

Project Data Summary Sheet²³²

Project Number	LAND 121 Phase 3A
Project Name	OVERLANDER VEHICLES
First Year Reported in the MPR	2009-10 (as Phase 3) 2012-13
Capability Type	Replacement
Acquisition Type	Australianised MOTS
Service	Australian Army
Government 1st Pass Approval	Jun 04 – Phase 3 Aug 11 – Phase 5A Dec 11 – Phase 3A
Government 2nd Pass Approval	Aug 07 – Phase 3 Aug 11 – Phase 5A Dec 11 – Phase 3A
Total Approved Budget (Current)	\$1,015.7m
2014–15 Budget	\$127.5m
Project Stage	Initial Materiel Release
Complexity	ACAT II



Section 1 – Project Summary

1.1 Project Description

In December 2011, Government approved the splitting of LAND 121 Phase 3 into two projects: LAND 121 Phase 3A – Lightweight and Light Capability (LLC) (incorporating the approved Phase 5A); and LAND 121 Phase 3B – Medium and Heavy Capability (MHC).

LAND 121 Phase 3A will deliver **2,146** lightweight (4x4) and light (6x6) Mercedes-Benz Geländewagen (G-Wagons), **associated modules** and 1,799 matching Haulmark trailers. **LAND 121 Phase 3A variants include:**

- **4x4 lightweight: Station Wagon, Carryall Hardtop and Carryall Soft Top;**
- **6x6 light single cab: Ambulance and Cargo;**
- **6x6 light dual cab: Canine, Command Post Mobile (CPM) and Line Laying; and**
- **6x6 Surveillance and Reconnaissance.**

In addition, the project office is facilitating the purchase of 122 G-Wagon based General Maintenance Vehicles (GMV) and 122 related trailers that form part of the scope of LAND 121 Phase 3B.

LAND 121 Phase 3A will replace approximately two-thirds of the current Land Rover 4x4 and 6x6 vehicle fleets that have been in service since the mid-1980s (the remainder to be replaced under LAND 121 Phase 4). The new G-Wagons, together with the modules and trailers, will be used by the Army and Air Force for training and to support domestic security and emergency response efforts. The vehicles will also be employed on humanitarian assistance/disaster relief and low-threat operations.

232 Notice to reader

Future dates and Sections: 1.3 (Major Risks and Issues), 4.1 (Measures of Materiel Capability Delivery Performance), 5.1 (Major Project Risks) and 5.2 (Major Project Issues) are out of scope for the ANAO's review of this Project Data Summary Sheet. Information on the scope of the review is provided in the *Independent Review Report by the Auditor-General* in **Part 3** of this report.

1.2 Current Status

Cost Performance

In-year

As at **30 June 2015**, Financial Year **2014–15** expenditure was **\$127.3m** against the forecast year expenditure plan of **\$127.5m**. The **\$0.2m variance is due to foreign exchange rate gains and minor deliveries delayed to Financial Year 2015–16**.

Project Financial Assurance Statement

As at 30 June 2015, Project LAND 121 Phase 3A 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 funds in the financial year.

Schedule Performance

Between July 2012 and **October 2016**, the **2,146 G-Wagons and 1,799 Haulmark trailers that are within the approved LAND 121 Phase 3A scope** are scheduled to be **issued** to units throughout Australia.

Introduction into Service began on 2 July 2012 with the delivery of 20 G-Wagons and 18 trailers to the 7th Brigade in Brisbane. The roll-out is proceeding at a rate of around **43 vehicles and 34 trailers per month**. As of **30 June 2015**, **1,556 G-Wagons and 1,228 trailers** had been delivered to Australian Defence Force (ADF) units.

The Initial Materiel Release (IMR) milestone was achieved **with caveats in May 2014, 29 months behind schedule due to delays in implementing the vehicle support system and processing the IMR report**. The Final Materiel Release (FMR) and **Final Operating Capability (FOC) milestones are scheduled to be achieved in October 2016, three months behind schedule due to delays in design, and test and evaluation activities for the CPM module**.

Materiel Capability Delivery Performance

The Project **is currently meeting** capability requirements as expressed in the Materiel Acquisition Agreement (MAA) and in accordance with the requirements of the relevant Technical Regulatory Authorities. As of **30 June 2015** the Contractors have delivered **2,268 production vehicles and 1,792 production trailers** to the project. **This includes deliveries against 122 vehicles and trailers being acquired on behalf of LAND 121 Phase 3B**.

Note

The capability assessments and forecasts by the project are not subject to the ANAO's assurance review.

1.3 Project Context

Background

Project LAND 121 is a multi-phased Project to provide the ADF with the Field Vehicles, Modules and Trailers (FVM&T) and associated support systems to meet ADF mobility requirements including logistic distribution, command and liaison, casualty evacuation, troop lift, and the provision of mobility to specialist assets such as command shelters and communications terminals.

At the time government approved LAND 121 Phase 3 the ADF's FVM&T fleet consisted of some 7,300 vehicles and 3,700 trailers acquired progressively from 1959. By 2008, 98 per cent of the current assets had exceeded their life of type. The fleet is increasingly costly to maintain, repair and operate. Furthermore, an increased operational tempo from 1999 has compounded the challenges.

LAND 121 Phase 3 was approved in August 2007 to acquire 1,187 Mercedes-Benz G-Wagons, and 973 matching trailers from Haulmark Trailers (Australia). In August 2011, Government approved the acquisition of an additional 959 G-Wagons and 826 trailers under LAND 121 Phase 5A via the contracts negotiated for Phase 3.

Phase 3 was also intended to acquire medium and heavy FVM&T; however, the Commonwealth withdrew from negotiations with the preferred tenderer and a tender resubmission process was initiated in December 2008. In December 2011, Defence announced negotiations would commence with the preferred tenderers, Rheinmetall MAN Military Vehicles Australia for the vehicle and module requirements and with Haulmark

Trailers (Australia) for the MHC trailer requirements.

At the same time, Government approved the splitting of LAND 121 Phase 3 into two projects: LAND 121 Phase 3A for the LLC approved under Phase 3 and Phase 5A; and LAND 121 Phase 3B to progress the Phase 3 MHC scope elements.

This decision effectively closed Phase 3 and amounted **to a** combined pass approval for the new Phase 3A and an 'interim pass' approval for the new Phase 3B. The December 2011 approval allowed the continuation of contracted activities toward the LLC acquisition and the ongoing negotiations for the MHC contracts for Phase 3B. Phase 3B **subsequently achieved** second pass approval **in July 2013** following contract negotiations.

Uniqueness

LAND 121 Phase 3A is to roll-out the FVM&T capability to multiple locations throughout Australia. This presents a unique logistic challenge requiring a robust Support System to achieve stated availability requirements at the lowest life cycle cost.

Major Risks and Issues

Integration of Command, Control, Communication, Computer and Intelligence (C4I) systems

There is a residual chance that the LLC **CPM** modules will be affected by the complexity of **testing, procurement**, manufacture and/or **installation**. **Testing** will continue through until **October 2015**.

Concurrency of critical activities

There is a chance that the project will be affected by the concurrency of critical activities including developing the design and support system, and introducing into service the Ambulance and CPM modules. The project will manage the workload within the current workforce allocation and continue to monitor the risk.

Corrosion protection

The project office and the vehicle Original Equipment Manufacturer (OEM) have further investigated the corrosion protection risk, previously reported, and both parties do not consider that the requirement to maintain the corrosion protection on the vehicles affects the long-term sustainability of the vehicles due to the layered approach that has been adopted and the ability to reapply the Under Body Sealant at unit level.

Introduction into Service cost increase

The Introduction into Service cost increase issue, previously reported, has been retired. Roll-out to the 3rd Brigade, originally out of scope of LAND 121 Phase 3A, was achieved via reallocation of existing funding.

Other Current Sub-Projects

LAND 121 Phase 3B will provide the ADF with **2,707** protected and unprotected medium and heavy vehicles which, along with **1,704** matched trailers. **This** will provide payloads of between four and seventy tonnes for a range of logistics functions including vehicle recovery, freight, bulk liquid distribution and personnel carriage.

Section 2 – Financial Performance

2.1 Project Budget (out-turned) and Expenditure History

Date	Description	\$m	Notes
Project Budget			
Dec 11	At Original Approval (Phase 3 Project Budget prior to split into 3A and 3B)	3,237.7	1
Jun 12	Exchange Variation	(66.5)	
Jun 12	Budget as at 30 June 2012	3,171.2	
Jul 12	Real Variation – Scope	362.7	2
Jul 12	Real Variation – Scope (Transfer of funds to 3B)	(2,549.2)	3
		(2,186.5)	
Jun 15	Exchange Variation	31.0	
Jun 15	Total Budget	1,015.7	
Project Expenditure			
Prior to Jul 14	Contract Expenditure – Mercedes-Benz Australia/Pacific Pty Ltd (Acquisition)	(448.6)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Acquisition)	(59.5)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Support)	(3.2)	
	Contract Expenditure – Mercedes-Benz Australia/Pacific Pty Ltd (Support)	(3.1)	
	Other Contract Payments / Internal Expenses	(94.4)	4
		(608.8)	
FY to Jun 15	Contract Expenditure – Mercedes-Benz Australia/Pacific Pty Ltd (Acquisition)	(87.6)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Acquisition)	(18.7)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Support)	(0.1)	
	Other Contract Payments / Internal Expenses	(20.9)	5
		(127.3)	
Jun 15	Total Expenditure	(736.1)	
Jun 15	Remaining Budget	279.6	
Notes			
1	Phase 3 project budget prior to the split into Phase 3A and Phase 3B.		
2	Additional scope from LAND 121 Phase 5A.		
3	Removal of Medium/Heavy Capability scope to LAND 121 Phase 3B.		
4	Other expenditure comprises Phase 3A Outsourced Services, Contractors and Consultants (\$18.7m) , Salaries (\$17.0m) , and (\$41.5m) for other Project Office costs not associated with the prime contracts. Also includes \$17.2m for expenditure on Medium and Heavy Capability activities for Phase 3B that could not be recorded as being against Phase 3B due to financial system and reporting constraints.		
5	Other expenditure comprises: Outsourced Services (\$4.3m) , Salaries (\$2.1m) and other project office costs not associated with the prime contracts (\$14.5m) .		

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
170.6	127.3	127.5	The PBS to PAES variance is a result of reductions due to vehicles and support equipment being brought forward in 2013–14 from 2014–15 of \$16.4m, rescheduled contractual milestones for the remaining batch deliveries of vehicles and modules of \$12.9m, a reduction to expected price escalation of \$8.3m, a reduced estimate for the ambulance module redevelopment of \$2.3m and foreign exchange adjustments totalling \$3.4m.
Variance \$m	(43.3)	0.2	Total Variance (\$m): (43.1)
Variance %	(25.4)	0.2	Total Variance (%): (25.3)

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
			FMS	The variation is due to foreign exchange rate gains and minor deliveries slipped to Financial Year 2015–16.
			Overseas Industry	
		0.1	Local Industry	
			Brought Forward	
			Cost Savings	
		0.1	FOREX Variation	
			Commonwealth Delays	
			Additional Government Approvals	
127.5	127.3	(0.2)	Total Variance	
		(0.2)	% Variance	

2.3 Details of Project Major Contracts

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature \$m	30 Jun 15 \$m			
Mercedes Benz Australia Pacific Pty Ltd (Acquisition)	Oct 08	321.8	600.5	Variable	ASDEFCON	1, 2
Mercedes Benz Australia Pacific Pty Ltd (Support)	Oct 08	45.1	45.6	Variable	ASDEFCON	2
Haulmark Trailers (Australia) Pty Ltd (Acquisition)	Apr 10	42.0	81.2	Variable	ASDEFCON	1, 2
Haulmark Trailers (Australia) Pty Ltd (Support)	Apr 10	22.2	23.0	Variable	ASDEFCON	2
Notes						
1	Note that the Mercedes Benz Australia Pacific Pty Ltd and Haulmark Trailers (Australia) Pty Ltd Contract Prices at 30 June 2015 above includes \$28.4m and \$4.9m respectively for GMV commitment. This item is being procured by LAND 121 Phase 3A, on behalf of the LAND 121 Phase 3B project which is funding the GMV, in accordance with the LAND 121 Phase 3B Second Pass Government Approval in July 2013.					
2	Contract value as at 30 June 2015 is based on actual expenditure to 30 June 2015 and remaining commitment at current exchange rates, and includes adjustments for indexation (where applicable).					

Contractor	Quantities as at		Scope	Notes
	Signature	30 Jun 15		
Mercedes Benz Australia Pacific Pty Ltd (Acquisition)	1,187	2,268	Vehicles with associated modules	1
Mercedes Benz Australia Pacific Pty Ltd (Support)	N/A	N/A	Support Contract for vehicles and modules	
Haulmark Trailers (Australia) Pty Ltd (Acquisition)	979	1,921	Production Trailers	1
Haulmark Trailers (Australia) Pty Ltd (Support)	N/A	N/A	Support Contract for Trailers	
Major equipment received and quantities to 30 Jun 15				
<ul style="list-style-type: none"> All design reviews completed under Phase 3. All eight mission system variants have completed Production Readiness Review. 13 prototypes delivered. 2,268 production vehicles delivered to the project by the Contractor including those acquired on behalf of LAND 121 Phase 3B. 1,792 production trailers delivered to the project by the Contractor including those acquired on behalf of LAND 121 Phase 3B. 				
Notes				
1	The quantity figures being communicated publically exclude modules and prototypes. An additional 122 vehicles and trailers are being acquired as GMV on behalf of LAND 121 Phase 3B.			

Section 3 – Schedule Performance

3.1 Design Review Progress

Design reviews were completed under LAND 121 Phase 3.

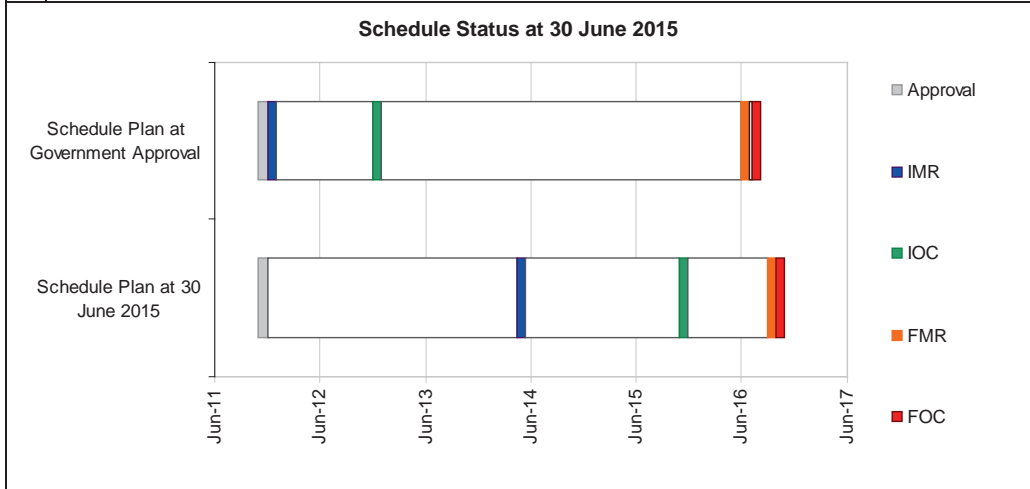
Review	Major System/Platform Variant	Original Planned	Current Planned	Achieved /Forecast	Variance (Months)	Notes
Preliminary Design	Vehicles	Apr 09	N/A	Jun 09	2	1
	Modules	Mar 09	N/A	Mar 09	0	
	Trailers	Oct 10	N/A	Oct 10	0	
Critical Design	Vehicles	Jun 10	N/A	Jun 10	0	
	Modules	Jul 10	N/A	Oct 11	15	2, 3
	Trays and Trailers	Mar 11	N/A	Aug 11	5	2
Critical Design (Redesign)	Module (Light Ambulance, Cab Chassis)	Feb 15	N/A	Apr 15	2	4
	Module (Light CPM)	Sep 15	N/A	Oct 15	1	5
Notes						
1	Vehicle Preliminary Design occurred as planned from 22 April 2009 to 6 May 2009, however, exit was unable to be granted until 12 June 2009 when the Commonwealth was satisfied with the way ahead for issues identified during the review.					
2	Critical Design Review variance was due to a change in specification by the Commonwealth.					
3	All work on the Personnel/Cargo Restraint System (PCRS) Module ceased post Critical Design following advice from Capability Development Group (CDG) that removed the requirement for a PCRS Module. CDG recommended the acquisition of 15 additional Modules (Light Cargo) in lieu of the PCRS module. Army Headquarters and Air Force Headquarters concurred with this change.					
4	Two extra months taken for retesting of electromagnetic compatibility performance and in preparation of conduct of Critical Design Review and Functional Configuration Audit.					
5	One month variance is due to delay in the completion of the prototype.					

3.2 Contractor Test and Evaluation Progress

Test and Evaluation	Major System/Platform Variant	Original Planned	Current Planned	Achieved /Forecast	Variance (Months)	Notes
Test Readiness Review	Module (Light Ambulance, Cab Chassis)	Oct 10	Jan 12	Feb 12	16	1
	All other vehicle, module (except Ambulance) and trailer variants had passed under Phase 3	Jul 11	Dec 11	Dec 11	5	2
	Module (Light Ambulance, Cab Chassis) (Redesign)	Nov 14	N/A	Nov 14	0	
	Module (Light CPM) (Redesign)	Feb 15	N/A	Jul 15	6	3
Functional Configuration Audit	Module (Light Ambulance, Cab Chassis)	Apr 11	Aug 12	Apr 15	48	2
	Tray (Light Surveillance and Reconnaissance)	Feb 11	Sep 12	Nov 12	21	2
	All other vehicles and modules completed under Phase 3	Feb 11	Oct 11	Oct 11	8	2
	Module (Light CPM) (Redesign)	May 15	N/A	Oct 15	5	3
Acceptance Verification and Validation	Light and Lightweight Trailers completed under Phase 3	Jul-Oct 11	N/A	Jul-Nov 11	1	4
	Module (Light Ambulance, Cab Chassis) (Redesign)	Nov 14-Feb 15	N/A	Nov 14-Apr 15	2	5
	Module (Light CPM) (Redesign)	Feb-May 15	N/A	Aug-Oct 15	6	3
Notes						
1	Delayed from originally planned first week of January 2012 to February 2012 due to collective availability and conduct of Surveillance and Reconnaissance User Trial in mid to late January 2012.					
2	Variances are due to specification changes by the Commonwealth.					
3	Contractor Test and Evaluation of the CPM was complete in October 2011. This Test and Evaluation phase relates only to Commonwealth re-design and integration. Delay due to design activities taking longer than anticipated and delay in the completion of the prototype.					
4	One extra month taken for retesting.					
5	Two extra months taken for retesting of electromagnetic compatibility performance and in preparation of conduct of Critical Design Review and Functional Configuration Audit.					

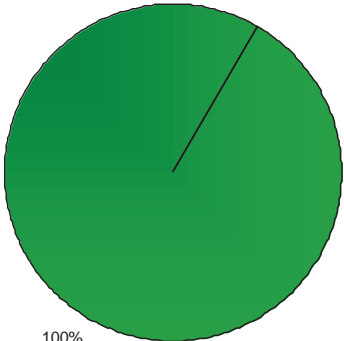
3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	Dec 11	May 14	29	1
Initial Operational Capability (IOC)	Dec 12	Dec 15	36	2
Final Materiel Release (FMR)	May-Jul 16	Oct 16	3	3
Final Operational Capability (FOC)	Mid 16	Oct 16	3	3
Notes				
1	December 2011 to June 2012: Delay to the implementation of the vehicle support system. July 2012 to May 2014: Delay due to processing of the IMR Report. With Army Headquarters' concurrence the main roll-out of vehicles, modules and trailers commenced in July 2012.			
2	Delays due to the development required for module components.			
3	Variance due to delay imposed by complexity of finalising design and manufacture of the CPM.			



Section 4 – Materiel Capability Delivery Performance

4.1 Measures of Materiel Capability Delivery Performance

Pie Chart: Percentage Breakdown of Materiel Capability Delivery Performance	
 <p>100%</p>	<p>Green: The Project is currently meeting capability requirements as expressed in the MAA and in accordance with the requirements of the relevant Technical Regulatory Authorities.</p>
	<p>Amber: N/A</p>
	<p>Red: N/A</p>
Note	
<p>This Pie Chart does not necessarily represent capability achieved. The capability assessment and forecasts by the project are not subject to the ANAO's assurance review.</p>	

4.2 Constitution of Initial Materiel Release and Final Materiel Release

Item	Explanation	Achievement
Initial Materiel Release (IMR)	<p>Full issue to a Brigade of the initial vehicle variants Carryall (quantity 15), Panel Van (quantity three), Station Wagon (quantity 15), Cargo (quantity nine) and Canine (quantity one).</p> <p>IMR was achieved provided the following caveats are resolved prior to IOC:</p> <ul style="list-style-type: none"> • Carryall Hardtop and Station Wagon load restraint; • G-Wagon air transportability; and • Vehicle warning systems operating during blackout and reduced lighting operation. 	Achieved with caveats.
Final Materiel Release (FMR)	<p>Completion and release of Acquisition Project Supplies required, including:</p> <ul style="list-style-type: none"> • The final tranche of light and lightweight vehicles, modules, and trailers and associated supplies transferred to sustainment; • Verification and validation, testing and certification of all supplies; • Maintenance support and training provided for operators and maintainers; and • Support spares and repair parts provided for a period of three years. 	Not 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
Integration of C4I systems has the potential to impact on the LLC vehicle cost, schedule and capability requirements.	The LLC project team continue to work with the relevant stakeholders to initiate methods to minimise the effect and costs of these risks. Testing will continue through until October 2015.
The concurrency of critical activities including developing the design and support system, and introducing into service the Ambulance and CPM modules, has the potential to impact on cost, schedule, supportability and reputation.	This risk has been accepted. The project will manage the workload within the current workforce allocation and continue to monitor the risk.
There is a chance that through-life support costs of the G-Wagon fleet will be affected by the requirement to reapply corrosion protection leading to an impact on cost and supportability. The vehicle OEM advised that the cavity wax is recommended to be reapplied once at 12 months from delivery and the corrosion protection Under Body Sealant wax needs reapplication, if required.	This risk has been retired following further investigation by the project office and the vehicle OEM. Both parties do not consider that the requirement to maintain the corrosion protection on the vehicles affects the long-term sustainability of the vehicles due to the layered approach that has been adopted and the ability to reapply the Under Body Sealant at unit level.
Emergent Risks (risk not previously identified but has emerged during 2014-15)	
Description	Remedial Action
N/A	N/A

5.2 Major Project Issues

Description	Remedial Action
A decision by Defence to include the 3rd Brigade in the LAND 121 Phase 3A roll-out has resulted in the Introduction into Service expenditure exceeding forecasted budget.	This issue has been retired due to LAND 121 Phase 3A reallocating existing funding, within financial year and total budget allocation, to achieve roll-out to the 3rd Brigade by November 2014.

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	10	8	8	8	9	8	9	60
Initial Materiel Release	Project Status	9	7	8	9	8	8	9	58
	Explanation	<ul style="list-style-type: none"> • Schedule: Due to revised forecast for FMR. IMR has been achieved. • Cost: Cost is tracking within Project Contingency. There are still some risks which are being managed. • Technical Understanding: Knowledge necessary to operate and support the solution has been transferred. • Technical Difficulty: Verification and Validation and Operation Test and Evaluation has commenced but is not yet complete. 							

Project Stage	Maturity Score
Enter DCP	13
Decide Viable Capability Options	16
1st Pass Approval	21
Industry Proposals / Offers	30
2nd Pass Approval	35
Contract Signature	42
Preliminary Design Review(s)	45
Detailed Design Review(s)	50
Complete Sys. Integ. & Test	55
Complete Acceptance Testing	57
Initial Materiel Release (IMR)	60
Final Materiel Release (FMR)	63
Final Contract Acceptance	65
MAA Closure	66
Acceptance Into Service	67
Project Completion	70

2013-14 MPR Status -	2014-15 MPR Status - - - -
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Section 7 – Lessons Learned

7.1 Key Lessons Learned

Project Lesson	Categories of Systemic Lessons
To avoid costly and time consuming Contract Change Proposals, due to requirement variations, it is critical that Defence stakeholders provide clarity in terms of the Operational Concept Document and Functional Performance Specification and that the project office captures the origin and maintains the traceability into the System Specification.	Requirements Management
The time required to negotiate contracts for the LAND 121 project is a significant driver of the schedule.	Contract Management Requirements Management
When the organisation is under pressure to compress schedule so as to hasten the delivery of capability to the war-fighter, key decisions must be taken in light of potential impact on the ability of the project to achieve this aim.	Schedule Management Resourcing
It is important to ensure the early involvement of Army Logistics Training Centre (ALTC) staff in the development of the Training requirement. This includes reviewing the relevant contract template and clauses pertaining to training and participation in preliminary meetings to the Initial Training Conference. Suggest preliminary brief by ALTC for them to define their expectations, and 'fit' to contractual requirements.	Resourcing
The effort involved with the vehicle/trailer interface (and any other interface with the prime equipment – e.g. wheels, required payload, etc) should not be underestimated even for apparently simple equipments. The early formation of interface working groups is important.	Requirements Management
Significant time and effort may be saved if critical items of Support and Test Equipment identified during source evaluation are secured concurrently with the prime system acquisition, when Commonwealth negotiation power is greatest.	Contract Management
Strategic Relationship Boards, or similar forums for senior management of the Commonwealth and the Prime Contractor to meet on a regular basis, are useful mechanisms that should be seriously considered across other major projects. Pitched at Director General and Managing Director level, these board meetings have real potential to resolve issues in a more timely and effective way than contract level discussions, particularly in the in-contract management phase.	Contract Management
The complexity of integrating communication and battle-management equipment into vehicles during the design and development phase of both materiel systems, with different project offices, prime contractors and development cycles, should not be underestimated. More work should be done by Defence in the Needs/Requirements stage to de-conflict or better integrate interdependent projects.	Requirements Management

Section 8 – Project Line Management

8.1 Project Line Management in 2014–15

Position	Name
General Manager	Mr Colin Thorne
Division Head	MAJGEN Paul McLachlan
Branch Head	BRIG Haydn Kohl
Project Director	Mr Ken Butler
Project Manager	Mr Geoff Fallon (Acting)