

## Project Data Summary Sheet<sup>1</sup>

Project Number	SEA1442 Phase 4
Project Name	MARITIME COMMUNICATIONS MODERNISATION
First Year Reported in the MPR	2014-15
Capability Type	Upgrade
Capability Manager	Chief of Navy
Government 1st Pass Approval	Dec 10
Government 2nd Pass Approval	Jul 13
Budget at 2nd Pass Approval	\$385.6m
Total Approved Budget (Current)	\$441.8m
2023–24 Budget	\$25.4m
Complexity	ACAT II



### Section 1 – Project Summary

#### 1.1 Project Description

SEA1442 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

As at 30 June 2024 Financial Year (FY) 2023-24 expenditure was \$20.3m against the FY 2023-24 budget of \$25.4m. The budget variance of \$5.0m underspend is due to Leonardo UK Ltd (Prime Contractor) contractual payments slipping to next FY, including milestone payments, a lower than anticipated spend for spares and FOREX adjustments.

###### Project Financial Assurance Statement

As at 30 June 2024, project SEA1442 Phase 4 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.

###### Contingency Statement

The project has not applied contingency in the FY.

##### Schedule Performance

Detailed Design Review (DDR) was delayed by four months due to delay in completion of design activities by the contractor which resulted in liquidated damages being invoked during the FY 2016-17 and accepted by the Commonwealth in the form of additional goods and services provided by the contractor.

Training System (TS) and Shore Integration Test Facility (SITF) acceptance occurred in November 2019, with six ship mission systems accepted to date; in April, July and September 2021; July 2022 and March and November 2023.

The SEA1442 Phase 4 delivery and installation schedule has been aligned to the Anzac Midlife Capability Assurance Program (AMCAP) scheduling and the availability dates for the remaining ships are subject to change. This alignment of programs has resulted in SEA1442 Phase 4 Initial Materiel Release (IMR) moving from June 2018 to being declared in September 2021. IMR was achieved with exceptions. Initial Operational Capability (IOC) was similarly delayed from December 2018 and declared in November 2023. Final Operational Capability (FOC) is delayed following the most recent change to the AMCAP schedule.

##### Materiel Capability/Scope Delivery Performance

The MTWAN Secondary Shore Gateway has been delivered and is operational, including the TS and the SITF which were both accepted in November 2019. The first three Anzac ship systems (His Majesty's Australian Ship (HMAS) *Anzac*, HMAS *Arunta* & HMAS *Warramunga*) with associated support systems were delivered by the contractor to Capability Acquisition and Sustainment Group (CASG) in 2021. Three more communication systems for ships were delivered in July 2022 and March and November 2023 respectively. IMR was declared in September 2021 and Initial Operational Capability (IOC) was declared in November 2023.

##### Note

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

#### Notice to reader

1. 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.

### 1.3 Project Context

#### Background

SEA1442 Phase 4 is a multi-phased program that will modernise the Royal Australian Navy's (RAN) communications infrastructure. The New Generation Maritime Communications System (NewGen MCS) will deliver an integrated and automated system that provides a more agile and faster communication solution requiring reduced operator intervention.

The majority of equipment and sub-systems are either existing Military or Commercial grade items that require some functionality enhancements and Australianisation. The main systems challenge is bringing the sub-systems together as part of a highly integrated and automated system into the ship platform, cognisant of existing weapons, sensors, emitters, and specific platform requirements.

Government Second Pass approval occurred in July 2013 with the acquisition and five year support services contracts awarded to Selex ES Ltd in November 2013. Selex ES Ltd changed its name to Leonardo MW Ltd in September 2016 and to Leonardo UK Ltd in March 2021.

The project is also managing the acquisition of ARC-210 Gen 5 Very/Ultra-High-Frequency (V/UHF) multi-band, multi-mode software defined radios through Foreign Military Sales (FMS) with the United States (US) Government. The radios form part of the NewGen MCS.

#### Uniqueness

An advanced feature of the NewGen MCS 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 project is not currently tracking any major risks or issues (rating high/very high). The remaining extant issue regarding AMCAP being delayed has since been downgraded to a low rating and will be removed in next year's Major Projects Review (MPR).

#### Other Current Related Projects/Phases

The deliverables provided by SEA1442 Phase 4 have been incorporated into the overall AMCAP schedule. The AMCAP involves a suite of upgrades to the Anzac platform being delivered by multiple projects, of which SEA1442 Phase 4 is one. Delays or issues with other AMCAP projects can delay the schedule of SEA1442 Phase 4.

The AMCAP projects consist of:

- **SEA1448 Phase 4B – Anzac Air Search Radar Replacement.** This project is providing an integrated and supportable modern Long Range Air Search Capability into the ANZAC Class Frigates.
- **Anzac Platform System Remediation (PSR) Program.** The PSR will see the upgrade of on-board systems that includes ventilation, the propulsion control system to improve power and efficiency, waste management and water production systems.

#### Note

Major risks and issues are excluded from the scope of the Auditor-General's Independent Assurance Report.

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

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

Date	Description	\$m	Notes
	<b>Project Budget</b>		
Dec 10	Original Approved (Government First Pass Approval)	11.4	
Jul 13	Government Second Pass Approval	374.3	
	<b>Total at Second Pass Approval</b>	<b>385.6</b>	
Jun 24	Exchange Variation	56.2	
Jun 24	<b>Total Budget</b>	<b>441.8</b>	
	<b>Project Expenditure</b>		
Prior to Jul 23	Contract Expenditure – Leonardo UK Ltd	(247.7)	
	Contract Expenditure – US Government	(15.3)	
	Contract Expenditure – Warship Asset Management Agreement (WAMA)	(12.8)	1
	Contract Expenditure – Nova Systems Australia Pty Ltd	(11.8)	
	Other Contract Payments / Internal Expenses	(12.4)	2

#### Notice to reader

<sup>2</sup> As per the JCPAA 2022-23 MPR Guidelines, financial figures in the PDSS have been rounded to one decimal point. Section 2 financial tables may include totals and percentages that are impacted due to the rounding of the original financial data.

## Project Data Summary Sheets

Auditor-General Report No.20 2024–25  
2023–24 Major Projects Report

FY to Jun 24	Contract Expenditure – Leonardo UK Ltd	(14.7)	(300.2)	
	Contract Expenditure – Nova Systems Australia Pty Ltd	(3.2)		
	Contract Expenditure – WAMA	(1.0)		
	Other Contract Payments / Internal Expenses	(1.4)		3
Jun 24	<b>Total Expenditure</b>		<b>(320.5)</b>	
Jun 24	<b>Remaining Budget</b>		<b>121.3</b>	
<b>Notes</b>				
1	The WAMA consists of Commonwealth of Australia (CoA), BAE Systems Maritime Australia Pty Ltd, Saab Australia Pty Ltd and Naval Ship Management Pty Ltd.			
2	Other Contracts Payments/Internal Expenses comprises: (\$3.1m) for travel and purchasing card payments, (\$3.1m) for Technical Services, (\$1.9m) for the purchase of Specialised Military Equipment, (\$1.2m) for System Engineering Services, (\$1.1m) for Scheduler Support, (\$1.0m) other extant expenditure, (\$0.7m) for the development of Capability Definition Documents and (\$0.3m) for Legal Services.			
3	Other Contracts Payments/Internal Expenses comprises: (\$1.1m) for other extant expenditure, (\$0.1m) for travel and purchasing card payments, (\$0.1m) for Technical Services and (\$0.1m) for Information and Communication Technology (ICT) Management and Advisory Services.			

## 2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
31.8	29.2	25.4	<u>Portfolio Budget Statements (PBS) to Portfolio Additional Estimates Statements (PAES)</u> : Underspend is due to the slippage of the Anzac upgrade program's Schedule Maintenance Availability Master Plan (SMAMP) version 23 pushing prime contractor milestone payments into 2024-25. Spares expenditure is less than anticipated; assisted in part by the upcoming availability of spares from decommissioned HMAS Anzac. Expenditure on Survey & Quote work was less than anticipated.  <u>PAES to Final Plan</u> : The underspend on Budget Estimates (BE) plan is largely due to a reduction in expenditure on Spares (\$2.6m). Milestone 'Ship 6 (FFH#6) Acceptance' FOREX Adjustments (\$0.4M), Survey and Quotes (\$1.0M) and miscellaneous of (\$2.2M).
Variance \$m	(2.6)	(3.8)	Total Variance (\$m): (6.5)
Variance %	(8.2)	(13.2)	Total Variance (%): (20.3)

## 2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(5.0)	Australian Industry	The underspend is largely due to a reduction in expenditure on Spares, Milestone 'Ship 6 (FFH#6) Acceptance' moving to the following financial year following a move in the SMAMP schedule, FOREX Adjustments and a lesser than anticipated spend on Survey and Quote procurements.
		-	Foreign Industry	
		-	Early Processes	
		-	Defence Processes	
		-	Foreign Government Negotiations/Payments	
		-	Cost Saving	
		-	Effort in Support of Operations	
		-	Additional Government Approvals	
25.4	20.3	<b>(5.0)</b>	<b>Total Variance</b>	
		<b>(19.8)</b>	<b>% Variance</b>	

## 2.3A Details of Project Major Contracts – Price

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Note
		Signature \$m	30 Jun 24 \$m			
Leonardo UK Ltd	Nov 13	187.7	303.9	Variable	Standard Defence Contract	1, 2
US Government (AT-P-BSH)	Dec 14	17.0	15.3	Firm or Fixed	FMS	3
WAMA	Dec 17	7.5	15.4	Variable with Pain/Gain Share	Alliance	4
Nova Systems Australia Pty Ltd	Mar 19	0.2	20.8	Variable	Integrated Work Package	5
<b>Notes</b>						
1	Contract value at 30 June 2024 is based on actual expenditure to 30 June 2024 and remaining commitment at current budget exchange rates, and includes adjustments for indexation (where applicable).					
2	The contract price has increased to include the recommended spare parts list and to extend the contracted period in line with RAN's ship upgrade program.					
3	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.					
4	WAMA consists of CoA, BAE Systems Maritime Australia Pty Ltd, Saab Australia Pty Ltd and Naval Ship Management Pty Ltd. The primary Industry Partner for SEA1442 Phase 4 tasking is BAE Systems Maritime Australia Pty Ltd.					
5	Provision of multi-discipline workforce to deliver the Joint Command, Control, Communications and Computer Systems (JC4S) Branch Integrated Work Package via the CASG Major Service Provider Arrangement. Operational changes have led to an increase in the contracted workforce.					

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

Contractor	Contracted Quantities as at		Scope	Notes
	Signature	30 Jun 24		
Leonardo UK Ltd	See scope	See scope	<ul style="list-style-type: none"> <li>Eight ship mission systems.</li> <li>One training system.</li> <li>One SITF.</li> <li>Three deployable High Data Rate line-of-sight systems.</li> </ul>	-
US Government (AT-P-BSH)	131	140	ARC-210 Gen 5 radios, technical data, and technical support.	1
WAMA	N/A	N/A	Provision of all site project management and support services for SEA1442 Phase 4 for the entirety of the AMCAP as well as other tasks to incorporate the NewGen MCS into the ANZAC environment.	-
Nova Systems Australia Pty Ltd	N/A	N/A	Provision of multi-discipline workforce to deliver the JC4S Branch Integrated Work Package.	-
<b>Major equipment accepted and quantities to 30 Jun 24</b>				
MTWAN Secondary Gateway, TS, SITF and six ship mission systems have been accepted.				
<b>Notes</b>				
1	Additional radios ordered as spare parts.			

## 2.4 Australian Industry Capability

Summary
<p>The project has contracted Australian Industry Capability (AIC) targets based, where appropriate, to identify Local Industry Capability which is captured in Leonardo UK Ltd. AIC Plan in the support of its project management, engineering, integrated logistic support and training activities.</p> <p>WAMA is an Alliance Contract between the CoA and Alliance Industry Participants BAE Systems Maritime Australia Pty Ltd, Naval Ship Management Pty Ltd and Saab Australia Pty Ltd which maintains an AIC Plan in its contract.</p> <p>There project has no contracted AIC target or AIC Plan for Nova Systems Australia Pty Ltd as they are one of several contractors under the CASG wide Major Service Provider contract that provides above the line work force to projects.</p> <p>The project has no contracted AIC targets or an AIC Plan for its US Government FMS acquisition as the US Foreign Government arrangement does not include the contractual provision or obligations for Australian Industry Content.</p>
Note
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.

## Project Data Summary Sheets

Auditor-General Report No.20 2024–25  
2023–24 Major Projects 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	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
<b>Notes</b>						
1	Delayed from originally planned due to slow ramp up/contractor performance.					
2	Contract schedule re-baselined to reflect previous System Definition Review milestone slippage and contractor's improved understanding of the work.					
3	MTWAN System Requirements and Preliminary Design addressed prior to Government 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 SITF was requested prior to design acceptance. This required additional time to complete.					
4	The conduct of the 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 IDDR in October 2017 (five months later than the contract date due to delays resulting from the later than planned achievement of DDR).					

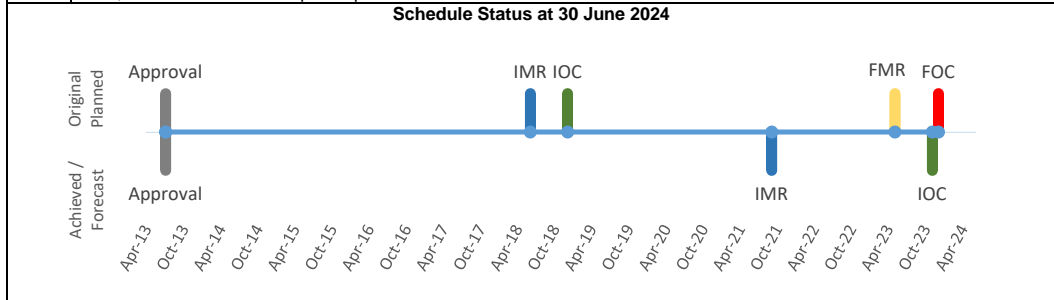
### 3.2 Contractor Test and Evaluation Progress

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
	SITF	Dec 16	Mar 19	Nov 19	35	3
	Ship #1	Jun 18	Jul 21	Jul 21	37	1, 4
	Ship #2	Apr 19	Apr 21	Apr 21	24	1, 4
	Ship #3	Nov 19	Sep 21	Sep 21	23	4
	Ship #4	Jun 20	Jul 22	Jul 22	25	4
	Ship #5	Feb 21	Mar 23	Mar 23	25	4
	Ship #6	Sep 21	Feb 24	Nov 23	26	4
Ship #7	Apr 24	NFP	NFP	NFP	4,5	
Ship #8	Sep 24	NFP	NFP	NFP	4,5	
<b>Notes</b>						
1	Delays attributed to alignment with planned ship availability per the AMCAP, and the effects of the COVID-19 pandemic, specifically travel restrictions which resulted in the contractor's United Kingdom based personnel being unable to travel to undertake set-to-work and acceptance testing in Western Australia (WA), and the project being unable to travel to carry out onsite test and trials activities with the contractor.					
2	Contract Change Proposal (CCP011) of 25 June 2018 included an adjustment of the schedule for this milestone. This milestone was achieved in November 2019, being 12 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. Forecast and current contract dates have been aligned with the AMCAP dates updated in June 2023.					
5	Contract Change Proposal (CCP020 – Current Contract) of 22 February 2024 included an adjustment of the schedule for Ship Acceptance milestones for Ships #7 & #8.					

3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
Initial Materiel Release (IMR)	Jun 18	Sep 21	39	1, 2, 3
Initial Operational Capability (IOC)	Dec 18	Nov 23	59	1, 2
Materiel Release 2 – Ship #2	Apr 19	Apr 21	24	1, 2
Materiel Release 3 – Ship #3	Dec 19	Sep 21	21	1, 2
Materiel Release 4 – Ship #4	Aug 20	Sep 22	25	1, 2
Materiel Release 5 – Ship #5	Apr 21	Mar 23	23	1, 2
Materiel Release 6 – Ship #6	Dec 21	Nov 23	23	1, 2
Materiel Release 7 – Ship #7	Aug 22	NFP	NFP	1, 2
Final Materiel Release (FMR)	May 23	NFP	NFP	1, 2
Final Operational Capability (FOC)	Dec 23	NFP	NFP	1, 2

Notes	
1	Ship availability and schedule is driven by AMCAP. The delays were mainly due to the AMCAP schedule which had a follow on effect on Materiel Release including IMR, IOC and FOC. The availability dates for the remaining ships are subject to change. Leonardo UK Ltd to be advised 90 days prior to commencement of each ship installation period.
2	See Section 4.2 of this Project Data Summary Sheets (PDSS) for a definition of these milestones.
3	The achievement of IOC incorporated completing the minor exceptions noted in last year’s report with the achievement of IMR, which were to be completed prior to IOC.



Note
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	
	<p><b>Green:</b> The project expects to meet all of its capability materiel requirements by FOC as per the Joint Project Directive, Materiel Acquisition Agreement and relevant Technical Regulatory Authority.</p>
	<p><b>Amber:</b> N/A</p>
	<p><b>Red:</b> N/A</p>

Note
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.

**Project Data Summary Sheets**

Auditor-General Report No.20 2024–25  
2023–24 Major Projects Report

## 4.2 Constitution of Materiel Release and Operational Capability Milestones

Item	Explanation	Achievement
Initial Materiel Release (IMR)	Ship 1 acceptance, training system, SITF, Ship 1 crew training, and support arrangements in place.	Achieved in September 2021 with minor exceptions; which have since been addressed prior to the achievement of IOC.
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 achieved November 2023.	Achieved
Final Materiel Release (FMR)	All eight ships accepted and all support arrangements in place. Forecast dates for FMR are NFP.	Not yet Achieved
Final Operational Capability (FOC)	Operational Release and FMR have been met and endorsed by Chief of Navy. FOC will occur when all eight 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. Forecast dates for FOC are NFP.	Not yet Achieved

## Section 5 – Major Risks and Issues

## 5.1 Major Project Risks

Identified Risks (risk identified by standard project risk management processes)		
Ref#	Description	Remedial Action
N/A	N/A	N/A

## 5.2 Emergent Risks

Emergent Risks (risk not previously identified but has emerged during 2023–24)		
Ref#	Description	Remedial Action
N/A	N/A	N/A

## 5.3 Major Project Issues

Ref#	Description	Remedial Action
1	Ship installation in the AMCAP is delayed due to problems with concurrent work being carried out by other projects/maintenance activities such as unrelated but neighbouring installation activities.	The team's ability to mitigate this issue is limited as communications testing is one of the last activities of an AMCAP installation so it is always subject to delay caused by other activities running late. The project and contractor continue to actively participate directly in AMCAP scheduling activities to develop and maintain the Integrated Master Schedule and participate in regular production meetings. Due to the experience of the respective AMCAP stakeholders and continued improvements in communication and processes, this issue has been downgraded to low and will be removed in next year's MPR.

Note
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
In line with Defence instruction and CASG Lessons policy, the project conducts scheduled reviews of its captured lessons information (including any observations, insights and/or lessons identified) as well as lessons information contained within the Defence Lessons Repository (DLR). The project has captured 14 lessons. The four lessons the project identified as systemic or strategic in nature, that have been documented in the DLR, are listed below:	N/A
DLR Lesson Type – Lessons Identified. Decision Support. Alignment of multiple schedules in a complex multi contractor environment, such as between SEA1442 Phase 4; its Prime Contractor and AMCAP, can be a source of additional and	Decision Support

unnecessary effort if not closely monitored and aligned.	
DLR Lesson Type – Lessons Identified. Program, Project & Product Management. 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.	Program, Project & Product Management
DLR Lesson Type – Lessons Identified. Materiel Logistics. The effort involved in managing spare parts may be underestimated initially by a project. Whilst there is estimated spares usage data available for planning initial spares purchases; actual usage once the capability has been released must be closely monitored and reacted to promptly. Spares usage has varied significantly in some cases and some spare parts lead times are quite long.	Materiel Logistics
DLR Lesson Type – Lessons Identified. Program, Project & Product Management. Engage early to prepare for the Set to Work & Testing phase. SEA1442 PH4's work in being done in conjunction with the AMCAP at BAE Henderson WA. Following the on-shore installation phase, the ship is returned to the water and the new systems are set to work and tested. This is a very busy time on-board as each project is attempting to do set to work at the same time and the crew returns at this time, adding further activity. Following the recognition of this problem, the AMCAP Lead, BAE Systems created a new position; 'Test & Trials Manager' who is engaged nine months prior to the in-water phase for each ship and is responsible for planning for & managing the preparations for the phase. The change has made a positive difference to SEA1442 and other projects.	Program, Project & Product Management

### Section 7 – Project Structure

#### 7.1 Project Structure as at 30 June 2024

Unit	Name
Division	Joint Systems
Branch	Joint C4 Systems