

Project Data Summary Sheet¹⁵⁶

Project Number	SEA 1439 Phase 5B2
Project Name	COLLINS CLASS COMMUNICATIONS AND ELECTRONIC WARFARE IMPROVEMENT PROGRAM
First Year Reported in the MPR	2018-19
Capability Type	Upgrade
Acquisition Type	MOTS
Capability Manager	Chief of Navy
Government 1st Pass Approval	Jun 08
Government 2nd Pass Approval	Stage 1 - June 15 Stage 2 - March 17
Budget at 2 nd Pass Approval	\$599.1m
Total Approved Budget (Current)	\$607.8m
2018-19 Budget	\$76.8m
Project Stage	Integration and Test
Complexity	ACAT II



Section 1 – Project Summary

1.1 Project Description

SEA 1439 Phase 5B2 is a multiple Second Pass that seeks to deliver a modernised submarine communications system and upgrade Electronic Support measures on the Collins Class submarines. These enhancements will be broadly delivered in two stages.

Modern Submarine Communications System (MSMCS) Stage 1 replaces obsolete Communications Centre (COMCEN) equipment on-board six Collins Class Submarines. MSMCS Stage 1 upgrade will provide the submarines with improved performance, reliability and interoperability with other components of the Australian Defence Force and allied nations. MSMCS Stage 2 will deliver urgent communications systems upgrade including satellite communications that will deliver a submarine internet protocol capability with supporting applications that will significantly reduce operator workloads and improve system management.

Funded under Stage 1, but as a standalone capability, Microwave Electronic Support (MWES) system will enable submarines to improve their ability to detect, identify, and localise intercepted signals. This will be installed independently and in parallel with Stage 1 and 2.

1.2 Current Status

Cost PerformanceIn-year

As at 30 June 2019, financial year 2018-19 expenditure is \$63.8m against the forecast budget of \$76.8m. The variation is mainly due to invoices with baseline dates prior to the 30th of May not being released for payment before the end of financial year.

Project Financial Assurance Statement

As at 30 June 2019, Project SEA 1439 Phase 5B2 has reviewed the approved scope and budget for those elements required to be delivered by the project. Having reviewed the current financial and contractual obligations of the project, current known risks and estimated future expenditure, Defence considers as at the reporting date, there is sufficient budget remaining for the project to complete against the agreed scope.

Contingency Statement

The project has not applied contingency in the financial year.

Schedule Performance

SEA 1439 Phase 5B2 Stage 1 is currently experiencing slippage from MAA Initial Materiel Release (IMR) date due to delays in obtaining objective quality evidence from relevant stakeholders to support an IMR claim. However, the acceleration of Stage 1 installation on a 2nd platform has been brought forward from a Full Cycle Docking to an earlier Mid Cycle Docking allowing the Material Release to be scheduled for an earlier completion date.

156 Notice to reader

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

SEA 1439 Phase 5B2 Microwave Electronic Support (MWES) system – significant schedule slippage has occurred from Government 2 nd pass approval due to difficulties engaging with subcontractors in the early phases of the project. Contractors have now been engaged and tracking to the schedule re-baselined at the 2017 Government 2 nd pass approval for Stage 2.
SEA 1439 Phase 5B2 Stage 2 is currently on track for Material Release in accordance with the 2017 Government 2 nd pass approval. However, due to external factors, material deficiencies will exist at initial implementation regarding elements of Wide Band Satellite, and potentially the Submarine Local Area Network. Both risks are well known and are being actively managed.
Material Capability Delivery Performance
Implementation of Stage 1 has been completed on two platforms which are now in service with the Stage 1 equipment. The project has worked with the contractor to accelerate installation of Stage 1 equipment where possible, including installing the equipment during an earlier Mid Cycle Docking on one platform. The project has delivered Stage 1 training system, with IMR forecast to be achieved in late 2019. MWES First of Class is currently underway and MSMCS Stage 1 is currently being implemented on a further two platforms, while Stage 2 First of Class is nearing completion.
Note
Forecast dates and capability assessments are excluded from the scope of the review.
1.3 Project Context
Background
In December 2004, Defence initiated investigations into potential capability enhancements on Collins Class Submarines. During these investigations, potential obsolescence issues were also raised regarding equipment with the Collins Class Communication Centre. Capability managers along with other relevant parties within Defence developed a number of proposals to address the long term capability requirements of the Collins Class. These issues would be addressed through SEA 1439 Phase 5B, with the scope, phases and preferred approach changing several times prior to Government second pass approval.
In November 2013 Defence confirmed the project scope and agreed a two stage approach to Government.
1. Modernised Submarine Communications System (MSMCS) Stage 1 involves the update of obsolete Communications Centre equipment on-board the Collins Class with a military off-the-shelf solution. Stage 1 achieved Second Pass Approval in June 2015 and is currently being implemented across all six platforms and at the Integrated Test and Training Site (ITTS).
2. MSMCS Stage 2 involves the delivery of capability enhancements including the introduction of satellite communications enabling vastly improved data transmission/receive rates in a tactical environment, enhanced networks, and associated ICT infrastructure. Stage 2 received Gate Two approval by Government in March 2017. Stage 2 includes the following capability enhancements across all six platforms and at the ITTS:
<ul style="list-style-type: none"> a. Wideband Satellite Communications system; b. Classified Local Area Networks to distribute information outside the Communication Centre, referred to as the Submarine Local Area Network Environment; c. Network infrastructure to allow multiple classified Local Area Networks (LANs) to access the same IP-enabled Radio Frequency bearer system; and d. Tools and Applications to effectively and efficiently manage the information flows between the shore communication centres and the submarines, referred to as Submarine Communication Information Exchange Management.
The MWES system will detect, identify, and localise intercepted signals. The MWES capability enhancement will maximise commonality between the Collins class submarines and the wider RAN fleet. Funded under Stage 1, but as a standalone capability, MWES will be installed independently and in parallel with Stage 1 and 2, in a flexible manner so as to achieve the best suited boat at the time of materiel availability.
Uniqueness
SEA 1439 Phase 5B2 Stage 1 addresses the obsolescence issues of the legacy maritime communications capability of the Collins Class submarines, and enhances the electronic support based on modernised architectures and standardised systems. The new and upgraded capability will enable new levels of operability and interoperability never before seen on Collins Class submarines.
For implementation of Stage 2, the majority of supplies being Government Furnished Material. The project has engaged Raytheon Australia as Prime System Integrator to implement MSMCS Stage 2. The Submarine Local Area Network and the Submarine Communication Information Exchange Management elements of Stage 2 are being supplied by the Defence Chief Information Officer Group with the funding for the development and delivery of these systems handed directly to Defence upon Government Second Pass Approval for Stage 2.
The other major component of Stage 2 is the Wideband Satellite Communications component which is supplied under a U.S. Government Foreign Military Sale case.
Major Risks and Issues
The project is currently managing a number of risks and issues including:
There is a chance of Submarine Local Area Network slippage impacting on SEA 1439 Phase 5B2 MAA milestones due to stakeholder engagement and the complexity of the required capability, and challenges in achieving software security accreditation.
There will be late delivery of the SEA 1442 Phase 6 Wideband Satellite ground station First of Type installation creating an issue of sovereign capability due to satellite access.
Other Current Related Projects / Phases
Navy Minor Project 1941 will deliver an Information Screening and Delivery System (ISDS), and a Military Message system across a number of CCSMs. The ISDS has now been integrated into the SEA 1439 Phase 5B2 project and has been implemented on HMAS <i>Dechaineux</i> , HMAS <i>Farncomb</i> and Submarine Communication Centre West.

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SEA 1442 Phase 6 provides WBS Ground and Space segment, as well as planning and land based infrastructure required to operate the system. The equivalent submarine segment is provided by SEA 1439 Phase 5B2 Stage 2
SEA 1439 Phase 5B2 is also related but not dependent on other projects within the SEA 1439 program, a full list of these can be found in the SEA 1439 Phase 3 - Collins Reliability & Sustainability project.

Note

Major risks and issues are excluded from the scope of the review.

Section 2 – Financial Performance

2.1 Project Budget (out-turned) and Expenditure History

Date	Description	\$m	Notes
	Project Budget		
Jun 08	Original Approved	4.1	1
Apr 10	Real Variation – Scope	1.4	1
Sep 12	Real Variation – Scope	1.6	1
Feb 15	Government 1st Pass Approval - Stage 1	36.7	2
Jun 15	Government 2nd Pass Approval - Stage 1	203.9	3
May 17	Government 2nd Pass Approval - Stage 2	351.4	4
	Total at Second Pass Approval	<u>599.1</u>	
Jul 10	Price Indexation	0.4	5
Jun 19	Exchange Variation	8.3	
Jun 19	Total Budget	<u>607.8</u>	
	Project Expenditure		
Prior to Jul 18	Contract Expenditure - Raytheon Australia	(117.7)	6
	Contract Expenditure – ASC Pty Ltd	(20.3)	6
	Contract Expenditure – Jenkins Engineering Defence (JEDS)	(14.6)	6
	Contract Expenditure – Foreign Military Sales (AT-P-LFQ)	(17.1)	7
	Other Contract Payment/Internal Expenses	(17.1)	8
		<u>(186.8)</u>	
FY to Jun 19	Contract Expenditure - Raytheon Australia	(23.6)	6
	Contract Expenditure – ASC Pty Ltd	(10.8)	6
	Contract Expenditure – Jenkins Engineering Defence (JEDS)	(9.3)	6
	Contract Expenditure – Foreign Military Sales (AT-P-LFQ)	(16.2)	7
	Other Contract Payments/Internal Expenses	(3.9)	8
		<u>(63.8)</u>	
Jun 19	Total Expenditure	<u>(250.6)</u>	
Jun 19	Remaining Budget	<u>357.2</u>	
Notes			
1	Original approved funding was for development of the Functional Performance Specifications for the future implementation of SEA1439 Phase 5B2 to provide High Data Rate Communications fit for CCSMs		
2	Government approved SEA1439 Phase 5B2 Stage 1 funding for risk reduction funding for the development of the design of 5B2		
3	Government approved SEA1439 Phase 5B2 MSMCS Stage 1 to provide a solution to address COMCEN obsolescence issues		
4	Government approved SEA1439 Phase 5B2-A MSMCS Stage 2 for WBS and SUBLANE implementation. There was no Government First Pass Approval for Stage 2 as this capability enhancement of stage 1		
5	Up until July 10, indexation was applied to project budgets on a periodic basis. The cumulative impact of this approach was \$0.4m		
6	The scope of this contract is explained further in Section 2.3 – Details of Project Major Contracts.		
7	US Govt. supply (FMS Case) for Wide Band Satellite		
8	Other expenditure comprises: Operating expenditure, minor contract expenditure and other capital expenditure not attributable to the listed contracts		

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Defence's Explanation of Material Movements
69.9	77.8	76.8	PBS - PAES: Due to changes in the FMS Case (AT-P-LFQ) delivery schedule. This was driven by immaturity of original FMS Case delivery schedule. PAES - Final Plan: Due to minor contractual commencement delays that will be addressed in the next Financial Year.

Variance \$m	7.9	(1.0)	Total Variance (\$m): 6.9
Variance %	11.3%	(1.3%)	Total Variance (%): 9.9

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(0.3)	Australian Industry	Variation is mainly due to invoices with baseline dates prior to the 30th of May not being released for payment before end of financial year.
		(12.7)	Foreign Industry	
			Early Processes	
			Defence Processes	
			Foreign Government Negotiations/Payments	
			Cost Saving	
			Effort in Support of Operations	
			Additional Government Approvals	
76.8	63.8	(13.0)	Total Variance	
		(16.9)%	% Variance	

2.3 Details of Project Major Contracts

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature \$m	30 Jun 19 \$m			
Raytheon Australia	Feb 15	32.9	178.7	Fixed	ASDEFCON	1, 2
ASC Pty Ltd	July 12	N/A	49.5	Variable (Cost Reimbursement)	ASDEFCON	3
Jenkins Engineering Defence (JEDS)	Jul 16	10.4	43.7	Fixed	ASDEFCON	4
US Government-Foreign Military Sales - AT-P-LFQ	Jun 17	98.0	100.1	Reimbursement	FMS	
Notes						
1	Raytheon Australia received \$32.9m in interim funding by the CoA to achieve Detail Design Review (DDR) prior to full contract award in Mar 16 when the CoA issued a Notice to Proceed post Government Second Pass Approval for Stage 1.					
2	The Raytheon Australia PSI contract has been amended on multiple occasions. The major contract changes are Contract Change Proposal (CCP006) for early implementation of Stage 1 on one platform, and CCP008 for the introduction of Stage 2 workscope.					
3	ASC Pty Ltd engagement related to SEA 1439 Phase 5B2 is not a single contract. ASC is engaged under a number of separate Survey and Quotes (S&Q)'s under the provisions of the In-Service Support Contract (ISSC) CSP/2012/1. At contract signature no S&Q's had been raised that relate to SEA1439 Phase 5B2.					
4	A Contract Change Proposal (CCP001) was negotiated with a revised scope for the MSMCS MWES element of the project.					
5	Contract value as at 30 June 2019 is based on actual expenditure to 30 June 2019 and remaining commitment at current exchange rates.					
Contractor	Quantities as at		Scope	Notes		
	Signature	30 Jun 19				
Raytheon Australia	7	7	Deliveries consist of six Stage 1 & 2 platform fits, plus one Stage 1 & 2 Training System fitted at the Integrated Test and Training Site (ITTS).			
ASC Pty Ltd	6	6	Deliveries consist of platform integration on to 6 Collins Class Submarines of Stage 1 & 2 and MWES.			
Jenkins Engineering Defence (JEDS)	5	5	Deliveries consist of four MSMCS MWES platform fits, plus one Microwave Electronic Support Training System fitted at the ITTS. Project intention is to procure two more systems at a future date.			
US Government – Foreign Military Sales (AT-P-LFQ)	7	7	Deliveries consist of six Wide Band Satellite (WBS) platform fits, plus one WBS Training System fitted at the ITTS.			
Major equipment received and quantities to 30 Jun 19						
Stage 1 suite has been implemented on two in-service platforms, and within the Integrated Test and Training Site for use as intended.						

Section 3 – Schedule Performance

3.1. Design Review Progress

Review	Major System/Platform Variant	Original Planned	Current Planned	Achieved/Forecast	Variance (Months)	Notes
System Requirements	Stage 1	Jul 15	N/A	Jul 15	0	
	MWES	Nov 16	Sep 18	Oct 18	23	1
	Stage 2	Sep17	Oct 17	Oct 17	1	2
Preliminary Design	Stage 1	Nov 15	N/A	Nov 15	0	
	MWES	Jan 17	Jan 19	Feb 19	25	1
	Stage 2	Jan 18	Feb 18	Jul 18	6	2
Detail Design	Stage 1	Mar 16	Apr 16	Apr 16	1	2
	MWES	Apr 17	Mar 19	Nov 19	31	1

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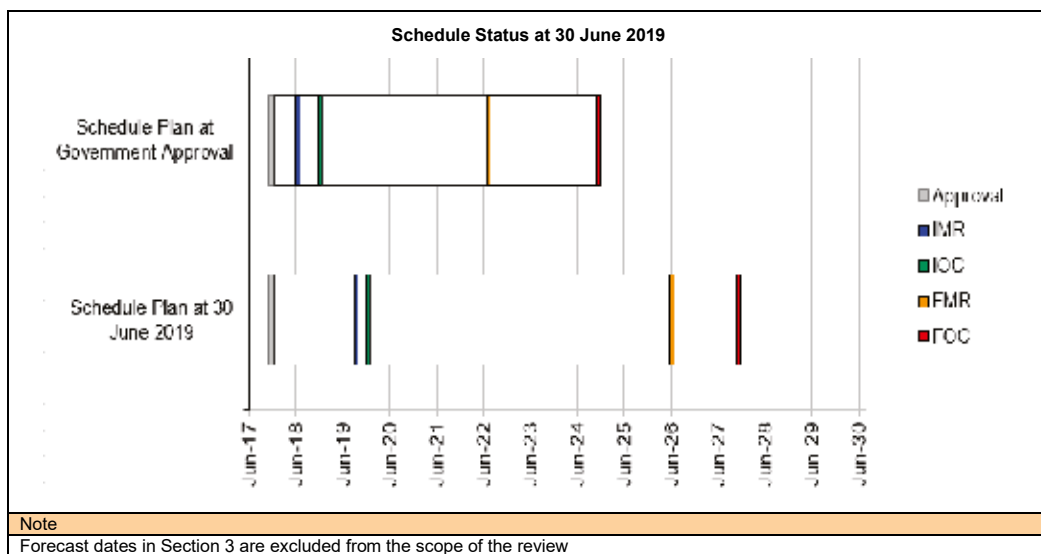
	Stage 2	May 18	Jun 18	May 18	0	
Notes						
1	Microwave Electronic Support (MWES) Function and Performance Specification had taken longer than expected to finalise. Detailed Design Review completed 8 May 2019. Six major items outstanding and expected to be finalised by Nov 2019.					
2	Variance is due to delays in processing and acceptance of documentation delivered by the contractor.					

3.2 Contractor Test and Evaluation Progress

Test and Evaluation	Major System/Platform Variant	Original Planned	Current Planned	Achieved/Forecast	Variance (Months)	Notes
System Integration	MSMCS Stage 1	May 17	Jun 17	Jul 17	2	1,4
	MSMCS MWES	May 18	Nov 19	Nov 19	18	2, 5
	MSMCS Stage 2	Jun 19	Jul 19	Jul 19	1	1, 6
Acceptance	MSMCS Stage 1	Jun 24	Apr 18	Jan 18	(77)	7
	MSMCS MWES	Jul 19	N/A	Dec 19	5	2, 5
	MWMCS Stage 2	Jun 20	N/A	Jun 20	0	3, 6
Notes						
1	MSMCS Stage 1 & Stage 2 System Integration is based on completion of CAT 3 Testing by the Prime System Integrator (PSI) in accordance with completion milestones within the PSI contract and the Test and Evaluation Master Plan (TEMP).					
2	MSMCS MEWS System Integration is based on First of Type (FOT) Set-to-Work (STW). System acceptance is based on completion of successful FOT Harbour Acceptance Trial completion.					
3	MSMCS Stage 1 & Stage 2 Acceptance is based on the Commonwealths acceptance of the completion of CAT 4 testing in accordance with completion milestones within the PSI contract and the Test and Evaluation Master Plan (TEMP).					
4	Variance is due to delays in processing and acceptance of documentation delivered by the contractor.					
5	MSMCS MWES had failed to successfully progress due to continually changing procurement strategies and an immature Function and Performance Specification (FPS). This has now been resolved with imminent implementation on platforms.					
6	Implementation schedule understanding has matured since the MAA was developed.					
7	System acceptance achieved 6 months early due to the acceleration of the MSMCS Stage 1 installation with platform 2 installation brought forward 77 months from a Full Cycle Docking to an earlier Mid Cycle Docking.					

3.3 Progress Toward Materiel Release and Operational Capability Milestones

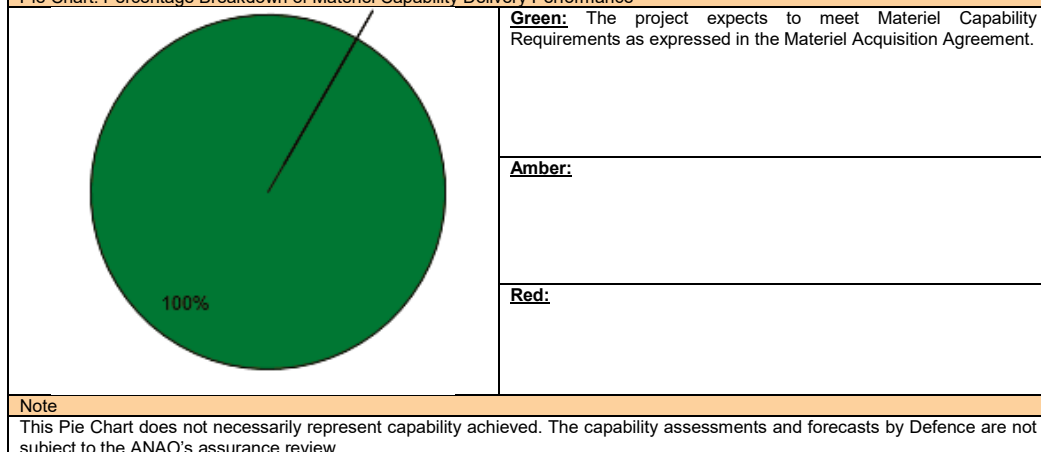
Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Platform 1 Initial Materiel Release (IMR) (Stage 1)	Jul 18	Oct 19	15	1, 2
Platform 1 IOC (Stage 1)	Dec 18	Dec 19	12	1, 2
Platform 2 MR 2 (Stage 1)	Dec 19	Oct 19	(2)	1, 3
Platform 3 MR 3 (Stage 1)	Jul 20	May 20	(2)	1, 3
MR 4 (MWES Initial Capability Delivery)	Feb 18	Dec 20	34	1, 4
Platform 4 MR 5 (Stage 1 and IMR for Stage 2)	Dec 21	Dec 20	(12)	1, 3
Platform 4 IOC (Stage 2)	Jun 21	Jun 21	0	1
Platform 5 MR 6 (Stage 1 & 2)	Dec 21	Dec 21	0	1
Platform 6 MR 7 (Stage 1 and Stage 2)	Jul 22	Jul 22	0	1
Platform 6 MR 8 (MWES Final Capability Delivery)	Jun 19	Dec 22	42	1, 4
Platform 1 MR 9 (Stage 2 only)	Dec 23	Dec 23	0	1
Platform 2 MR 10 (Stage 2 only)	Jun 24	Jun 24	0	1
FMR Platform 3 (Stage 2 only)	Jul 22	Jun 26	47	1, 5
FOC (Stage 1 & 2, and MWES)	Dec 24	Dec 27	36	1, 5
Notes				
1	Original Planned dates for Stage 1 and Microwave Electronic Support (MWES) are in accordance with Revision 2.0 of the Materiel Acquisition Agreement (MAA). Original planned dates for Stage 2 are in accordance with Revision 3.0 of the MAA.			
2	IMR and IOC for Stage 1 are currently expected to be achieved later than forecast due to delays in acceptance of configuration documentation and publication approvals.			
3	Implementation of Stage 1 has been completed on two platforms which are now in service with the Stage 1 equipment. The project has worked with the contractor to accelerate installation of Stage 1 equipment where possible, including installing the equipment during an earlier Mid Cycle Docking on one platform. The project has delivered Stage 1 training system, with IMR forecast to be achieved in late 2019.			
4	MSMCS Microwave Electronic Support had failed to successfully progress due to continually changing procurement strategies and an immature Function and Performance Specification. This has now been resolved with imminent implementation on platforms.			
5	Original FMR and FOC was for Stage 1 and the Microwave Electronic Support element. Current forecast date now includes Stage 2.			



Section 4 – Materiel Capability Delivery Performance

4.1 Measures of Materiel Capability Delivery Performance

Pie Chart: Percentage Breakdown of Materiel Capability Delivery Performance



4.2 Constitution of Initial Materiel Release and Final Materiel Release

Item	Explanation	Achievement
Initial Materiel Release (IMR)	<p>Modification of one platform and the Integrated Test and Training Site with stage 1 including:</p> <ul style="list-style-type: none"> • verification & validation and certification completed in accordance with approved plans; • Training system delivered along with initial crew and trainer training; and • Spares and support arrangements in place. IMR report endorsed and released for approval by the regulatory authority. <p>IMR is expected to be achieved in October 2019.</p>	Not yet achieved
Initial Operational Capability (IOC)	Operationally employ Collins Electronic Warfare Stage 1 and Stage 2 on one platform and associated Fundamental Inputs to Capability such as crew training and Integrated Logistics Support.	Not yet achieved

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	Stage 1 IOC is expected to be achieved in December 2019.	
Final Materiel Release (FMR)	Stage 1, 2 and the Microwave Electronic Support elements installed on six platforms and one Integrated Test and Training Site. Support arrangements including Materiel Transition Plans, spares, training and other Integrated Logistics Support requirements required to transition the materiel system into operational services and sustainment. FMR is expected to be achieved in June 2026.	Not yet achieved
Final Operational Capability (FOC)	Operationally employ Collins EW Stage 1, 2 and MWES in six platforms, the ITTS and associated Fundamental Inputs to Capability such as crew training and Integrated Logistics Support. FOC is expected to be achieved in December 2027.	Not yet achieved

Section 5 – Major Risks and Issues

5.1 Major Project Risks

Identified Risks (risk identified by standard project risk management processes)	
Description	Remedial Action
There is a chance of Submarine Local Area Network Environment slippage impacting on 5B2 MAA milestones due to stakeholder engagement and the complexity of the required capability.	1. Ongoing Integrated Project Team meetings gives stakeholders the ability to engage directly and improve visibility of risks and mitigate as they arise. 2. The Submarine Local Area Network Environment installed at Raytheon Test Facility to allow testing to mitigate risk. Project is monitoring test results and progress. Risk has been escalated to Defence's Submarine Group Project Delivery Board.
Software security accreditation cannot be achieved due to limited or nil resources with stakeholders to support project related software.	Short term mitigation is identification of industry support options to provide licence and patch support and deployment. Long term mitigation is identification of enterprise (Navy) support agent, ideally providing resources, including cleared personnel to relevant Defence Groups as the fleet ICT support organisation. Risk has been escalated to Defence's Submarine Group Project Delivery Board.
Emergent Risks (risk not previously identified but has emerged during 2018-19)	
Description	Remedial Action
N/A	N/A

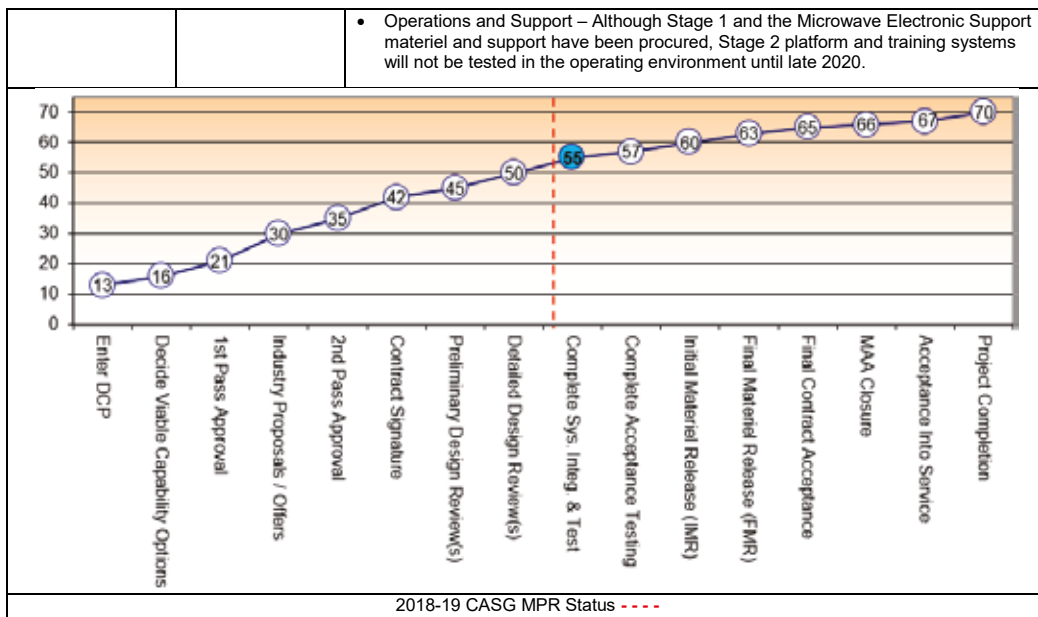
5.2 Major Project Issues

Description	Remedial Action
Late delivery of SEA 1442 Phase 6 Wideband Satellite ground station First of Type installation has created an issue of sovereign capability due to satellite access. Delivery is expected to take approximately 2 years from May 19 when the supplier was contracted to resolve the supply issue.	At completion of First of Type platform installation SEA 1439 Phase 5B2 will issue an interim test and evaluation report (TI338) with a deficiency against delivery of Wideband Satellite capability. An update will be provided once SEA1442 Phase 6 is operational and System Operation and Verification Testing can take place.
Note	
Major risks and issues in Section 5 are excluded from the scope of the review.	

Section 6 – Project Maturity

6.1 Project Maturity Score and Benchmark

Maturity Score		Attributes							Total
		Schedule	Cost	Requirement	Technical Understanding	Technical Difficulty	Commercial	Operations and Support	
Project Stage	Benchmark	8	7	8	8	8	8	8	55
Integration and Test	Project Status	8	8	8	7	8	8	7	54
	Explanation	<ul style="list-style-type: none"> Cost – The project is maturing and the majority of work in contract, design work nearing completion and all materials procured for Stage 1. Due to this the cost estimate at completion can be forecast with confidence. The project budget is considered adequate to cover remaining work including known risks. Technical Understanding – Although technical understanding for Stage 1 and the Microwave Electronic Support element meets the benchmark score, Stage 2 is still progressing through system integration. 							



Section 7 – Lessons Learned

7.1 Key Lessons Learned

Project Lesson	Categories of Systemic Lessons
Industry being made aware of schedule deadlines through tender document and Commonwealth consider including schedule float.	Contract Management
Early engagement with stakeholders to finalise Configuration Change Proposals / Concessions about scope is critical to ensure the deliverables will be sufficient.	First of Type Equipment
Tender documents and contracts must identify contractor's key personnel for specialist task, e.g. telecommunications engineers / technicians.	First of Type Equipment
Regular detailed and customised reporting addressed directly to stakeholders ensures that information is received in high visibility projects or fast tracked schedules where there is no float. This is crucial to ensure all stakeholders are engaged and supportive. Stakeholder engagement through regular detailed and customised reporting will ensure stakeholders are engaged and supportive.	Schedule Management
Ensure Project and relevant stakeholders including freight organisations have clear lines of communications regarding movements of classified items.	Governance

Section 8 – Project Line Management

8.1 Project Line Management as at 30 June 19

Position	Name
Division Head	RADM Gregory Sammut (Acting)
Branch Head	CDRE Richard Fitzgerald
Project Director	Mr Anthony Hodson
Project Manager	Mr Dewa Gounder

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