foreign exchange or indexation accounting estimation errors. Also included under this heading are administrative decisions that result in variations such as efficiency dividends imposed on project budgets or adjustments made to fund Defence initiatives.</p> <p><b>“Real Cost Increases”</b> These funds have been approved by government to increase the Project's budget (generally without a change in scope).</p> <p><b>“Real Cost Decreases”</b> These funds have been handed back to the Defence Portfolio.</p> <p>The elements above are added to form a subtotal for a single amount for all real variations (including Government Second Pass Approvals).</p>
	Total at Second Pass Approval/key Government pre-Second Pass Approval ( <i>specify one</i> )	A subtotal in the \$m column which sums each individual Government approval and real variation, until the most recent Second Pass Approval (or key Government pre- Second Pass Approval). This figure should match the Budget at 2nd Pass Approval (or key Government pre-Second Pass Approval) in the Header section and should be shown in AUD.
	Price Indexation	Variations to the Original Approved project cost due to price indexation and out-turning adjustments, to take account of variations in labour and materiel indices over time. This is disclosed where applicable, i.e. not for projects approved post July 2010 in out- turned prices.
	Exchange Variation	Variations to the Original Approved project cost due to foreign exchange adjustments brought about by changes in foreign exchange rates for payments in foreign currency.
	Total Budget	The sum of the above. This should reconcile with the FMIS as at 30 June. The Total Approved Budget in the Project Header should equal this figure and be presented in AUD.
	Notes	Used to provide additional information as required (e.g. explanation of the reason for each Real Variation).
<b>Project Expenditure</b>		
	Prior to July 2024	<p>This item comprises all amounts incurred in all periods prior to the current reporting period (i.e. expenditure up to 30 June 2024). All expenditure is to be presented in AUD and in brackets to indicate a negative figure.</p> <p>Reporting of expenditure is to be split into the following:</p> <p>“Contract Expenditure” against each of the top 5 contracts as listed in Section 2.3 Details of Project Major Contracts, restricted to contracts valued at greater than or equal to \$10m. For large projects, it may be appropriate to include greater than the top 5 contracts. Contract expenditure should be listed from highest to lowest value. Contracts with nil value should not be disclosed.</p>

Heading	Data	Information Required
		<p>“Other Contract Payments/Internal Expenses” which comprises operating expenditure, contractors, consultants, other capital expenditure not attributable to the aforementioned contracts and minor contract expenditure.</p> <p>It is generally expected that ‘other’ expenditure will not exceed 10% of total prior period expenditure. However, if ‘other’ expenditure exceeds this threshold, an additional explanation within the Notes section outlines the key aspects of the expenditure including amounts to bring the amount of unexplained ‘other’ below 10%.</p> <p>The two expenditure elements above are added to give a subtotal that is a single amount for all prior period expenditure.</p>
	FY to June 2025	<p>This item comprises all amounts incurred in the <u>current reporting period</u> (i.e. contract level expenditure from 1 July 2024 to 30 June 2025). All expenditure is to be presented in AUD and in brackets to indicate a negative figure.</p> <p>Reporting of expenditure is to be split into the following:</p> <p><b>“Contract Expenditure”</b> against each of the top 5 contracts as listed in Section 2.3 Details of Project Major Contracts, restricted to contracts valued at greater than or equal to \$10m. For large projects it may be appropriate to include greater than the top 5 contracts. Contract expenditure should be listed from highest to lowest value. Contracts with nil value should not be disclosed.</p> <p><b>“Other Contract Payments / Internal Expenses”</b> which comprises operating expenditure, contractors, consultants, other capital expenditure not attributable to the aforementioned contracts and minor contract expenditure.</p> <p>It is generally expected that ‘other’ expenditure will not exceed 10% of total expenditure in the current reporting period. However, if ‘other’ expenditure exceeds this threshold, an additional explanation within the Notes section outlines the key aspects of the expenditure including amounts to bring the amount of unexplained ‘other’ below 10%.</p> <p>The two expenditure elements above are added to give a subtotal that is a single amount for Financial Year (FY) expenditure.</p> <p>In addition, any stop payments or liquidated damages should be referred to in the Notes (disclosure of amounts is not required).</p>
	Total Expenditure	<p>This item discloses total project expenditure as at the reporting date (i.e. 30 June 2025) and is the sum of prior period and current period expenditure reported above. All expenditure is to be reported in AUD and presented in brackets to indicate a negative figure.</p>
	Remaining Budget	<p>The subtraction of total expenditure from total budget, thus showing the unspent portion of the approved budget, as at 30 June.</p>
	Notes	<p>For additional information as required (e.g. the breakdown of ‘Other Contract Payments/Internal Expenses’).</p>

Heading	Data	Information Required
<b>Section 2.2A In-year Budget Estimate Variance</b>	Estimate PBS \$m	The initial budget estimate for 2024–25, as published in the PBS or Defence budgetary system, if not publicly published.
	Estimate PAES \$m	The mid-year revised budget estimate for 2024–25, as published in the PAES or Defence budgetary system, if not publicly published. The variance, as an amount and percentage, should be calculated between the Estimate PAES and Estimate PBS.
	In-year Budget \$m	The final revised in-year budget for 2024–25. The variance, as an amount and percentage, should be calculated between the in-year budget and Estimate PAES. This amount should be equal to the 2024–25 Budget figure in the Project Header and the in-year budget in Section 2.2B In-year Budget/Expenditure Variance in AUD.
	Total Variance	Budget estimate variances, and corresponding variance percentages, are to be disaggregated and disclosed separately. The variance, as an amount and percentage, should be calculated between the in-year budget and Estimate PBS.
	Explanation of Material Movements	The explanations for the material variance/s noted above, as published in appropriate supporting documentation (e.g. the PAES).
<b>Section 2.2B In-year Budget/ Expenditure Variance</b>	In-year Budget \$m	The estimated project expenditure for 2024–25. The data presents the project's 'Year to Date' performance in financial terms. It must explain the difference between the 'Latest Plan' in the Monthly Reporting Module (MRM) Majors Budget Performance Total report and/or the FMIS and the End of Financial Year Actual Expenditure. This amount should be equal to the 2024–25 Budget figure in the Project Header and the In-year Budget in Section 2.2A In-year Budget Estimate Variance. All values are to be presented in AUD and negative values in brackets.
	Actual \$m	The actual project expenditure incurred in the current reporting period (i.e. 2024–25). This amount should be equal to the FY to Jun 25 Total Expenditure in Section 2.1 Project Budget (out-turned) and Expenditure History in AUD.
	Variance \$m	Budget expenditure variances are to be disaggregated and disclosed separately as per the variance factors described below. The sum of these should give a total variance equal to the difference between the Estimate and Actual expenditure. The variance percentage should also be calculated between the Estimate and Actual expenditure.
	Variance Factor	This section provides a range of factors attributable to the cause of the variances between the Budget Estimate and Actual expenditure. These are expressed as the standard variance factors of: <ul style="list-style-type: none"> <li>• Australian Industry;</li> <li>• Foreign Industry;</li> <li>• Early Processes;</li> <li>• Defence Processes;</li> <li>• Foreign Government Negotiations/Payments;</li> </ul>

Heading	Data	Information Required
		<ul style="list-style-type: none"> <li>• Cost Saving;</li> <li>• Effort in Support of Operations; and</li> <li>• Additional Government Approvals.</li> </ul>
	Explanation	<p>Explanations must address all the variance factors noted above, where relevant.</p> <p>Material changes following the publication of the PAES may require an explanation.</p> <p>This explanation should be equal to the In-year Cost Performance statement in Section 1.2.</p>
<b>Section 2.3A Details of Project Major Contracts - Price</b>	Contractor <sup>14</sup>	<p>List the contractors for the top 5 contracts valued at greater than or equal to \$10m. For large projects it may be appropriate to include more than the top 5 contracts. Contractors should be listed in order of signature date (earliest to most recent).</p> <p>The top five contracts listed should be the same as the contracts listed in Section 2.1 Project Budget (out-turned) and Expenditure History.</p>
	Signature Date	The date the contract was signed.
	Price at Signature \$m and 30 Jun 25 \$m	<p><u>Signature \$m</u> The value of the contract at signature.</p> <p><u>30 Jun 2025 \$m</u> The value of the contract at 30 June 2025 (i.e. value spent as per Section 2.1 Project Budget (out-turned) and Expenditure History plus remaining commitment as at the spot exchange rates as recorded in the FMIS at 30 June 2025).</p> <p>All values in AUD and exclusive of GST.</p>
	Type (Price Basis)	<p>Choices for this include:</p> <ul style="list-style-type: none"> <li>• Firm (or Fixed);</li> <li>• Variable;</li> <li>• Cost Ceiling (capped); or</li> <li>• Reimbursement (for FMS).</li> </ul> <p>Further information including templates is in the ASDEFCON Suite of Tendering and Contracting Templates on the Defence intranet.</p>
	Form of contract	<p>Choices for this include:</p> <ul style="list-style-type: none"> <li>• Standard Defence Contract (for ASDEFCON);</li> <li>• FMS (for Foreign Military Sales); and</li> <li>• MoU (for Memorandum of Understanding).</li> </ul> <p>Note: For unique arrangements such as Alliance or Public Private Partnership that would need to be specially treated (noting the key signatories to the arrangement), projects should seek the advice of the Defence MPR team.</p>
	Notes	For additional information as required (e.g. description of new contract or explanation of significant changes in contract value from the prior year).
<b>Section 2.3B Details of Project Major Contracts – Contracted Quantities and Scope</b>	Contractor	The contractors for the top 5 contracts. For large projects it may be appropriate to include more than the top 5 contracts. Contractors should be listed in order of signature date (earliest to most recent), i.e. in same order as above.
	Contracted Quantities as at Signature and 30 Jun 25	<p>The quantity of major equipment under contract as at the date the contract was signed and also as at 30 June 2025.</p> <p>The quantity of contracted equipment should only</p>

<sup>14</sup> The definition of 'contractor' in Section 2.3 Details of Major Project Contracts, includes: contractors from direct commercial sales; and foreign government arrangements such as Memoranda of Understanding, FMS or Cooperative Programs.

Heading	Data	Information Required
		be provided at a summary level.
	Scope	A brief description of the scope of the contract deliverables. Generally only hardware is included in this section at a platform level summary, disclosing only major prime mission and support system elements (e.g. 'Upgraded Collins Class Submarines').
	Major equipment accepted and quantities to 30 Jun 25	Detail the major equipment and quantities the project has accepted to 30 June 2025.
	Notes	For additional information as required, such as (but not limited to), explanation of significant changes in quantities or scope from the prior year or comments related to the delivery of the major contracted equipment.
<b>Section 2.4 Australian Industry Capability</b>	Summary	<p>If there is an AIC Schedule or Plan for any of the contracts disclosed in Section 2.3, a short description of the key commitments of the Schedule or Plan is to be included. Projects are to state whether there are contracted AIC Schedules or Plans. Standard text:</p> <p><i>[positive case]: The project has contracted AIC schedules/plans for all contractors identified in Section 2.3 (specifying if there are any exceptions);</i></p> <p>or</p> <p><i>[negative case]: The project has no contracted AIC schedules/plans for the contractors identified in Section 2.3.</i></p> <p>Where there are no AIC Schedules or Plans relevant to the contracts in Section 2.3, this should be disclosed along with the reason. Standard reasons for no AIC Schedule or Plan may include: contracts with Defence pre-date the AIC program announced in 2016.</p> <p>Note: the disclosure of AIC values is not required.</p>
<b>SECTION 3 – SCHEDULE PERFORMANCE</b>		
<b>Section 3.1 Design Review Progress</b>	Review	<p>Events in the categories shown below as they are applicable to the project:</p> <ul style="list-style-type: none"> <li>• System Requirements;</li> <li>• Preliminary Design; and</li> <li>• Critical Design.</li> </ul> <p>If any of the above events are not applicable, include information on other or alternative reviews (for instance, unique arrangements or redesigns).</p>
	Major System/Platform Variant	The major system that the design review refers to, including significant variants for the major systems.
	Original Planned	The originally planned achievement dates for the events per the contract at execution.
	Current Contracted	Replanned dates as evidenced by a contract amendment.
	Achieved/Forecast	<p><u>Achieved</u>: the date the event was achieved as supported by evidence; or</p> <p><u>Forecast</u>: the expected date for achievement supported by the project schedule (e.g. as recorded in Open Plan Professional (OPP) or advice to Government).</p>
	Variance (Months)	The difference between 'Original Planned' and 'Achieved/Forecast'.
	Notes	A top-level description of the reasons for the variance to Achieved/Forecast dates, and any additional background information as required.

Heading	Data	Information Required
<b>Section 3.2 Test and Evaluation Progress</b>	Test and Evaluation	Events in the categories shown below as they are applicable to the project: <ul style="list-style-type: none"> <li>• System Integration; and</li> <li>• Acceptance.</li> </ul> If any of the above events are not applicable, include information on other or alternative test and evaluation activities (for instance, unique arrangements or activities associated with redesign). <ul style="list-style-type: none"> <li>• This applies to Defence or Contractor related Test and Evaluation activities.</li> </ul>
	Major System/Platform Variant	The major system that the Test and Evaluation event refers to. If there are significant variants for the major systems, they are to be stated.
	Original Planned	The originally planned achievement dates for the events per the contract at execution.
	Current Contracted	The revised planned achievement dates as evidenced by a contract amendment.
	Achieved/Forecast	<u>Achieved</u> : the date the event was achieved as supported by evidence; or <u>Forecast</u> : the expected date for achievement supported by the project schedule (e.g. as recorded in OPP).
	Variance (Months)	The difference between 'Original Planned' and 'Achieved/Forecast'.
	Note	A top level description of the reasons for the variance to Achieved/Forecast dates, and any additional background information as required.
<b>Section 3.3 Progress Toward Materiel Release and Operational Capability Milestones</b>	Item	Represented at a whole of capability level unless key milestones are broken out under individual Mission or Support Systems. This could include post FOC key milestones/materiel releases.
	Original Planned	The original date on which the Materiel Release or Operational Capability milestone was scheduled for achievement.
	Achieved/Forecast	<u>Achieved</u> : the date the event was achieved as supported by evidence; or <u>Forecast</u> : the expected date for achievement supported by the project schedule (e.g. as recorded in OPP).
	Variance (Months)	The difference between 'Original Planned' and 'Achieved/Forecast'.
	Notes	A top-level description of the reasons for and implications of the variance to 'Achieved/Forecast' dates. Where the project has achieved a milestone with exceptions, a brief description of the exceptions is to be included. Exceptions include 'caveats' and 'deficiencies', which are the Defence mandated terms relating to the declaration of milestones. This should be consistent with the description in section 5.3.
<b>Schedule Status at 30 June 2025</b>	Graph	A visual representation of: Second Pass Approval, Initial Materiel Release (IMR), Initial Operational Capability (IOC), Final Materiel Release (FMR) and Final Operational Capability (FOC) dates, both Original Planned and Achieved/Forecast. Note: graphs are prepared by the Defence MPR team.
<b>SECTION 4 – MATERIEL CAPABILITY / SCOPE DELIVERY PERFORMANCE</b>		

Heading	Data	Information Required
<b>Section 4.1</b> <b>Measures of Materiel Capability/Scope Delivery Performance</b>	Traffic Light Diagram: Percentage Breakdown of Materiel Capability Delivery Performance	<p>This section presents a forecast of the materiel capability to be delivered by the acquisition project by FOC and does not represent schedule or budget performance. Materiel capability is assessed as follows.</p> <ul style="list-style-type: none"> <li>• Green – high level of confidence the capability outcome will be met.</li> <li>• Amber – capability outcome under threat but still considered manageable and able to be met.</li> <li>• Red – at this stage, the capability outcome is unlikely to be fully met or where a project's materiel capability/scope is amended, and the change represents a reduction (including transfers to other Defence projects or capabilities) in materiel capability/scope.</li> <li>• Blue – where a project's materiel capability/scope is amended and the change represents an increase (including transfers from other Defence projects or capabilities) of materiel capability/scope.</li> </ul> <p>The Traffic Light Diagram and associated narratives will provide a percentage breakdown of the Measures of Effectiveness and Completion Criteria for the project, as identified in the MAA and/or government approval.</p> <p>The basis for calculating the percentage breakdown should be traceable/aligned to the project's MAA and/or government approval, inclusive of any changes from the prior published PDSS. The detailed breakdown may be based on cost, number of platforms, an estimate of relative system contribution or another factor relevant to capability outcomes.</p> <p>Where materiel deliverable/s is assessed as Amber or Red, the analysis/narrative should describe what deliverable/s is under threat or unlikely to be met, such as where there are known caveats/deficiencies, and what action is being taken to address this. Where there is no data insert 'N/A'.</p> <p>PDSSs in subsequent years will then record the current state as it relates to the revised materiel capability/scope. A narrative should also be included to explain the reason for the amendment. Detailed technical performance of systems is to be avoided, and classified information is not to be disclosed.</p> <p>Where the project has not yet achieved IMR, the statement against the Green traffic light should be expressed in the future tense: i.e. <i>"The project expects to meet capability requirements as expressed in the Materiel Acquisition Agreement..."</i>, as opposed to <i>"The project is currently meeting..."</i>.</p> <p>Note: the analysis and narrative disclosures should align with information in the MRM. Defence may need to provide alternative evidence to support disclosures which are not able to be supported by MRM.</p>



Heading	Data	Information Required
<b>Section 4.2</b> <b>Constitution of Materiel Release and Operational Capability Milestones</b>	Item Explanation	<p>Represented at a whole of capability level, i.e. IMR, IOC, FMR and FOC.</p> <p>A description of the materiel release and operational capability elements as stipulated in the MAA, at 30 June 2025, including an indication of whether or not these milestones have been achieved.</p> <p>If the milestone has not been met, include a statement to indicate when the milestone is expected to be achieved.</p> <p>The milestones to be included are shown below as they are applicable to the project:</p> <ul style="list-style-type: none"> <li>• Initial Materiel Release</li> <li>• Initial Operational Capability</li> <li>• Final Materiel Release</li> <li>• Final Operational Capability.</li> </ul> <p>If some or all of the above events are not applicable, other or alternative milestones, for instance operational release milestones, should be included.</p> <p>Note: Where the project has achieved a milestone with caveats or deficiencies, a brief description of the caveats/deficiencies should be added. This should be consistent with the description in Section 5.3.</p>
	Achievement	Insert standard text, i.e.: Achieved; Not yet achieved; or Achieved with caveats.
<b>SECTION 5 – MAJOR RISKS, EMERGENT RISKS AND ISSUES</b>		
<b>Section 5.1</b> <b>Major Project Risks</b>	Identified Risks – risks identified using standard project risk management categories, including: <ul style="list-style-type: none"> <li>• Capability</li> <li>• Schedule</li> <li>• Cost</li> <li>• Commercial</li> </ul>	<p><u>Ref:</u> Reference number in the PDSS (not the project Risk ID number).</p> <p><u>Description:</u> a major project risk is one that is rated high or very high pre-mitigation in accordance with Defence's risk management framework.</p> <p><u>Note 1:</u> if the risk has been retired or the pre-mitigation rating has been downgraded to medium in the MPR year, this should be documented along with the reason; the risk can then be removed in the subsequent MPR.</p> <p><u>Note 2:</u> all high and very high risks require disclosure. The disclosures may be aggregated to include multiple risks against one common description. Mapping of all risks from project risk logs to the PDSS is also required.</p> <p><u>Note 3:</u> where contingency has been applied to treat a risk, the wording should be consistent with Section 1.2 Current Status - Cost Performance - Contingency Statement.</p> <p><u>Note 4:</u> where an identified risk has been realised as an issue and could be listed in both Sections 5.1 and 5.3, it may only be listed in Section 5.3 with the supporting note: "This was a risk that has now been realised." In this specific circumstance, the guidance in Section 5.1 – Identified Risks, Note 1, is superseded. This will allow for the realised identified risk to be managed as an issue.</p> <p><u>Note 5:</u> Projects new to the MPR are to list all high and very high risks as emergent risks.</p>
	Remedial Action	The risk mitigation/treatment proposed for the risk identified (these must be actionable measures).



Heading	Data	Information Required
<b>Section 5.2 Emergent Risks</b>	Emergent Risks (risks not previously identified, or has increased in rating, which have emerged during 2024–25)	<p><u>Ref:</u> Reference number in the PDSS (not the project Risk ID number).</p> <p><u>Description:</u> a major project risk that was not previously identified in the risk log but has emerged this year, has not been downgraded or retired, and is rated as high or very high pre-mitigation at 30 June. This includes project risks previously rated medium or low pre- mitigation.</p> <p><u>Note 1:</u> all high and very high emergent risks require disclosure. The disclosures may be aggregated to include multiple risks against one common description. In addition, a mapping of all emergent risks from project risk logs to the PDSS is required.</p> <p><u>Note 2:</u> where contingency has been applied to treat a risk, the wording should be consistent with Section 1.2 Current Status - Cost Performance - Contingency Statement.</p>
	Remedial Action	The risk mitigation/treatment proposed for the identified risk (these must be actionable measures). The risk becomes an Identified Risk in the subsequent MPR.
<b>Section 5.3 Major Project Issues</b>	Description – issues identified using standard project risk management categories, including: <ul style="list-style-type: none"> <li>• Capability</li> <li>• Schedule</li> <li>• Cost</li> <li>• Commercial</li> </ul>	<p><u>Ref:</u> Reference number in the PDSS (not the project Risk ID number).</p> <p><u>Description:</u> issues are high or very high risks that have been realised or issues that have arisen that require management action to address.</p> <p><u>Note 1:</u> all high and very high issues require disclosure. Mapping of all issues from project issues logs to the PDSS is also required.</p> <p><u>Note 2:</u> where the project has achieved a milestone with 'caveats' or 'deficiencies', these should be disclosed as separate issues. On removal of the caveat/deficiency, it should also be clear to the reader whether the underlying shortfall/issue has been resolved.</p> <p>(See also Section 1.3 Major Risks and Issues, Section 3.3, and Section 4.2).</p> <p><u>Note 3:</u> where contingency has been applied to treat an issue, the wording should be consistent with Section 1.2 Current Status - Cost Performance - Contingency Statement.</p>
	Remedial Action	The remediation action proposed for the issue identified. If the issue has been resolved or downgraded to medium, this should be documented along with the reason; the issue can then be removed in the subsequent MPR.
<b>SECTION 6 – LESSONS LEARNED</b>		
<b>Section 6.1 Key Lessons Learned</b>	Description	Describe the project lesson (at the strategic level) that has been learned. Projects are to state whether 'Systemic Lessons' have been identified. Standard text for the negative: <i>The project did not identify or submit any lessons for inclusion as strategic level "lessons learned"</i> .
	Categories of Systemic Lessons	Select from the following 'Systemic Lessons' categories where they are applicable to the project: <ul style="list-style-type: none"> <li>• Program, Project &amp; Product Management</li> <li>• Commercial Management</li> <li>• Engineering &amp; Technical</li> <li>• Materiel Logistics</li> <li>• Decision Support</li> </ul>

Heading	Data	Information Required
		<ul style="list-style-type: none"> <li>Corporate Performance.</li> </ul>
<b>SECTION 7 – PROJECT STRUCTURE</b>		
<b>Section 7.1 Project Structure as at 30 June 2025</b>	Name of the relevant organizational location within CASG/NSSG	The name of the Division and Branch where the project was located at 30 June 2025.

Project Data Summary Sheet Template<sup>15</sup>

Project Number	XXX XXX	<div>Project Image.</div> <div>(Minimum 1600px long edge)</div>
Project Name	XXX XXX	
First Year Reported in the MPR	20XX–XX	
Capability Type	Choose Capability Type	
Capability Manager	Choose a CM.XXX	
Government 1st Pass Approval	Dec 22	
Government 2nd Pass Approval/ or key Government pre-Second Pass Approval (specify one)	2nd Pass mmm yy	
Budget at 2nd Pass Approval/or key Government pre-Second Pass Approval (specify one)	\$XXX.Xm	
Total Approved Budget (Current)	\$XXX.Xm	
2024–25 Budget	\$XXX.Xm	
Complexity	ACAT I	

Section 1 – Project Summary

1.1 Project Description


1.2 Current Status

<div>Cost Performance</div> <div><u>In-year</u></div> <div><u>Project Financial Assurance Statement</u></div> <div><u>Contingency Statement</u></div>
<div>Schedule Performance</div>
<div>Materiel Capability/Scope Delivery Performance</div>
<div><u>Note</u></div> <div>Forecast dates and capability assessments are excluded from the scope of the Auditor-General's Independent Assurance Report.</div>

1.3 Project Context

<div><u>Background</u></div>

<sup>15</sup> Notice to reader

Forecast dates and Sections: 1.2 (Materiel Capability/Scope Delivery Performance), 1.3 (Major Risks and Issues), 4.1 (Measures of Materiel 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.

<u>Uniqueness</u>
<u>Major Risks, Emergent Risks and Issues</u>
<u>Other Current Related Projects/Phases</u>
<b>Note</b>
Major risks and issues are excluded from the scope of the Auditor-General's Independent Assurance Report.

## Section 2 – Financial Performance

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

Date	Description	\$m	Notes
<b>Project Budget</b>			
mmm YY	Project Budget: Choose an item.	XXX.X	X
	Real Variation – Scope	XXX.X	
	Real Variation – Transfer	XXX.X	
	<b>Total at Second Pass Approval</b> /or key Government pre-Second Pass Approval (specify one)	XXX.X	
	Real Variation – Budgetary Adjustment	XXX.X	
	Real Variation – Real Cost Increase / Decrease	XXX.X	
		XXX.X	
Jul 10	Price Indexation*	XXX.X	
Jun 25	Exchange Variation	XXX.X	
Jun 25	<b>Total Budget</b>	XXX.X	
<b>Project Expenditure</b>			
Prior to Jul 24	Contract Expenditure – Contractor 1	XXX.X	X
	Contract Expenditure – Contractor 2	XXX.X	
	Contract Expenditure – Contractor 3	XXX.X	
	Contract Expenditure – Contractor 4	XXX.X	
	Contract Expenditure – Contractor 5	XXX.X	
	Other Contract Payments / Internal Expenses	XXX.X	
		XXX.X	
FY to Jun 25	Contract Expenditure – Contractor 1	XXX.X	
	Contract Expenditure – Contractor 2	XXX.X	
	Contract Expenditure – Contractor 3	XXX.X	
	Contract Expenditure – Contractor 4	XXX.X	
	Contract Expenditure – Contractor 5	XXX.X	
	Other Contract Payments / Internal Expenses	XXX.X	
		XXX.X	
Jun 25	<b>Total Expenditure</b>	XXX.X	
Jun 25	<b>Remaining Budget</b>	XXX.X	X
<b>Notes</b>			

1	XXX
2	XXX
3	XXX
4	XXX

\*Note – Those projects approved in 'out- turned' dollars will not contain an entry for 'Price Indexation'. In these instances this line can be removed.

## 2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	In-year Budget \$m	Explanation of Material Movements
XXX.X	XXX.X	XXX.X	PBS to PAES;
			PAES to In-year Budget;
Variance \$m	XXX.X	XXX.X	Total Variance (\$m): XXX
Variance %	XXX.X	XXX.X	Total Variance (%): XXX

## 2.2B In-year Budget/Expenditure Variance

In-year Budget \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		XXX.X	Australian Industry	
		XXX.X	Foreign Industry	
		XXX.X	Early Processes	
		XXX.X	Defence Processes	
		XXX.X	Foreign Government Negotiations/Payments	
		XXX.X	Cost Saving	
		XXX.X	Effort in Support of Operations	
		XXX.X	Additional Government Approvals	
XXX.X	XXX.X	XXX.X	<b>Total Variance</b>	
		XXX.X	<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			
Contractor 1	XXX	XXX.X	XXX.X	Choose an item.	Choose an item.	X
Contractor 2	XXX	XXX.X	XXX.X	Choose an item.	Choose an item.	X
Contractor 3	XXX	XXX.X	XXX.X	Choose an item.	Choose an item.	X
Contractor 4	XXX	XXX.X	XXX.X	Choose an item.	Choose an item.	X
Contractor 5	XXX	XXX.X	XXX.X	Choose an item.	Choose an item.	X
<b>Notes</b>						
1	XXX					

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

Contractor	Contracted Quantities as at		Scope	Notes
	Signature	30 Jun 25		
Contractor 1	XXX	XXX	XXX	X
Contractor 2	XXX	XXX	XXX	X
Contractor 3	XXX	XXX	XXX	X
Contractor 4	XXX	XXX	XXX	X
Contractor 5	XXX	XXX	XXX	X
<b>Major equipment accepted and quantities to 30 Jun 25</b>				
XXX				
<b>Notes</b>				
1	XXX			

## 2.4 Australian Industry Capability

<b>Summary</b>
<b>Note</b>
AIC Plans for contracts worth more than \$20 million are published on Defence's website. Australian Industry Capability is excluded from the scope of the Auditor-General's Independent Assurance Report.

## 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	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
Preliminary Design	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
Critical Design	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
<b>Notes</b>						
1	XXX					
2						
3						
4						

### 3.2 Test and Evaluation Progress

Test and Evaluation	Major System/Platform Variant	Original Planned	Current Contracted	Achieved/Forecast	Variance (Months)	Notes
System Integration	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
Acceptance	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
	XXX	mmm yy	XXX	XXX	XXX	X
<b>Notes</b>						
1	XXX					
2						
3						
4						

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

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	mmm yy	XXX	XXX	X
Initial Operational Capability (IOC)	mmm yy	XXX	XXX	X
Final Materiel Release (FMR)	mmm yy	XXX	XXX	X
Final Operational Capability (FOC)	mmm yy	XXX	XXX	X
<b>Notes</b>				
1	XXX			
2				
3				
4				

Schedule Status at 30 June 2025
Defence MPR Team to insert graph

<b>Note</b>
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	
Defence MPR Team to insert Traffic Light Diagram	Green: XXX
	Amber: XXX
	Red: XXX
	Blue: XXX
<b>Note</b>	
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)	XXX	Choose Achievement.
Initial Operational Capability (IOC)	XXX	Choose Achievement.
Final Materiel Release (FMR)	XXX	Choose Achievement.
Final Operational Capability (FOC)	XXX	Choose Achievement.

## 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	XXX	XXX
2	XXX	XXX
3	XXX	XXX
4	XXX	XXX

### 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	XXX	XXX
2	XXX	XXX
3	XXX	XXX
4	XXX	XXX

### 5.3 Major Project Issues

Ref#	Description	Remedial Action
1	XXX	XXX
2	XXX	XXX
3	XXX	XXX
4	XXX	XXX

<b>Note</b>
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
XXX	Lessons Categories
XXX	Lessons Categories
XXX	Lessons Categories
XXX	Lessons Categories

Section 7 – Project Structure

7.1 Project Structure as at 30 June 2025

Unit	Name
Division	XXX
Branch	XXX



## Indicative 2024–25 MPR Program Schedule

Event	Start Date	End Date
Planning for 2024–25 MPR (including review of outcomes of the 2023–24 program)	Oct 24	Jan 25
Defence and ANAO finalise preparations for 2024–25 MPR program in time for JCPAA Hearing	Jan 25	Mar 25
ANAO provides Engagement Letter and Review Strategy to Secretary of Defence <sup>16</sup>	Feb 25	Jun 25
Defence Corporate meetings with ANAO	Feb 25	Mar 25
Defence MPR team provides program advice to project offices	Feb 25	Feb 25
Defence MPR management finalises preparation with project offices	Feb 25	Feb 25
PDSS Version 1 review conducted by the ANAO	Mar 25	Jun 25
End Of Financial Year data provided to project offices and Military Equipment Acquisition Program Approved data provided to ANAO	Jul 25	Jul 25
PDSS Version 2 and 3 reviews	Jul 25	Oct 25
Consultation with Defence on the 2025–26 MPR Guidelines and Project Selection for the JCPAA	Jun 25	Aug 25
ANAO submits the 2025–26 MPR Guidelines and Project Selection to the JCPAA for endorsement	Aug 25	Aug 25
Development of the Defence 2024–25 MPR	Aug 25	Oct 25
ANAO prepares its Assurance, Review and Analysis, which is provided to Defence Secretary	Aug 25	Oct 25
Defence provides advice to the ANAO regarding the security classification of the aggregated PDSS suite	Oct 25	Oct 25
Defence Secretary submits formal draft Defence section of the 2024–25 MPR to the Auditor-General	Oct 25	Oct 25
Defence provides the Auditor-General with a response to the ANAO Assurance, Review and Analysis sections	Oct 25	Oct 25
ANAO provides Defence with a response to the Defence 2024–25 MPR sections	Oct 25	Oct 25
ANAO internal clearance of the 2024–25 MPR, followed by tabling in Parliament	December 2025	

<sup>16</sup> Timing may depend on JCPAA hearing schedule, to ensure key priorities of the JCPAA are considered.