

Project Data Summary Sheet²²⁶

Project Number	LAND 121 Phase 3B
Project Name	OVERLANDER VEHICLES (MEDIUM AND HEAVY VEHICLES AND TRAILERS)
First Year Reported in the MPR	2013-14
Capability Type	Replacement
Acquisition Type	Australianised MOTS
Service	Australian Army
Government 1st Pass Approval	Jun 04 – Phase 3 Dec 11 – Phase 3B
Government 2nd Pass Approval	Aug 07 – Phase 3 Jul 13 – Phase 3B
Total Approved Budget (Current)	\$3,387.6m
2014–15 Budget	\$107.5m
Project Stage	Preliminary Design Review
Complexity	ACAT I



Section 1 – Project Summary

1.1 Project Description

LAND 121 Phase 3 was established to replace the current fleet of Australian Defence Force (ADF) Field Vehicles, Modules And Trailers (FVM&T) and will enhance the ground mobility of the ADF.

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), incorporating the yet to be approved Phase 5B.

LAND 121 Phase 3B will upgrade and replace the existing medium and heavy vehicle and trailer fleet. Vehicles (protected and unprotected) consisting of nine variants and multiple capacities, will be introduced by the project including cargo, tractor, recovery and tanker functions. Ten trailer variants for general cargo, equipment transport, and tanker capacity will also be acquired. Fleet flexibility will be supplemented by flatracks and modules that will permit the rapid deployment of stores (including maintenance and combat engineering), fuel and water tankers and specialist bridging capabilities.

Vehicles, **trailers** and modules will be acquired from the following:

- 2,536 MHC vehicles **and 2,999 modules** supplied by Rheinmetall MAN Military Vehicles Australia (RMMVA);
- **1,704 trailers will be acquired from Haulmark Trailers (Australia).**
- 122 Geländewagen (G-Wagon) **and maintenance modules** supplied by Mercedes-Benz Australia / Pacific Pty Ltd **and associated trailers supplied by Haulmark Trailers (Australia) Pty Ltd (HTA)**, acquired by LAND 121 Phase 3A; and
- 49 **in-service** Bushmaster Protected Mobility Vehicles **upgraded to customised General Maintenance**

226 Notice to the 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.

Vehicle variants;

- **18 Line Laying Modules acquired by LAND 121 Phase 3A; and**
- **A further 719 specialist modules to be acquired which are not yet in contract.**

1.2 Current Status

Cost Performance

In-year

As at **30 June 2015**, financial year **2014–15** expenditure was **\$106.1m** against the forecast expenditure of **\$107.5m**. **The variation is primarily due to an exchange rate gain (EURO) of \$0.9m and the delay to executing the Global Supply Chain Agreement.**

Project Financial Assurance Statement

As at 30 June 2015, Project LAND 121 Phase 3B 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

Both RMMVA (vehicles and modules) and Haulmark Trailers (Australia) Pty Ltd (trailers) continue to provide deliverables as required under the contracts. Both **contractors continue to progress through** the design phase **and verification testing has commenced on selected trailers**. Due to **early delays with RMMVA, schedule performance is closely monitored but the Project is confident it will achieve the** Initial Materiel Release (IMR) **milestone on or before the originally planned date of December 2018.**

Material Capability Delivery Performance

Affordability will impact the overall capability, with costs being managed by maximising off-the-shelf solutions.

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 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 for 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 percent of the current assets had exceeded their life of type. The fleet was increasingly costly to maintain, repair and operate. Furthermore, the increased operational tempo from 1999 has compounded the challenges faced by the fleet to provide the mobility needs required by the ADF.

LAND 121 Phase 3 was approved in August 2007 to acquire 1,187 Mercedes-Benz G-Wagons, and 973 matching trailers from HTA. 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, RMMVA for the MHC vehicle and module requirements and with HTA for the MHC trailer requirements.

Strictly, MOTS items were not considered appropriate as modifications are required to achieve:

- compliance with Australian Design Regulations;
- a requirement for vehicles to interface with in-service and new Australian designed trailers and modules; and
- integrate with in-service communication equipment.

In a related decision 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 amalgamating this with the additional scope approved under 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 was required to seek a supplementary second pass approval following contract negotiations.

The Phase 3A LLC Contract Amendments were executed in January 2012 and Phase 3B achieved second pass approval in July 2013 **and contracts were executed shortly after.**

RMMVA has exited the Integrated Baseline Review as contracted and secured Holmwood Highgate and Thales Australia as subcontractors.

Uniqueness

LAND 121 Phase 3B is to deliver the FVM&T capability to multiple locations throughout Australia and on operational service overseas. This presents a unique logistic challenge in having a robust Support System that will achieve stated availability requirements for the lowest life cycle cost.

Major Risks and Issues

The following risks and issue may have an impact on schedule, cost, performance, and/or reputation.

Risks associated with the vehicle acquisition process include changes to system specifications, integration issues with new generation communication equipment, and access to public roads. The key issues concerning the project are the **performance** of key subcontractors, **interface issues between vehicles, trailers and modules.**

Other Current Sub-Projects

LAND 121 Phase 3A will deliver 2,146 lightweight (4x4) and light (6x6) Mercedes-Benz G-Wagons and 1,799 matching Haulmark trailers, replacing approximately two thirds of the current Land Rover 4x4 and 6x6 vehicle fleets. The new G-Wagons will be used primarily for tactical training, but will also be available to support humanitarian assistance or disaster relief operations, and to help secure Australia's coastline.

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 (Funds retained by 3A)	(622.0)	2
		(622.0)	
Jul 12	At Original Approval (Phase 3B Project Budget after split from Phase 3)	2,549.2	
Jul 12	Exchange Variation to opening budget	23.3	3
Jul 13	Real Variation – Scope	7.0	4
Jul 13	Real Variation – Scope	21.0	5
Jul 13	Real Variation – Project Supplementation	684.2	6
		735.5	
Jun 15	Exchange Variation	102.9	
Jun 15	Total Budget	3,387.6	
	Project Expenditure		
Prior to Jul 14	Contract Expenditure – Rheinmetall MAN Military Vehicles Australia (Acquisition)	(17.3)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Acquisition)	(10.3)	
	Other Contract Payments / Internal Expenses	(13.7)	7
		(41.3)	
FY to Jun15	Contract Expenditure – Rheinmetall MAN Military Vehicles Australia (Acquisition)	(54.7)	
	Contract Expenditure – Haulmark Trailers (Aust) Pty Ltd (Acquisition)	(12.6)	
	Other Contract Payments / Internal Expenses	(38.8)	8
		(106.1)	
Jun 15	Total Expenditure	(147.4)	
Jun 15	Remaining Budget	3,240.2	
Notes			
1	Phase 3 project budget prior to the split into Phase 3A and Phase 3B.		
2	Retention of Light Capability scope by LAND 121 Phase 3A.		
3	Update of exchange rates from approval to 2012–13 PBS rates.		
4	Transfer of funds from LAND 116 Phase 3 for acquisition of trailers.		
5	Transfer of funds from JP 2059 Phase 2 Bulk Liquid Distribution for acquisition of some vehicles and associated equipment to facilitate fuel and water transportation.		
6	Provision for general program supplementation associated with easing cost pressures identified during scoping for project approval.		
7	Expenses comprise of \$9.0m for salaries and \$4.7m for other project office costs not associated with the prime contracts.		
8	Expenses comprise of \$26.2m for the acquisition of G-Wagons by LAND 121 Phase 3A on behalf of LAND 121 Phase 3B , \$5.7m for salaries and \$6.9m for other project office costs not associated with the prime contracts.		

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
118.8	107.4	107.5	Variance between PBS and PAES estimates includes rescheduling of system engineering reviews, foreign exchange adjustments and re-programming of minor contract activities. In addition, the Global Supply Chain Agreement was not executed this financial year.
Variance \$m	(11.4)	0.1	Total Variance (\$m): (11.3)
Variance %	(9.5)	0.0	Total Variance (%): (9.5)

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
			FMS	The variation is primarily due to an exchange rate gain (EURO) of \$0.9m and the delay to executing the Global Supply Chain Agreement.
			Overseas Industry	
			Local Industry	
			Brought Forward	
			Cost Savings	
		(0.9)	FOREX Variation	
		(0.5)	Commonwealth Delays	
			Additional Government Approvals	
107.5	106.1	(1.4)	Total Variance	
		(1.2)	% 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			
Rheinmetall MAN Military Vehicles Australia (Acquisition)	Jul 13	1,585.9	1,809.0	Variable	ASDEFCON	1, 2
Haulmark Trailers (Australia) Pty Ltd (Acquisition)	Jul 13	397.7	475.9	Variable	ASDEFCON	1, 2
Rheinmetall MAN Military Vehicles Australia (Support)	Jul 13	32.3	46.2	Variable	ASDEFCON	1, 2

Notes

- Additional commitments of **\$28.4m and \$4.9m** are included in the Mercedes Benz Australia Pacific Pty Ltd **and Haulmark Trailers contracts** in Section 2.3 of the LAND 121 Phase 3A Project Data Summary Sheet. **These items are** being procured by LAND 121 Phase 3A, on behalf of the LAND 121 Phase 3B project. **Commitments** in relation to General Maintenance Vehicles will be funded by LAND 121 Phase 3B.
- 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		
Rheinmetall MAN Military Vehicles Australia (Acquisition)	2,536	2,536	MHC vehicles with associated modules.	1
Haulmark Trailers (Australia) Pty Ltd (Acquisition)	1,582	1,582	MHC Trailers.	
Rheinmetall MAN Military Vehicles Australia (Support)	N/A	N/A	MHC Support Contract for vehicles and modules.	

Major equipment received and quantities to 30 Jun 15

Two MHC vehicles have been received to support design and verification activities.

Notes	
1	The quantity figures being communicated publically excludes module and vehicle prototypes.

Section 3 – Schedule Performance

3.1 Design Review Progress

Review	Major System/Platform Variant	Original Planned	Current Planned	Achieved/Forecast	Variance (Months)	Notes
Preliminary Design	Vehicles	Dec 14	Sep 15	Feb 16	14	1, 2, 3, 6
	Modules	Aug 14	Feb 15	Mar 15	7	1, 3, 4
	Trailers	Jun 16	N/A	Jun 16	0	1, 5
Detailed Design	Vehicles	May 15	Jan 16	Jun 16	13	1, 3, 6
	Modules	Nov 14	Jul 15	May 16	18	1, 4, 6
	Trailers	Jan 17	N/A	Jan 17	0	1, 5
Critical Design	Vehicles	Aug 15	May 16	Oct 16	14	1, 3, 6
	Modules	Mar 15	Dec 15	Sep 16	18	1, 3, 6
Notes						
1	All dates represent the last vehicle, module and trailer variant completed by.					
2	Eight of nine vehicle variants have exited preliminary design review.					
3	Delays by RMMVA to secure its subcontractor has impacted the completion of nominated review.					
4	All contracted modules have exited preliminary design review, and are now progressing to critical design review.					
5	Two trailer variants have exited all design reviews, four variants have exited preliminary design review. Work has not yet commenced on the remaining four variants.					
6	Senior management attention (Defence and the RMMV Board) is expected to improve the schedule performance for completion of preliminary, detailed and critical design reviews for vehicles and modules.					

3.2 Contractor Test and Evaluation Progress

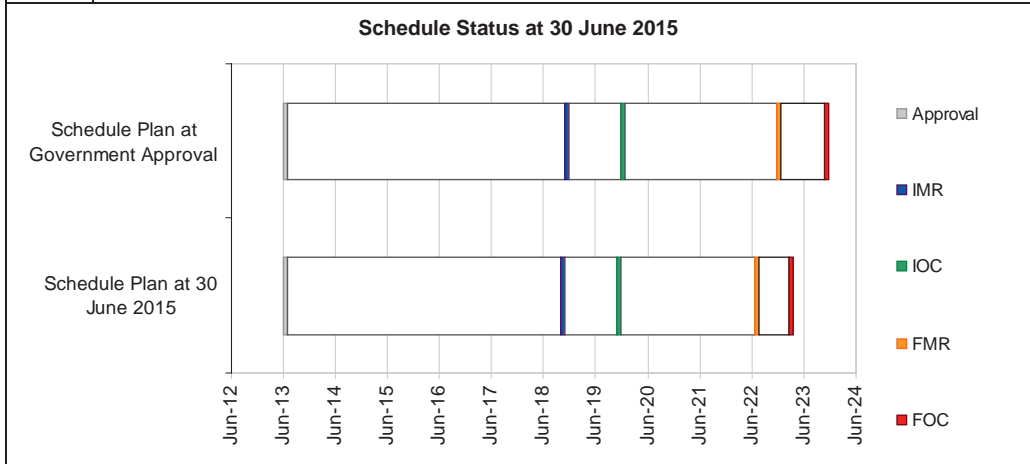
Test and Evaluation	Major System/Platform Variant	Original Planned	Current Planned	Achieved/Forecast	Variance (Months)	Notes
System Integration, Acceptance Test and Evaluation (AT&E)	Vehicles	Jul 16	Apr 17	Nov 17	16	1, 2, 3
	Modules	Nov 15	Aug 16	Jun 17	19	1, 2, 3
	Trailers	Nov 17	N/A	Oct 17	(1)	1
Notes						
1	All dates represent 'completed by' of the last vehicle, module and trailer variant.					
2	Delays by RMMVA to secure its subcontractor has impacted the completion of AT&E.					
3	Senior management attention (Defence and the RMMV Board) is expected to improve the schedule performance for completion of acceptance test and evaluation.					

3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/ Forecast	Variance (Months)	Note
Initial Materiel Release (IMR)	Dec 18	Nov 18	(1)	1
Initial Operational Capability (IOC)	Dec 19	Nov 19	(1)	
Final Materiel Release (FMR)	Dec 22	Jul 22	(5)	
Final Operational Capability (FOC)	Dec 23	Mar 23	(9)	

Notes

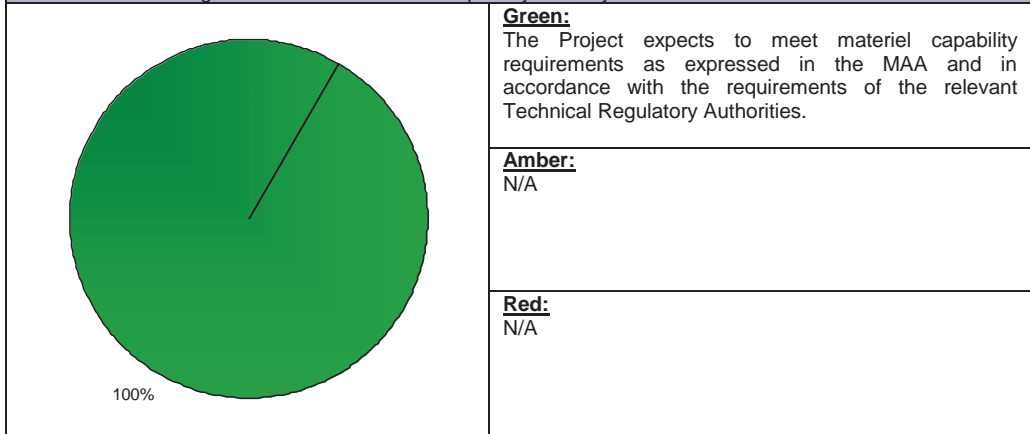
1	All variances are forecast to be achieved ahead of planned dates and are a reflection of estimated planned work required to achieve MAA milestones.
---	---



Section 4 – Materiel Capability Delivery Performance

4.1 Measures of Materiel Capability Delivery Performance

Pie Chart: Percentage Breakdown of Materiel Capability Delivery Performance



Note

This Pie Chart does not necessarily represent capability achieved. The capability assessments and forecasts by the project are not subject to the ANAO's assurance review.

4.2 Constitution of Initial Materiel Release and Final Materiel Release

Item	Explanation	Achievement
Initial Materiel Release (IMR)	IMR requires the following to be delivered: 101 medium and heavy vehicles, 250 modules, 59 trailers, sufficient training for operators and maintainers to support Army's introduction into service plan and adequate logistic support arrangements. Forecast achievement November 2018.	Not achieved
Final Materiel Release (FMR)	FMR requires the following to be delivered: 2,707 medium and heavy vehicles, 3,858 modules, 1,704 trailers, achieve the Directed Training Requirement across the entire medium and heavy capability for operators and maintainers and logistic support arrangements. Forecast achievement July 2022.	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
Changes to system specifications. There is a chance that the project will be affected by changes to system specifications leading to Contract Change Proposals which will impact on cost and schedule.	Development of a decision log. Changes will only be considered on formal advice from Army and will include costs and risks. The project team has worked with relevant stakeholders to assess proposed changes resulting from design reviews. While a number of Contract Change Proposals have been generated to reflect agreed outcomes of the design reviews, there has been no impact on schedule, and costs are being managed within the approved budget.
Integration of new generation communication equipment (C4I) – vehicles. There is a chance that the project will be affected by the complexities of delivering MHC vehicles with an integrated C4I solution impacting on performance, cost and schedule.	Monitor and Review RMMVA performance. Design reviews have provided confidence that RMMVA are managing this integration. A subject matter expert has been contracted to support this work and a technical assistance agreement is being finalised to facilitate the completion of work packages. Ongoing engagement is progressing based on a known design with JP 2072 and LAND 75 to ensure configuration management. RMMVA have entered into commercial arrangements with Raytheon and Harris to minimise any impact whilst a Technical Assistance Agreement (TAA) is being established.
Access to Public Roads. There is a chance that the MHC will be affected by the States and Territories (S&Ts) delaying certification and/or not issuing the appropriate permits for operational use which may impact on schedule, cost, performance, supportability, environment, reputation and compliance.	Develop and agree to a strategy with States and Territories. The vehicles & trailers acquired under LAND 121 Phase 3B will be incorporated into the Defence Road Transport Exemption Framework. A Project developed data pack has been provided to support engagement with the S&Ts . All S&Ts have been briefed and are expected to respond by the end of July 2015.
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
<p>Subcontractor engagement. The project has been affected by the delay to subcontractor engagement impacting on schedule, cost, performance and reputation.</p>	<p>CoA to undertake financial, capacity and viability assessment of subcontractors.</p> <p>All key subcontractors have now been engaged. The delay in engaging the subcontractors has impacted on the conduct of design reviews for some module elements; however this is not currently impacting the overall performance of the project.</p> <p>This issue is being closely managed at Director General level and weekly updates are sought from RMMVA to assess progress and where the option is available further negotiation may occur.</p>
<p>Project interface and integration issues. The MHC has encountered technical engineering and project management integration and interface issues. Integration issues include issues between vehicles, modules and/or trailers.</p>	<p>Establish an Interface Control Working Group.</p> <p>These risks are being managed through the establishment of Interface Control Working Group meetings between the Commonwealth and the prime contractors, RMMVA and HTA. They are held on a regular basis to discuss and resolve integration issues and facilitate information sharing.</p> <p>Interface Control Documents have also been drafted for vehicles, modules and trailers, and designs are under constant review.</p> <p>Prototype vehicles are being acquired to support trailer verification testing.</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	6	6	6	7	6	7	7	45																																		
Preliminary Design Review	Project Status	8	7	7	6	7	6	6	47																																		
	Explanation	<ul style="list-style-type: none"> • Schedule: Concurrent activity and schedule float contribute to confidence that schedule will be within the tolerance of the Materiel Acquisition Agreement. • Cost: The project is in contract with its primes and scope remains affordable. • Requirement: Confidence is increasing that requirements are being realised as design reviews progress. • Technical Understanding: Technical data and Intellectual Property provisions will allow Defence to operate, support, maintain, modify and dispose the materiel elements of the capability. • Technical Difficulty: Preliminary Design Reviews are confirming the achievability of the requirement. • Commercial: Contractor is improving its situation with engaging subcontractors to ramp-up its resources. • Operations and Support: Detailed operational and support requirements have been specified and In-Service Contracts are in place. 																																									
<table border="1"> <caption>Project Maturity Score Progression</caption> <thead> <tr> <th>Project Stage</th> <th>Maturity Score</th> </tr> </thead> <tbody> <tr><td>Enter DCP</td><td>13</td></tr> <tr><td>Decide Viable Capability Options</td><td>16</td></tr> <tr><td>1st Pass Approval</td><td>21</td></tr> <tr><td>Industry Proposals / Offers</td><td>30</td></tr> <tr><td>2nd Pass Approval</td><td>35</td></tr> <tr><td>Contract Signature</td><td>42</td></tr> <tr><td>Preliminary Design Review(s)</td><td>45</td></tr> <tr><td>Detailed Design Review(s)</td><td>50</td></tr> <tr><td>Complete Sys. Integ. & Test</td><td>55</td></tr> <tr><td>Complete Acceptance Testing</td><td>57</td></tr> <tr><td>Initial Materiel Release (IMR)</td><td>60</td></tr> <tr><td>Final Materiel Release (FMR)</td><td>63</td></tr> <tr><td>Final Contract Acceptance</td><td>65</td></tr> <tr><td>MAA Closure</td><td>66</td></tr> <tr><td>Acceptance Into Service</td><td>67</td></tr> <tr><td>Project Completion</td><td>70</td></tr> </tbody> </table>										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
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 - - - -																																						

Section 7 – Lessons Learned

7.1 Key Lessons Learned

Project Lesson	Categories of Systemic Lessons
Government should refrain from announcing preferred tenderers until negotiations are complete. Public announcements undermine negotiation leverage and may provide detail which is subject to change during negotiations.	Contract Management
Projects must have a robust suite of up-to-date capability documents (Operational Concept Document and Functional Performance Specification) available during tender evaluation and negotiations to provide critical contextual information for the negotiation team. These documents also provide the framework for the acquisition authority and capability manager to conduct an informed acceptance process.	Requirements Management
It is key that requirements are fully agreed before negotiations commence to avoid any uncertainty and potential for delays.	Requirements Management
Where doubt exists in relation to compliance claims and/or significant risk is apportioned to a performance requirement, project teams should seek Objective Quality Evidence (OQE) during tender evaluation, so claims of fitness for purpose are supportable and evidence required during Design Acceptance, and AT&E is minimised.	Requirements Management
For projects of this size and complexity, team members require highly developed project management and contracting skills and experience. In preparing for LAND 121 Phase 3B contract negotiations, the need was identified for external expertise and advice to support the negotiation process. The presence of an experienced negotiator and technical adviser was key to being able to negotiate a successful contract.	Contract Management
The effort involved with the vehicle/module/trailer interface (including all interfaces between elements of the prime equipment) should not be underestimated even for apparently simple equipments. The early formation of interface working groups is critical.	Contract Management
Early involvement of Army Logistic Training Centre staff in the development of the Training requirement is mandatory. This includes reviewing the ASDEFCON template DID ILS-910 and relevant clauses pertaining to training and participation in preliminary meetings to the Initial Training Conference. Propose a preliminary brief by ALTC to define expectations and 'fit' to contractual requirements.	Resourcing
Government Furnished Equipment (GFE) lists should be continuously developed and updated while the system specifications and statement of work are still subject to negotiations and potential variation, to ensure all items on the contracted GFE list are available and sourced.	Contract Management
Ensure contractual provisions require the contractor to have executed contracts with Approved Subcontractors within a specific time following contract execution, so as to avoid impact on contract deliverables and slippage to key engineering reviews.	Contract Management
'Mancats' is a vehicle diagnostic tool that can be used with the fleet of RMMVA vehicles being acquired. A lesson learned from LAND 121 Phase 3A (G-Wagons) was to lease, and not buy, the vehicle diagnostic tool. Leasing reduces the risk of hardware and firmware redundancy, and is a better value for money option for the Commonwealth. LAND 121 Phase 3B is negotiating an appropriate lease arrangement with RMMVA for 'Mancats'.	Contract Management

<p>An AT&E program should consider risk and performance requirements to determine whether OQE can be provided by prime contractors and their parent companies to support claims of fitness for purpose in lieu of testing.</p> <p>During negotiations all claims of compliance should be reflected in the qualification method to be used in the AT&E program.</p>	<p>Contract Management</p>
--	----------------------------

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	COL Greg McGlone
Project Manager Vehicles and Modules	Ms Jacquie Menzies
Project Manager Trailers	Mr Jonathan McGuigan