

Project Data Summary Sheet¹⁷³

Project Number	SEA 1442 Phase 4
Project Name	MARITIME COMMUNICATIONS MODERNISATION
First Year Reported in the MPR	2014-15
Capability Type	Upgrade
Acquisition Type	Australianised MOTS
Capability Manager	Chief of Navy
Government 1st Pass Approval	Dec 10
Government 2nd Pass Approval (or key Government pre-Second Pass Approval)	Jul 13
Budget at 2 nd Pass Approval (or key Government pre-Second Pass Approval)	\$385.6m
Total Approved Budget (Current)	\$444.0m
2019-20 Budget	\$46.4m
Project Stage	Detailed Design Review
Complexity	ACAT II



Section 1 – Project Summary

1.1 Project Description

SEA 1442 Phase 4 will upgrade the communications capability in the eight Anzac Class Frigates and address communications system obsolescence in the Class, by modernising it with improved communications management, secure voice and tactical intercom, red/black switching, tactical radios and a high data rate line-of-sight capability. The project will also deliver support systems, a secondary Maritime Tactical Wide Area Network (MTWAN) Shore Gateway and upgrade the Anzac Combat System Trainer Communications Terminals.

1.2 Current Status

Cost Performance

In-year

This year the project has spent **\$36.7m** to **30 June 2020** of a budget of **\$46.4m**. The **\$9.7m** underspend is due to **delays in Ship 2 installation complete milestone, Shore Voice Communications System upgrade and delivery of replacement Power Distribution Panels.**

Project Financial Assurance Statement

As at **30 June 2020**, project SEA 1442 Phase 4 has reviewed the projects approved scope and budget for those elements required to be delivered by **Defence**. Having reviewed the current financial contractual obligations of **Defence** for this project, current known risks and estimated future expenditure, Defence considers, as at the reporting date, there is sufficient budget remaining for the project to complete against the agreed scope.

Contingency Statement

The project has not applied contingency in the financial year.

Schedule Performance

DDR was delayed by 4 months due to delay in completion of design activities by the contractor which resulted in liquidated damages being invoked during the 2016/2017 Financial Year and accepted by the Commonwealth in the form of additional goods and services provided by the contractor.

Training System and Shore Integration Test Facility Acceptance occurred in November 2019, with system integration of the NewGen MCS and Ship 1 planned for April 2021.

The SEA 1442 Phase 4 delivery and installation schedule has been aligned to the Anzac Midlife Capability Assurance Program (AMCAP) scheduling and this alignment of programs has resulted in the SEA1442 Phase 4 Initial Materiel Release (IMR) moving from **June 2018 to October 2020** and Final Operating Capability (FOC) moving from December 23 to **April 25**.

Materiel Capability Delivery Performance

The MTWAN Secondary Shore Gateway has been delivered and is operational, **including the Training System and the Shore**

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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.

Integration Test Facility which were both accepted in November 2019. The first Anzac ship capability with associated support systems is scheduled for delivery in **April 2021**.

Note

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

1.3 Project Context

Background

SEA 1442 (Maritime Communications Modernisation) is a multi-phased program that will modernise the Royal Australian Navy's (RAN) communications infrastructure. The preceding phase (Phase 3) delivered an initial MTWAN and Message Handling System to the RAN's Major Fleet Units.

SEA 1442 Phase 4 will address critical obsolescence problems affecting the communication systems in the RAN Anzac Class frigates. The modernised communications system (NewGen MCS) will be highly integrated and automated to deliver more agile and faster communication and reduce operator intervention. The project scope includes upgrade of various communications systems in the eight Anzac frigates, establishment of a training system at HMAS *Stirling* and a shore integration and test capability at the prime contractor's facility for in-service support, delivery of a secondary MTWAN shore gateway, and upgrade of the Anzac Combat System Trainer Communications Terminals.

The majority of individual equipment and sub-systems is either Military Off The Shelf (MOTS) or Commercial Off The Shelf (COTS). Some development is required and involves functionality enhancements and Australianisation of the MOTS and COTS. The main complexity is in bringing the sub-systems together as a highly integrated and automated system and installation in the ships, cognisant of existing weapons, sensors, emitters, and specific platform requirements.

Government Second Pass approval was achieved in July 2013. Prime acquisition and 5-year support services contracts were awarded to Selex ES Ltd in November 2013 following an open tender process. Selex ES Ltd changed its name to Leonardo MW Ltd in September 2016.

Under the acquisition contract, Leonardo MW will: design, develop and install the NewGen MCS into the eight Anzac Class frigates; design, develop and install the support systems (including a training system and an integration and test capability); and develop and deliver integrated logistic support products. The support services contract will become operative following acceptance of the first Anzac frigate and the associated support systems.

The project is also managing the acquisition of ARC-210 Gen 5 V/UHF multi-band multi-mode software defined radios through FMS with the US Government. The radios form part of the NewGen MCS.

Uniqueness

An advanced feature of the system includes a unique radio frequency distribution system that will allow automated and efficient switching of the multitude of radios and antennae on each ship in order to establish the most effective communications path.

The high data rate line of sight system is a new capability and will be a step towards enabling the RAN to operate in a satellite denied environment and enable more efficient ship-to-ship communication.

Major Risks and Issues

The key risks and issues for this project include: **ship availability; external concurrent installation activities; integration into the complex electromagnetic environment of the Anzac Class Frigates; availability of sufficient local resources; the Communications Control & Management System (CCMS) not being delivered with full functionality; risks associated with the Prime Contractor's management of the Project; and the effect Covid-19 restricting travel on UK and Melbourne based contractor personnel, as well as the Canberra based project team, in support of production activities in WA.**

Other Current Related Projects/Phases

N/A

Note

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
Project Budget			
Dec 10	Original Approved (First Pass Approval)	11.4	
Jul 13	Government Second Pass Approval	374.2	
	Total at Second Pass approval	385.6	
Jun 20	Exchange Variation	58.4	
Jun 20	Total Budget	444.0	
Project Expenditure			
Prior to Jul 19	Contract Expenditure – Leonardo MW	(139.7)	1
	Contract Expenditure – US Government	(15.1)	1
	Other Contract Payments / Internal Expenses	(21.6)	2
		(176.4)	
FY to 30 Jun 20	Contract Expenditure –Leonardo MW	(26.9)	1
	Other Contract Payments / Internal Expenses	(9.8)	3
		(36.7)	
Jun 20	Total Expenditure	(213.1)	
Jun 20	Remaining Budget	230.9	

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Notes	
1	The scope of this contract is explained further in Section 2.3 – Details of Project Major Contracts.
2	Other expenditure comprises \$5.9m for Pre-contract work with Leonardo MW, \$2.7m for other minor contract expenditure, project management costs and travel, \$2.5m for Multi-couplers , \$2.2m for technical and engineering support, \$2.1m for other pre Second Pass studies and work, \$1.5m for Viasat modems, \$1.5m for MK3 Operations Room upgrade, \$1.3m for Contractor Support , \$0.5m for Shore Gateway West, \$0.3m for legal services, \$0.3m Power Distribution Panel Replacement , \$0.3m for AVA-20 Antennas, \$0.2m for the Shore Integration Facility , \$0.2m for WAMA support and \$0.1m for the High Data Rate Line of Sight (HDRLOS) integration Study.
3	Other expenditure comprises \$2.4m for contractor support, \$2.2m for Multi-couplers, \$2.1m for other minor contract expenditure, project management costs and travel, \$1.6m for MK3 Operations Room upgrade, \$1.2m for Interim Support and \$0.3m Power Distribution Panel replacement.

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
57.2	45.7	46.4	PBS to PAES – The variation is primarily due to the delay in the planned installations and acquisition of spares to align with the revised ship availability, and a realignment of milestone activities for the acceptance of the First of Class. PAES to Final Plan – The variation is due to exchange rate gains and losses.
Variance \$m	(11.5)	0.7	Total Variance (\$m): (10.8)
Variance %	(20.1)	1.5	Total Variance (%): (18.9)

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(9.7)	Australian Industry	Underspend is due to delays in Ship 2 installation complete contracted milestone, Shore Voice Communications System upgrade and delivery of replacement Power Distribution Panels.
			Foreign Industry	
			Early Processes	
			Defence Processes	
			Foreign Government Negotiations/Payments	
			Cost Saving	
			Effort in Support of Operations	
			Additional Government Approvals	
46.4	36.7	(9.7)	Total Variance	
		(20.9)	% Variance	

2.3 Details of Project Major Contracts

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature \$m	30 Jun 20 \$m			
Leonardo MW	Nov 2013	187.7	248.6	Variable	ASDEFCON Strategic	1, 2, 3
US Government (AT-P-BSH)	Dec 2014	17.0	15.5	Firm	FMS	1, 3, 4
Notes						
1	Contract value is based on actual expenditure and remaining commitment based on the commitment report as well as the Australian dollar value for Contract Change Proposal CCP-012 which was executed as at 18 December 2018. CCP-012 incorporates the 'Not to Exceed' amount for the approved recommended spare parts list into the Acquisition Contract.					
2	In addition to Note 1 above, the variation in Leonardo MW contract price at 30 June 2020 is due to fluctuations in exchange rates.					
3	The scope of this contract is explained further below.					
4	Change in FMS value is due to acceptance of Amendment number 1 to FMS case AT-P-BSH. Decrease in FMS value is due to lower unit prices and associated costs for technical assistance and administration fees.					
Contractor	Contracted Quantities as at		Scope	Notes		
	Signature	30 Jun 20				
Leonardo MW	See scope	See scope	8 ship mission systems 1 training system 1 Shore Integration and Test facility 3 deployable High Data Rate line-of-sight systems			
US Government (AT-P-BSH)	131	140	ARC-210 Gen 5 radios, technical data, and technical support.	1		
Major equipment accepted and quantities to 30 Jun 20						
MTWAN Secondary Gateway, Training Systems and Shore Integration and Test Facility (SITF) has been accepted.						
Notes						
1	Additional radios ordered as spare parts.					

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	NewGen MCS and Support System	Sep 14	N/A	Dec 14	3	1
Preliminary Design	NewGen MCS and Support System	May 15	Sep 15	Sep 15	4	2
Detailed Design	MTWAN Secondary Gateway	Sep 14	N/A	Jan 15	4	3
	NewGen MCS	Oct 16	N/A	Feb 17	4	4
	Support System	Apr 17	Jun 17	Sep 17	5	5
	First of Class Integration Detailed Design Review (IDDR)	May 17	N/A	Oct 17	5	6
Notes						
1	Delayed from originally planned due to slow ramp up/contractor performance.					
2	Contract schedule re-baselined to reflect previous (SDR) milestone slippage and contractor's improved understanding of the work.					
3	MTWAN System Requirements and Preliminary Design addressed prior to Second Pass Approval. In order to minimise risk to the operational network upon connection of the MTWAN Secondary Gateway, a demonstration of the design in the MTWAN shore integration facility was requested prior to design acceptance. This required additional time to complete.					
4	The conduct of the Detailed Design Review (DDR) and its associated system demonstration occurred four months later than the contracted date which triggered liquidated damages.					
5	The Contractor achieved the Support System DDR in September 2017 (five months later than the Contract Date due to delays resulting from the later than planned achievement of DDR).					
6	The Contractor achieved the First of Class Integration Detailed Design Review (IDDR) in October 2017 (five months later than the Contract Date due to delays resulting from the later than planned achievement of DDR).					

3.2 Contractor Test and Evaluation Progress

Test and Evaluation	Major System / Platform Variant	Original Planned	Current Contracted	Achieved / Forecast	Variance (Months)	Notes
System Integration	NewGen MCS	Jun 18	Jul 20	Apr 21	34	1
Acceptance	MTWAN Secondary Gateway	Apr 15	N/A	Mar 15	(1)	
	Training System	Jun 17	Nov 18	Nov 19	29	2
	Shore Integration and Test Facility (SITF)	Dec 16	Mar 19	Nov 19	35	3
	Ship #1	Jun 18	Jul 20	Apr 21	34	1,4,5
	Ship #2	Apr 19	Oct 20	Apr 21	24	1,4
	Ship #3	Nov 19	Sep 21	Sep 21	22	4
	Ship #4	Jun 20	Jul 22	Jul 22	25	4
	Ship #5	Feb 21	Jan 23	Jan 23	23	4
	Ship #6	Sep 21	Sep 23	Sep 23	24	4
	Ship #7	Apr 22	Feb 24	Feb 24	22	4
Ship #8	Sep 22	Sep 24	Sep 24	24	4	
Notes						
1	Contract Change Proposal (CCP-014) of 17 November 2019 included an adjustment of the schedule for the Ship #1 Acceptance Date to occur in July 2020 (eight months later than the previous Contract Date). This revised Acceptance Date reflects the alignment of SEA1442 Phase 4 with the planned AMCAP and ship deployment / availability dates as at November 2019. Additional delays were due to the impact of the COVID-19 pandemic, specifically travel restrictions have resulted in the contractor's UK based personnel being unable to travel to undertake set-to-work and Acceptance testing in WA. The project has also been unable to travel to carry out onsite Test & Trials activities with the contractor. CCP-16 was subsequently approved (28 July 20) to realign the milestones as a result of the known disruptions caused by the pandemic. Further impact may be experienced contingent upon COVID-19 pandemic spread.					
2	Contract Change Proposal (CCP-011) of 25 June 2018 included an adjustment of the schedule for this Milestone. This Milestone was achieved in November 19, being twelve months later than the updated Contract Date.					
3	SITF acceptance date initially incorrectly positioned in the contract. The delay is due to the need to use the SITF during Ship # 1 test and acceptance period which was extended when SEA1442 Phase 4 was aligned to AMCAP. This Milestone was achieved in November 2019, being eight months later than the updated Contract Date.					
4	Ship availability and schedule is driven by AMCAP. Whilst the availability dates for Ships #1-#5 have been agreed, the availability dates for the remaining ships is subject to change. Forecast and current contract dates have been aligned with the AMCAP dates as at November 2019 via CCP 015 of 07 May 2020. Leonardo MW to be advised 90 days prior to commencement of each ship installation period.					
5	Ship #1 Acceptance is currently forecast to occur after Initial Materiel Release because minor software deficiencies are preventing contractual acceptance of this milestone until Apr 21. These minor deficiencies are not anticipated to prevent declaration of Initial Materiel Release, forecast for October 2020.					

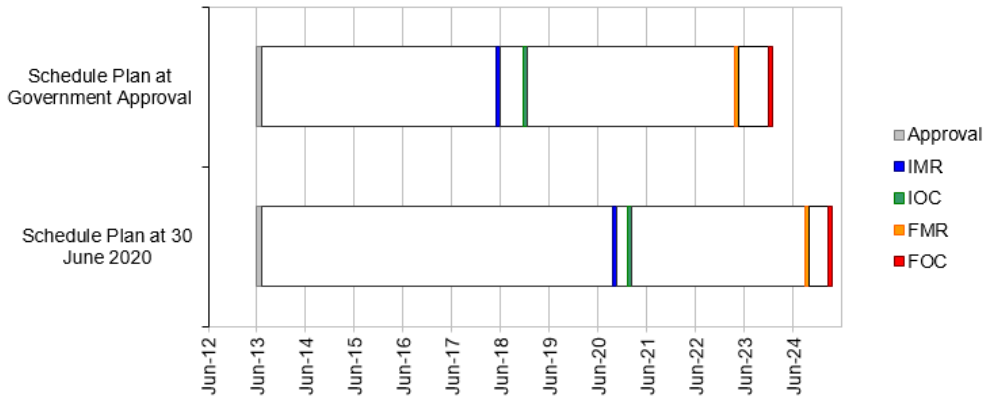
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3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	Jun 18	Oct 20	28	1
Initial Operational Capability (IOC)	Dec 18	Jan 21	25	1
Materiel Release 2 – Ship # 2	Apr 19	Apr 21	24	1
Materiel Release 3 – Ship # 3	Dec 19	Sep 21	21	1
Materiel Release 4 – Ship # 4	Aug 20	Jul 22	23	1
Materiel Release 5 – Ship # 5	Apr 21	Jan 23	21	1
Materiel Release 6 – Ship # 6	Dec 21	Sep 23	21	1
Materiel Release 7 – Ship # 7	Aug 22	Feb 24	18	1
Final Materiel Release (FMR)	May 23	Sep 24	16	1
Final Operational Capability (FOC)	Dec 23	Apr 25	16	1

Schedule Status at 30 June 2020



Notes	
1	Ship availability and schedule is driven by AMCAP. Whilst the availability dates for Ships #1-#5 have been agreed, the availability dates for the remaining ships are subject to change. Forecast dates have been aligned with the AMCAP dates as at November 2019. Leonardo MW to be advised 90 days prior to commencement of each ship installation period. Changes to ship availability have also affected IOC and FOC dates and these are now planned to occur 6 months after the revised dates for IMR and FMR respectively.
Note	
Forecast dates in Section 3 are excluded from the scope of the Auditor-General's Independent Assurance Report.	

Section 4 – Materiel Capability Delivery Performance

4.1 Measures of Materiel Capability Delivery Performance

Pie Chart: Percentage Breakdown of Materiel Capability Delivery Performance	
	<p>Green: The Project expects to meet capability materiel requirements as per the Joint Project Directive, Materiel Acquisition Agreement and relevant Technical Regulatory Authority.</p>
	<p>Amber: N/A</p>
	<p>Red: N/A</p>
Note	
This Pie Chart 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)	Ship 1 acceptance, training system, shore integration and test facility, ship 1 crew training, and support arrangements in place. IMR is expected to be achieved in October 2020 .	Not yet achieved.
Initial Operational Capability (IOC)	ANZAC Class ship fitted with the new equipment and proven through testing to communicate with other platforms using voice, High Frequency Internet Protocol and High Data Rate Line of sight. IOC expected to be achieved in January 2021 .	Not yet achieved
Final Materiel Release (FMR)	All 8 ships accepted and all support arrangements in place. FMR is expected to be achieved in October 2024 .	Not yet achieved.
Final Operational Capability (FOC)	Operational Release and FMR have been met and endorsed by CN. FOC will occur when all 8 Ships have been Accepted and all Crew Training has been successfully completed, and the Support System elements are in place and running in accordance with respective Contract requirements. FOC is expected to be achieved in April 25 .	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
Platform Integration – There is a chance that installation completion will be affected by other AMCAP activities which are being conducted on the ship concurrently with each SEA 1442 installation.	<ul style="list-style-type: none"> Work collaboratively on the Integrated Master Schedule (IMS) with the Contractor, ANZAC System Program Office (SPO) and the AMCAP. Continue to liaise closely with ANZAC SPO and the AMCAP through established working groups and regular meetings to monitor the progress of the installation. In consultation and collaboration with AMCAP, manage schedule throughout the installation to limit interruptions and avoid conflicts with other activities and re-plan if necessary.
Platform Integration – There is a chance that installation will be affected by unknown or late changes to ship configuration.	<ul style="list-style-type: none"> Continue to work collaboratively with the ANZAC SPO through established working groups and regular meetings to monitor changes to ship configuration. In consultation and collaboration with AMCAP, ensure site surveys are conducted as late as possible prior to installation to verify ship configuration and modify installation design if necessary.
Platform Integration – There is a chance that system performance may be affected by integration into the complex electromagnetic environment of the Anzac Class Frigates.	<ul style="list-style-type: none"> The Contractor has conducted an Electromagnetic Environmental Effects (E3) program which involves co-site performance analysis, measurements and modelling. If issues arise, the Project Team will implement the recommended engineering and procedural processes to address the issues. Downgraded to a Medium Risk following Ship One Deployment.
System Integration – There is a chance that system design will be affected by unavailability, complexity, or changing external and legacy interfaces.	<ul style="list-style-type: none"> Continue to liaise closely with ANZAC SPO and the AMCAP through established working groups and regular meetings to monitor any changes to the external or legacy interfaces. Respond to any incompatibility with integrated components in a collaborative fashion with AMCAP to determine remedial action that best suits the project and the Navy. Downgraded to a Medium Risk following Ship One Deployment.
Resourcing – There is a chance that the project will be affected by a lack of staff.	<ul style="list-style-type: none"> Continue to monitor human resource requirement through the life of the SEA 1442 Phase 4 project to ensure that it meets its obligations under the contract with the Contractor, its partnership with the AMCAP and its commitment to the Navy. Where required, continue to recruit to replace as quickly as possible and utilise contracted support as necessary. Downgraded to a Medium Risk following streamlining of the provision of contracted resources.
Training Facility – There is a chance that delays in the preparation of the Training Room may result in Contractor claims for excusable delay and lost schedule.	<ul style="list-style-type: none"> Continue to work with the WAMA to expedite the allocation of this task. Risk Retired following Acceptance of Training System.
Training System – There is a chance that an adequate training system is not delivered in time to train the Ship 1 crew.	<ul style="list-style-type: none"> Remedial action being progressed to ensure delivery of Ship 1 is not impacted. Contract an additional resource within the Project Team to manage the Training function. Risk Retired following Acceptance of Training System.

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<p>CCMS – There is a chance that the CCMS may not be delivered with full functionality, which may result in a loss of schedule and or system performance.</p>	<ul style="list-style-type: none"> Continue to work with the Contractor to ensure sufficient resources are allocated to delivering the CCMS with the prescribed level of functionality as scheduled. Downgraded to a Medium Risk following Ship One deployment.
<p>Availability of Crew for Training – There is a chance that insufficient ship’s crew will be trained to meet Ship 1, leading to an impact on schedule or performance.</p>	<ul style="list-style-type: none"> Continue to liaise with Navy to agree training dates as early as possible. Contract an additional resource within the Project Team to manage the Training function. Risk Retired following training of Ships One & Two crews.
<p>Emergent Risks (risk not previously identified but has emerged during 2019-20)</p>	
<p>Description</p>	<p>Remedial Action</p>
<p>Platform Integration – There is a chance that installation will be affected by delays to acceptance testing due to rework required by poor workmanship.</p>	<ul style="list-style-type: none"> Continue to liaise closely with the Contractor, ANZAC SPO and the AMCAP through established working groups and regular meetings to monitor the progress of the installation.
<p>Engineering Mgt Performance – There is a chance that deficiencies in the Contractor’s Engineering Management performance may adversely affect the achievement of future Milestones, leading to an impact on schedule.</p>	<ul style="list-style-type: none"> Continue to liaise closely with the Contractor, through regular meetings and interaction with respect to its preparedness for future Milestones. Utilisation of Contractual mechanisms.
<p>Estimation of Required Resources – There is a chance that the Contractor may fail to adequately estimate the time & resources required to complete all required work to meet a Milestone, leading to an impact on schedule.</p>	<ul style="list-style-type: none"> Continue to liaise closely with the Contractor, through regular meetings and interaction with respect to its preparedness for future Milestones. Utilisation of Contractual mechanisms.

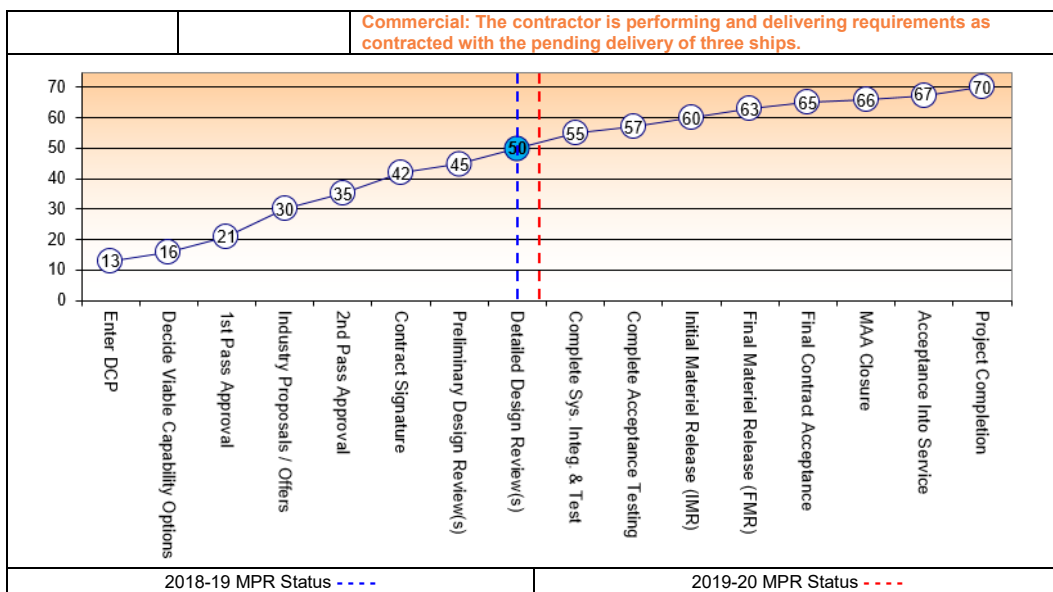
5.2 Major Project Issues

<p>Description</p>	<p>Remedial Action</p>
<p>Preparedness for Training – The Training Program was not completely ready in time for the commencement of Navy Training.</p>	<ul style="list-style-type: none"> The Project Team worked with the contractor and Navy Training to modify the initial course/s to allow training to commence as planned with subsequent 'Delta' courses being provided by the contractor to cover topics not able to be taught initially. The TNGRR was progressed with known deficiencies to allow training to commence in support of Ship 1 readiness. To enter the next Milestone Review, the Contractor is required to ensure risks associated with the Training Program are mitigated to the level acceptable to the Commonwealth. This issue is now closed following deployment of Ships One & Two.
<p>Milestone Delays –Three Contract Milestones are in delay by the Contractor; SITF and Training System Acceptance & the Ship 1 Installation Complete Milestone.</p>	<ul style="list-style-type: none"> This delay is being actively managed by the Project Team and Contractor to ensure the impact does not affect First of Class activities and to maintain Ship 1 Acceptance Milestones. This issue is now closed following completion of these Milestones.
<p>Covid-19 Outbreak Disruption – The outbreak has had a number of effects on the Project.</p>	<ul style="list-style-type: none"> The effects of Covid 19 have created a number of issues for the Project including: Inability of the ACT-based Project team & Defence SME's to travel to WA to support the installation & carry out testing & witnessing activities; Inability of the UK contractor's team to travel to Australia to support installation
<p>Note</p>	
<p>Major risks and issues in Section 5 are excluded from the scope of the Auditor-General’s Independent Assurance Report.</p>	

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	7	7	7	8	7	7	7	50
Detailed Design Review	Project Status	7	7	8	8	7	8	7	52
	Explanation	<p>Requirement: An Equipment Demonstration has been completed and detailed design indicates all operationally critical requirements as per the Operational Concept Document and Function and Performance Specification can be met.</p>							



Section 7 – Lessons Learned

7.1 Key Lessons Learned

Project Lesson	Categories of Systemic Lessons
Ensure requirements are clear, unambiguous, and that a common understanding is established between all parties as early as possible, including the Capability Acquisition and Sustainment Group, Capability Manager, end-user community and the contractor.	Requirements Management
Interfaces, and in particular legacy interfaces, need to be well defined, consistent, documented, and well understood by all parties. The risk profile and associated contingency needs to include interface management.	Requirements Management
More attention needs to be given to the possible impacts when tailoring the ASDEFCON suite of contracting templates to suit individual project context and strategy in order to avoid unnecessary detail, resource burden, cost and schedule.	Contract Management
Additional effort is required by the project team during contract negotiations to assess and better understand scope, schedule, risk, cost and resource commitments made under the contract, including an assessment that the schedule is realistic.	Contract Management
Pay close attention to schedule and ensure all work is captured, logical and can form a basis for sound management post contract award. Alignment of multiple schedules in a complex multi contractor environment, such as between SEA 1442 Phase 4 and AMCAP, can be a source of additional and unnecessary effort if not closely monitored and aligned.	Schedule Management
Access to appropriately skilled and experienced resources is critical to achieving project planning and management objectives.	Resourcing Schedule Management
Project Team coordination of the training program and data codification involves significant effort and preferably dedicated experienced Integrated Logistics Support (ILS) resources should be allocated early in the Project.	Resourcing
Ship availability may be subject to change with minimal notice and may impact on the contractor's ability to deliver against key milestones. Ensuring effective communication between the project office, the Capability Manager and other relevant Defence stakeholders is essential. This will ensure all stakeholders are aware of what capability is being received if schedules change unexpectedly.	Platform Availability

Section 8 – Project Line Management

8.1 Project Line Management as at 30 June 2020

Position	Name
Division Head	Mr Ivan Zlabur
Branch Head	Ms Myra Sefton
Project Director	Mr Kevin Cunningham
Project Manager	Mr David Gibson

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