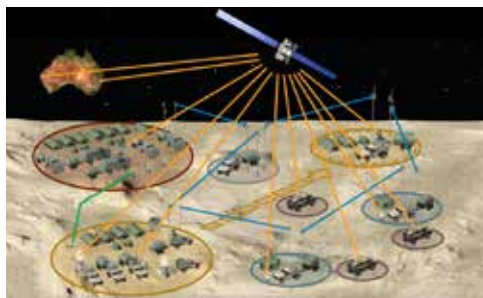


Project Data Summary Sheet¹³³

Project Number	LAND 2072 Phase 2B ¹³⁴
Project Name	BATTLESPACE COMMUNICATIONS SYSTEMS
First Year Reported in the MPR	2017-18
Capability Type	Replacement
Acquisition Type	Developmental
Capability Manager	Chief of Army
Government 1st Pass Approval	May 2011
Government 2nd Pass Approval	Apr 2015
Budget at 2nd Pass Approval	\$915.7m
Total Approved Budget (Current)	\$920.1m
2017-18 Budget	\$145.6m
Project Stage	Initial Materiel Release
Complexity	ACAT I



Section 1 – Project Summary

1.1 Project Description

LAND (JP) 2072 Phase 2B will provide the Battlespace Communications System Land (BCS-L) deployed wide-band backbone by replacing and enhancing the existing Battlefield Telecommunications Network (BTN) capability within Army and Airforce. LAND 2072 Phase 2B shall deliver the Integrated Battlefield Telecommunications Network (I-BTN) in two capability Releases. Release 1 shall provide transit case nodes, and Release 2 shall expand on Release 1 to provide vehicle mounted nodes and additional capabilities. The end state will be an I-BTN that provides greater capacity, more effective switching, wireless and wired network infrastructure supporting secure voice, data and video services.

LAND 2072 Phase 2B is required to provide end to end connectivity from the enhanced Deployable Local Area Network (eDLAN), through and within the I-BTN, and to the Defence Terrestrial Communications Network (provided by JP2047 Phase 3).

Under separate funding arrangements Joint Command, Control, Communications, Computers & Intelligence Systems Program Office (JC4ISPO) are responsible for design, verification, procurement and delivery of the eDLAN. LAND 2072 Phase 2B is providing supplementary funding to JC4ISPO for the procurement of additional eDLAN systems.

LAND 2072 Phase 2B will also acquire a Terrestrial Range Extension System (TRES) to extend the range of tactical radios procured under earlier phases of Joint Project 2072.

1.2 Current Status

Cost Performance

In-year

The Project has spent \$136.3m against a budget of \$145.6m with the underspend of \$9.3m due to late delivery of enhanced Deployable Local Area Networks (eDLAN) hardware and software, and reduced cost of initial spares acquisition, though offset by early achievement of equipment delivery milestones.

¹³³ Notice to reader

Forecast dates and Sections: 1.2 (Materiel Capability Delivery Performance), 1.3 (Major Risks and Issues), 4.1 (Measures of Materiel Capability Delivery Performance), and 5 (Major Risks and Issues) are excluded from the scope of the ANAO's review of this Project Data Summary Sheet. Information on the scope of the review is provided in the *Independent Review Report by the Auditor-General* in **Part 3** of this report.

¹³⁴ LAND 2072 Phase 2B was originally approved as a JOINT PROJECT (JP) within the broader JP 2072 program, but since second pass it has been managed and reported as a LAND project. The remainder of this report will refer to LAND 2072 Phase 2B.

<p><u>Project Financial Assurance Statement</u></p> <p>As at 30 June 2018, LAND 2072 Phase 2B 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, that there is sufficient budget including contingency remaining for the Project to complete against the agreed scope.</p> <p><u>Contingency Statement</u></p> <p>The Project has applied contingency in the financial year primarily for the treatment of Interface Control and Integration risks to capabilities being delivered by other projects.</p>
<p>Schedule Performance</p> <p>Boeing Defence Australia (Boeing) is required to integrate a number of capabilities being delivered by other projects into their technical solution. Two of these projects experienced delays in the delivery of their capabilities and this resulted in delaying Boeing. Initial Materiel Release 1A was delayed by 6 months due to delays in interfacing projects. The implementation of an alternate solution resolved this issue and IMR 1A was achieved in February 18</p> <p>Release 2 capability design has commenced and Boeing is currently on schedule, however ongoing delay to interfacing projects may result in delay to Land 2072 Phase 2B. Preliminary and Detailed Design reviews are scheduled to occur in the second half of 2018.</p>
<p>Materiel Capability Delivery Performance</p> <p>IMR, as defined in the contract, Boeing achieved System Acceptance - Release 1 in December 2017, allowing the Capability Manager to declare IMR in February 2018. The Capability Manager endorsed the achievement of IMR 1A (I-BTN), as detailed in the MAA, in February 2018. Boeing are on schedule to deliver future releases of the contracted capability.</p>
<p>Note</p>
<p>Forecast dates and capability assessments are excluded from the scope of the review.</p>

1.3 Project Context

<p>Background</p> <p>JP 2072 is a multi-phased program to define the Battlespace Communication Systems (Land) (BCS (L)) Communications Architecture, govern the design, incremental implementation and verification of system elements across a number of projects as well as acquire systems and equipment.</p> <p>Land 2072 Phase 2B will enhance and modernise land force communications by replacing existing ADF deployable communication information systems. It will replace and enhance the existing Battlespace Telecommunications Network (BTN) with an Integrated Battlespace Telecommunications Network (I-BTN). The I-BTN will provide secure communications within deployed ADF Headquarters, in order to effectively network commanders and their subordinate staff, allowing them to exchange voice, data and video. This capability will be further enhanced through the provision of a Headquarters On The Move (HQOTM) capability. Land 2072 Phase 2B will also deliver a TRES, with the project currently preparing the Request for Tender documentation.</p> <p>Second Pass approval also included a new purpose built System Support Facility (SSF). This facility replaces the previous support facility that has been operating out of demountable buildings. The design and construction of the SSF was delivered by E&IG, with the new facility commissioned in September 2017.</p> <p>The I-BTN capability being delivered is classified as developmental, as no Off-The-Shelf systems were available to meet the requirements for the I-BTN. The I-BTN is being developed to integrate a range of both developmental components as well as a range of Off-The-Shelf components, to meet the requirements.</p> <p>The I-BTN capability is being delivered in two releases:</p> <p>Release 1 is a Transit Case based capability with an initial level of functionality of the Network Planning and Management System (NPMS). Commencement of delivery of Release 1 capability is aligned to achievement of IMR 1A.</p> <p>Release 2 is a Vehicle Mounted capability and includes the HQOTM, Medium Mounted Satellite Communications capability as well as the full NPMS capability. Completion of delivery of Release 2 capability is aligned to achievement of Final Materiel Release (FMR).</p> <p>A Performance Based Support Contract was signed at the same time as the Acquisition contract in September 2015 with the Contractor. The Support Contract has a three year initial contract award period with a rolling wave of one year extensions to a maximum of 12 years. The operative date of the Support Contract is aligned to achievement of IMR 1A.</p>
<p>Uniqueness</p> <p>The project is highly complex and technically challenging as a result of having to design an I-BTN which integrates capabilities being delivered by other projects within CASG and Chief Information Officer Group (CIOG), as well as to deliver an I-BTN technical solution which is required to interoperate with a multitude of external interfaces.</p>

Project Data Summary Sheets

Auditor-General Report No.20 2018–19
2017–18 Major Projects Report

<p>Boeing is required to design and verify that the I-BTN provides end-to-end connectivity of specified Battlespace Communications System (Land) Services from the tactical environment into the strategic network. Boeing is executing the project in two capability releases across five years.</p> <p>Boeing is developing both hardware and the network planning and management system software, as well as buying and integrating Off-The-Shelf equipment. Boeing is also required to integrate their system with existing satellite bearer systems and IT systems that have been delivered by other projects within CASG and CIOG.</p>
<p>Major Risks and Issues</p> <p>The most critical risks facing the project are associated with its dependency on other projects. Several critical dependencies relate to network architectures and physical platforms which, if delayed, may lead to cost and schedule impacts on LAND 2072 Phase 2B.</p> <p>Technical risk also exists with some items of bespoke I-BTN capability under development in Release 2, which could lead to schedule delays.</p> <p>There is significant risk in being able to successfully achieve Wideband Global Satellite (WGS) Certification for two of the I-BTN component capabilities within schedule.</p> <p>The aggressive project delivery schedule for the Release 2 capability also presents a significant risk in being able to conduct all required training within schedule.</p> <p>Finally, the Release 2 verification and validation schedule is dependent upon access to key Commonwealth provided services and facilities which are subject to competing priorities.</p> <p>The major issues facing the LAND 2072 Phase 2B include technical incompatibilities with some interfacing capabilities and architectures, which are being remediated via development of alternative solutions and/or minor design modifications.</p> <p>There is also a significant issue in terms of late delivery of prerequisite interfacing/gateway equipment from other projects (e.g. eDLAN), which is being addressed through the use of an interim eDLAN version and shifting of some I-BTN interfacing requirements from Release 1 to Release 2 in order to realign schedules.</p> <p>The commencement of work on TRES, which requires an open RFT process, is not sufficiently resourced. This resourcing issue is currently forecast to impact FMR.</p>
<p>Other Current Sub-Projects</p> <p>JP 2072 Phase 1, BCS(L): The initial phase of the JP 2072 program, this project has delivered communications bearers to the BMS, and enhancing communications for Australian Defence Force Land elements through the development of an holistic battlespace communications architecture for the Land environment.</p> <p>JP 2072 Phase 2A, BCS(L): Phase 2A is continuing the rollout of products selected during Phase 1 to primarily provide voice services to dismounted users. Phase 2A will also establish a mature support system for ongoing sustainment of the Phases 1 and 2A materiel systems and contribute to ongoing Prime System Integration activities to evolve the BCS(L) design. Investigation and/or market survey activities will be conducted to specify and identify products for potential procurement in future phases.</p> <p>LAND 2072 Phase 3, BCS(L): This project will introduce into service a digital communication backbone for land based elements of the Australian Defence Force (ADF) and their enabling elements. The capability is aligned with LAND 75 Phase 4 as part of a second tranche of LAND 200 with the capability being a vital function of the BMS. This phase will enhance the digital communications backbone delivered under previous phases, expand the provisioning to additional land forces and ADF elements, and provide a new capability to support the distribution and data management of the land Battlespace.</p>
<p>Note</p> <p>Major risks and issues are excluded from the scope of the review.</p>

2.1 Project Budget (out-turned) and Expenditure History

Date	Description	\$m	Notes
Project Budget			
Oct 11	Original Approved	3.9	1
May 15	Government Second Pass Approval	911.8	4
	Total at Second Pass Approval	915.7	
Jun 18	Exchange Variation	4.4	
Jun 18	Total Budget	920.1	
Project Expenditure			
Prior to Jul 17	Contract Expenditure – Boeing Defence Australia	(110.9)	
	Contract Expenditure – Kellogg Brown and Root	(3.1)	
	Other Contract Payments/Internal Expenses	(82.0)	2
		(196.0)	
FY to Jun 18	Contract Expenditure – Boeing Defence Australia	(114.7)	
	Contract Expenditure – Kellogg Brown and Root	(2.7)	
	Other Contract Payments/Internal Expenses	(18.9)	3
		(136.3)	
Jun 18	Total Expenditure	(332.3)	
Jun 18	Remaining Budget	587.8	
Notes			
1	The project's original budget amount prior to Second Pass Approval.		
2	Other expenditure includes: enhanced Deployable Local Area Networks work package 754 (Order managed by Joint Command, Control, Communications, Computers and Intelligence Systems (JC4ISPO)) (47.6), software (17.8), ICT hardware & other equipment (10.6), technical and engineering services (3.7), Travel (1.2), legal fees (1.0).		
3	Other expenditure includes: enhanced Deployable Local Area Network work packages 754 802 (Orders managed by JC4ISPO) (15.1), ICT hardware & other equipment (1.2) software (1.3) technical and engineering services (0.6), Travel (0.6), Other (0.1)		
4	The total budget amount includes supplementary funding to JC4ISPO for the procurement of additional eDLAN systems (\$126m).		

2.2A In-year Budget Estimate Variance

Estimate PBS \$m	Estimate PAES \$m	Estimate Final Plan \$m	Explanation of Material Movements
177.8	167.9	145.6	PBS – PAES: Variation relates to the rescheduled delivery of the enhanced Deployable Local Area Networks capability. PAES – Final Plan: Variation relates to incorporation of Headquarters On The Move capability into Integrated Battlefield Telecommunications Network contract, revised delivery plan for spares acquisition and delays in delivery of enhanced deployable Local Area Networks.
Variance \$m	(9.9)	(22.3)	Total Variance (\$m): (32.3)
Variance %	(5.6)	(13.3)	Total Variance (%): (18.1)

Project Data Summary Sheets

Auditor-General Report No.20 2018–19
2017–18 Major Projects Report

2.2B In-year Budget/Expenditure Variance

Estimate Final Plan \$m	Actual \$m	Variance \$m	Variance Factor	Explanation
		(9.3)	Australian Industry	Underspend due to late delivery of enhanced Deployable Local Area Networks (eDLAN) hardware and software, and reduced cost of initial spares acquisition, though offset by early achievement of equipment delivery milestones.
			Foreign Industry	
			Early Processes	
			Defence Processes	
			Foreign Government Negotiations/Payments	
			Cost Saving	
			Effort in Support of Operations	
			Additional Government Approvals	
145.6	136.3	(9.3)	Total Variance	
		(6.4)	% Variance	

2.3 Details of Project Major Contracts

Contractor	Signature Date	Price at		Type (Price Basis)	Form of Contract	Notes
		Signature \$m	30 Jun 18 \$m			
Kellogg Brown Root (Integrated Support Contract)	Jul 15	9.6	11.5	Fixed	ASDEFCON (Services)	1,2
Boeing Defence Australia (I-BTN)	Sep 15	487.2	617.1	Fixed	ASDEFCON (Strategic Materiel)	1,3
Notes						
1	Contract value as at 30 June 2018 is based on actual expenditure to 30 June 2018 and remaining commitment at current exchange rates, and includes adjustments for indexation (where applicable).					
2	Increase in Contract Price due to CCP 1 for security certification and accreditation services, CCP's 2 and 3 for annual updates to labour rates and 4 for increased level of effort, additional communications engineers and additional security accreditation services to the Integrated Support Contract.					
3	Increase in Contract Price due to CCP 4 for Headquarters on the Move, CCP 11 for Medium Satellite Terminal trailer, CCP 12 for Medium Satellite Terminal multicarrier, CCP 13 for Support and Test Equipment and Spares to the I-BTN contract					
Contractor	Quantities as at		Scope	Notes		
	Signature	30 Jun 18				
Kellogg Brown and Root (Integrated Support Contract)	N/A	N/A	Range of Integrated Support Contractor (ISC) Services in support of the LAND 2072 Phase 2B Project.			
Boeing Defence Australian (I-BTN)	See scope	See scope	1 Force Node Vehicle Mounted 8 Formation Nodes Vehicle Mounted 18 Formation Nodes Transit case 16 Unit Nodes Vehicle Mounted 21 Unit Nodes Transit Case 23 Relay Nodes Transit Case 4 Tactical Interface Stations 18 Headquarters on the Move Nodes			
Major equipment received and quantities to 30 Jun 18						
14 Formation Nodes Transit Case 12 Unit Nodes Transit Case 11 Relay Nodes Transit Case 1 Tactical Interface Stations						

Section 3 – Schedule Performance

3.1 Design Review Progress

Review	Major System/Platform Variant	Original Planned	Current Planned	Achieved/ Forecast	Variance (Months)	Notes
System Requirement	System Requirements Review (SRR) Release 1 and 2	May 16	N/A	Mar 16	(2)	1
	System Definition Review (SDR) Release 1 and 2	Jul 16	N/A	Mar 16	(4)	1
Preliminary Design	Release 1	Oct 16	N/A	Sept 16	(1)	1
	Release 2	Oct 17	Oct 18	Jul 18	9	2
Detailed Design	Release 1	Dec 16	N/A	Nov 16	(1)	1
	Release 2	Jan 18	Feb 19	Dec 18	11	2
	Support System – Release 1	Nov 16	Feb 17	Dec 16	1	3

	Support System – Release 2	Jan 18	Mar 19	Mar 19	14	2
Notes						
1	SRR/SDR covered both Release 1 and Release 2. Boeing Defence Australia is managing project schedule to deliver ahead of the contracted dates and achieve milestones 'early' and note this against all negative variances.					
2	Release 2 has been impacted by delays affecting interfacing projects and note this against all Note 2 delays.					
3	The Contract was changed with CCP 9 to correct the sequencing of the Support System Detailed Design so it was logically scheduled to occur after the Mission System Detailed Design. Support System Detailed Design for Release 1 was achieved ahead of the current Contract Date.					

3.2 Contractor Test and Evaluation Progress

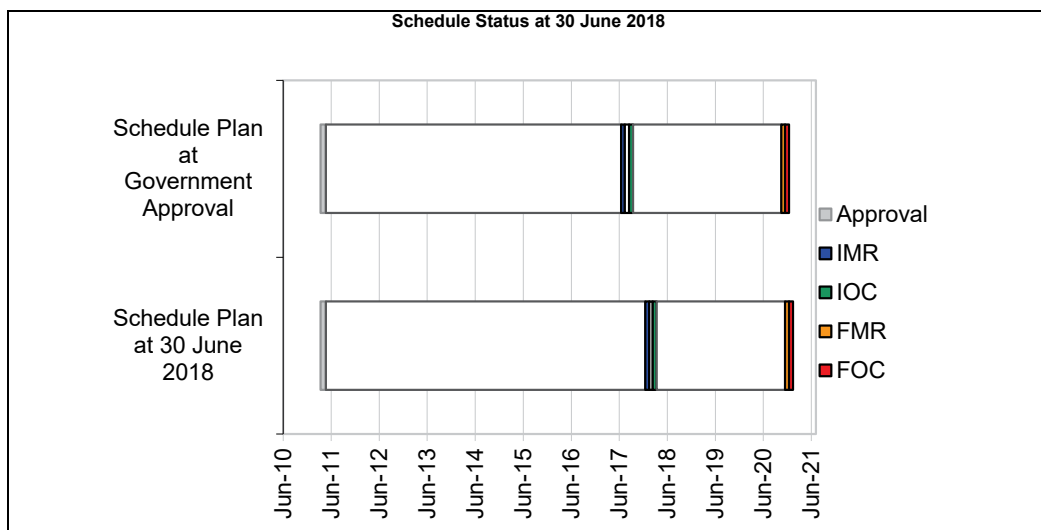
Test and Evaluation	Major System/Platform Variant	Original Planned	Current Planned	Achieved/Forecast	Variance (Months)	Notes
System Integration	Release 1 Mission System Integration & Interoperability Verification	Jul 17	Dec 17	Dec 17	5	1
	Release 2 Mission System Integration & Interoperability Verification	Apr 19	Nov 19	Sep 19	5	1
Acceptance	System Acceptance – R1	Aug 17	Feb 18	Dec 17	4	1
	System Acceptance - R2	Jun 19	Feb 20	Dec 19	6	1
	Final Acceptance (FA) - Acquisition Contract	Feb 21	NA	Nov 20	(3)	2
Notes						
1	Release 2 expands the capability of Release 1, and has been impacted by delays affecting interfacing projects					
2	Boeing Defence Australia is managing project schedule to recover any schedule slip, and accumulated slip is within tolerance for Final Acceptance.					

3.3 Progress Toward Materiel Release and Operational Capability Milestones

Item	Original Planned	Achieved/Forecast	Variance (Months)	Notes
I-BTN				
Initial Materiel Release (IMR) 1A	Aug 17	Feb 18	6	1
I-BTN Initial Operational Capability (IOC)	Sep 17	Mar 18	6	1
(Release 1) Materiel Release 1	Oct 17	May 18	7	2
(Release 1) Materiel Release 2	May 18	Feb 19	9	2
(Release 1) Materiel Release 3	Oct 18	May 19	7	2
(Release 2) Materiel Release 5	Dec 19	May 20	5	1, 2
(Release 2) Materiel Release 6	Oct 20	Oct 20	N/A	1, 2
I-BTN Final Materiel Release (FMR)	Nov 20	Dec 20	1	2
eDLAN				
eDLAN Materiel Release	Jul 18	Jun 19	12	3
I-BTN Final Operational Capability (FOC)	Sep 20	Sep 20	0	4
Notes				
1	Due to delays incurred to date with interfacing projects, alternative interim interface requirements for Release 1 were implemented and resulted in a six month slip to IMR 1A and IOC I-BTN. This also deferred the Release 2 Materiel Releases (Materiel Releases 5 and 6) by making Materiel Release 4 no longer used and introducing Materiel Release 6. There was no resultant slip to FMR.			
2	Materiel Release (Release 1, Release 2) milestones will be achieved when the units receiving the capability sign the unit acceptance certificate. This variance is dependent on unit availability to conduct the unit test activity.			
3	The MAA v2.1 has consolidated the previous three separate eDLAN milestones into a single eDLAN Materiel Release, for which JC4ISPO is responsible. The variance is due to delays in the delivery of eDLAN through the JC4ISPO Contractor.			
4	The planned FOC date is currently being reviewed to occur after FMR, and to align with the ADF major exercises.			

Project Data Summary Sheets

Auditor-General Report No.20 2018–19
2017–18 Major Projects Report



Note
Forecast dates in Section 3 are excluded from the scope of the review.

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 the majority of capability requirements as expressed in the Materiel Acquisition Agreement and supporting suite of Capability Definition Documentation.</p> <p>Amber: N/A</p> <p>Red: N/A</p>
<p>Note This Pie Chart represents Defence's expected capability delivery. Capability assessments and forecast dates are excluded from the scope of the review.</p>	

4.2 Constitution of Initial Materiel Release and Final Materiel Release

Item	Explanation	Achievement
Initial Materiel Release (IMR) 1A	Verification & validation, testing and certification completed Initial Learning Management Packages Approved <ul style="list-style-type: none"> Initial Support Contract is in place Commonwealth acceptance of supplies for those units identified for Materiel Release 1 Completion of AT for initial release 	Achieved
Final Materiel Release (FMR)	IMR 1A was achieved in February 2018 <ul style="list-style-type: none"> Verification & validation, testing and Certification completed All elements of the Mission System are delivered to units All introduction into service training is completed and approved Learning Management Plans for sustainment training delivered to Army 	Not yet achieved

	<ul style="list-style-type: none"> • Mature Support Contract in place including delivery of Data Transfer Equipment (DTE); • Delivery of Hand Held Satellite Terminal (HHST) <p>FMR is currently forecast for achievement in December 2020</p>	
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Section 5 – Major Risks and Issues

5.1 Major Project Risks

Identified Risks (risk identified by standard project risk management processes)	
Description	Remedial Action
Development of two bespoke I-BTN components present technical risks of failure of the components or unsuitability for use with Defence planning processes.	Remediation through early and extensive component testing both in laboratory and field environments, and close engagement with the user community.
WGS certification for HQOTM and Medium SATCOM Terminal (MST) systems may take longer than anticipated.	Remediation through conduct of stakeholder working groups, and early and close engagement with WGS certification authorities.
Delayed availability of an approved capability baseline for the HQOTM vehicle platform may cause I-BTN re-work (with associated costs and schedule impacts) and delays in establishment of the HQOTM support system.	Close engagement with the vehicle platform Systems Program Office, and Army Capability Manager to provide advance warning of potential baseline changes and to identify support system limitations that require remediation.
Required HQOTM "mission fits" may place design constraints on the HQOTM or require design re-work to accommodate critical emerging requirements.	Remediation through the conduct of working groups with key stakeholders.
Due to operational and exercise requirements, and the aggressive Release 2 training schedule, the responsible Service HQ Training Authority (TA) may not have sufficient time to review and endorse the Learning Management Packages (LMP), and Defence personnel may be unavailable to attend I-BTN training to meet the schedule, resulting in increased Gap Training being required	Remediation through involving the TAs in development of the Training Implementation Plan, close involvement of the TAs during development of the LMPs, and maintaining as much flexibility as possible in the construct of training courses and schedules.
The platform directed for use by the Commonwealth as the MST trailer chassis may be unsuitable due to its physical characteristics. Additionally platform design changes between prototype and mature states may have critical impacts on the MST design.	Remediation through early MST prototype testing, close engagement between all stakeholders to examine impacts of proposed design changes and alternatives.
Defence test ranges and Boeing environmental test facilities may not be available when required by the project schedule, or may not be suitable in meeting project Verification and Validation requirements.	Remediation through regular engagement with range authorities to confirm schedules, close examination of the suitability of test facility capabilities to meet project V&V requirements, and investigation of alternative test methodologies and/or backup facilities.
Emergent Risks (risk not previously identified but has emerged during 2017-18)	
Description	Remedial Action
N/A	N/A

5.2 Major Project Issues

Description	Remedial Action
Some network architecture and application incompatibilities may impact on performance of the I-BTN if not addressed.	Remediation through investigation of alternative architectures and tailored redesign of applications to improve backward compatibility.
Delays in development and delivery of interfacing projects, such as eDLAN, have led to delays in the I-BTN Release 2 schedule.	Remediation through implementation of an eDLAN interim version, realignment of project schedule dependencies and close engagement with interfacing projects.
The TRES schedule is not achievable within the existing I-BTN FMR schedule due to resourcing constraints.	Seek additional staff to undertake the work. Reallocate work to existing workforce as capacity and priorities permit.
Note	
Major risks and issues in Section 5 are excluded from the scope of the review.	

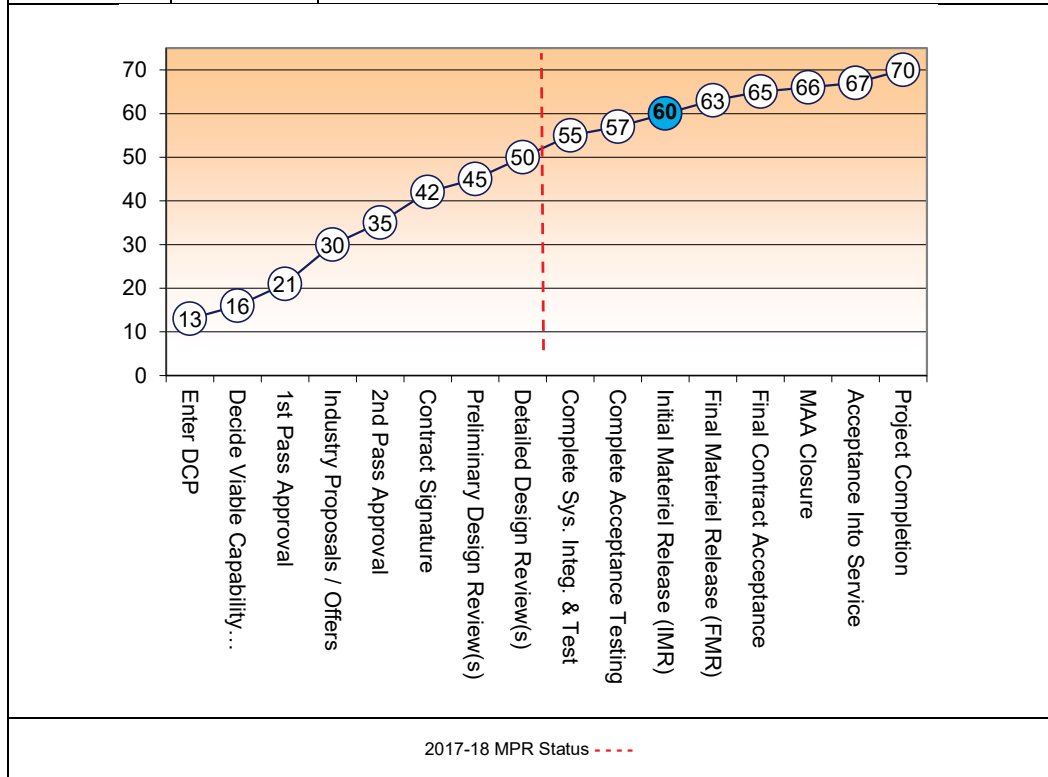
Project Data Summary Sheets

Auditor-General Report No.20 2018–19
2017–18 Major Projects Report

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	7	7	7	8	7	8	9	53
	Explanation	<p>Schedule. Whilst IMR 1A has been achieved, there remain schedule risks to the development of the Release 2 capability.</p> <p>Cost. The project has applied contingency to treat risks and issues. The budget estimate at completion remains within the approved budget and contingent allocation.</p> <p>Requirement. Whilst IMR 1A has been achieved, Release 2 is yet to complete design and testing requirements.</p> <p>Technical Difficulty. Whilst IMR 1A has been achieved, Release 2 is yet to complete design and testing requirements.</p>							



Section 7 – Lessons Learned

7.1 Key Lessons Learned

Project Lesson	Categories of Systemic Lessons
Collaborative engagement by the Contractor, CASG and the Capability Manager has resulted in better outcomes for the delivered capability.	Requirements Management
Contracting for a performance based support contract at the same time as the acquisition contract results in better design decisions during the acquisition contract.	Contract Management
User engagement during the Mission System Integration Test Events (MSITE) has resulted in an improved capability by early user engagement during the design phase. This also leads to improving the management of user expectations.	Requirements Management

Section 8 – Project Line Management

8.1 Project Line Management in 2017–18

Position	Name
Division Head	RADM Anthony Dalton (to Aug 17) Mr Ivan Zlabur (from Sept 17)
Branch Head	Ms Myra Sefton
Project Director	Mr Darren Lysenko (Acting to Jul 17) Mr Michael Peel (Acting Jul 17 – Sep 17) Mr Steven Blacker (Acting Oct 17 – May 18) Mr Michael Peel (Acting from Jun 18 - current)
Project Manager	Mr Steven Blacker (Jul 17 – Sep 17, from Jun 18) Mr Michael Peel (Oct 17 – May 18) Mr Steven Blacker (Jun 18 – Current)

Project Data Summary Sheets

Auditor-General Report No.20 2018–19
2017–18 Major Projects Report