

# Annual Report

# 21 22



**ACT**  
Government

Major Projects Canberra



Volume 1



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Information about the directorate and an electronic version of this annual report can be found on the website: [act.gov.au/majorprojectscanberra/home](https://act.gov.au/majorprojectscanberra/home)

## Accessibility Statement

The ACT Government is committed to making its information, services, events and venues accessible to as many people as possible.

If you are deaf, or have a hearing or speech impairment, and need the telephone typewriter (TTY) service, please phone **13 36 77** and ask for **13 34 27**. For speak and listen users, please phone **1300 555 727** and ask for **13 34 27**. For more information on these services, contact us through the National Relay Service: [relayservice.gov.au](https://relayservice.gov.au)

If English is not your first language and you require a translating and interpreting service, please telephone Access Canberra on **13 22 81**.



## Acknowledgement of Country

Major Projects Canberra wish to acknowledge the Traditional Custodians of the ACT, the Ngunnawal People. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

## Contact for This Report

For information regarding the *Major Projects Canberra Annual Report 2021-22*, please contact the Ministerial, Governance and Corporate Support Branch by email: [MPCGovernance@act.gov.au](mailto:MPCGovernance@act.gov.au).

## Freedom of Information

Information about Freedom of Information requests is available on the [Major Projects Canberra website](#).





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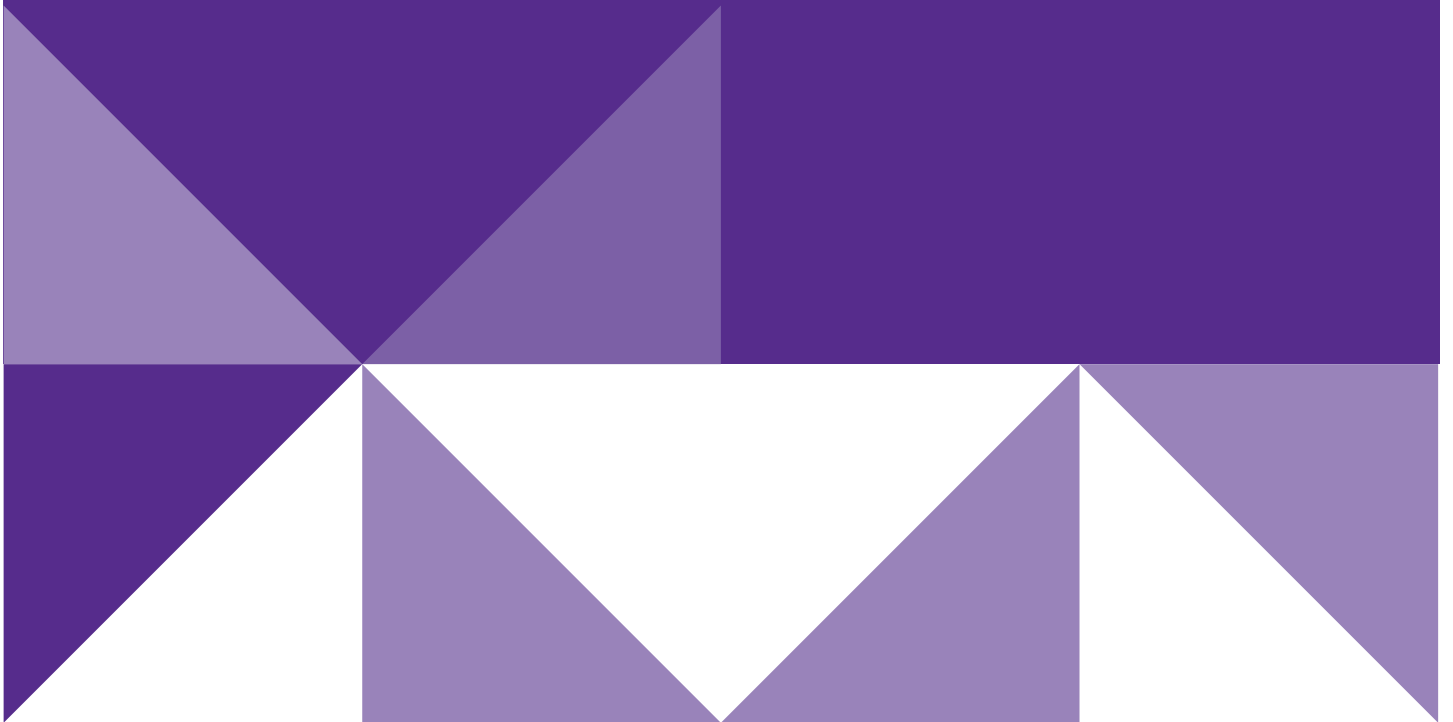
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# 1

## Part 1 Compliance Statement





# Compliance Statement

The Major Projects Canberra (MPC) Annual Report must comply with the 2022 Annual Report Directions (the Directions) made under section 8 of the *Annual Reports (Government Agencies) Act 2004*. The Directions are found on the ACT Legislation Register: [legislation.act.gov.au](https://legislation.act.gov.au).

The Compliance Statement indicates the subsections, under Parts 1 to 5 of the Directions, that are applicable to MPC and the location of information that satisfies these requirements:

## Directions Part 1 – Directions Overview

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and record keeping of annual reports. The MPC Annual Report complies with all subsections of Part 1 under the Directions.

To meet the requirements under Section 15, Part 1 of the Directions, provided on page II of this report are MPC's contact details. Readers can provide feedback to MPC using these details.

## Directions Part 2 – Annual Report Requirements

The requirements within Part 2 of the Directions are mandatory for all Directorates. MPC complies with all subsections. The information that satisfies the requirements of Part 2 is found in this report as follows:

- > **Section A.** Transmittal Certificate, see page 9;
- > **Section B.** Organisational Overview and Performance, inclusive of all subsections, see page 11; and
- > **Section C.** Financial Management Reporting, inclusive of all subsections, see page 65.





## Directions Part 3 – Reporting by Exception

In the 2021–22 reporting year, MPC had no information to report by exception under Part 3 of the Directions.

## Directions Part 4 – Directorate and Public Sector Body Specific Annual Report Requirements

There are no directorate or public sector body-specific annual report requirements applicable to MPC under Part 4 of the Directions.

## Directions Part 5 – Whole of Government Annual Reporting

All subsections of Part 5 of the Directions apply to MPC. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Sector (ACTPS) directorates:

- > **Bushfire Risk Management.**  
See the annual report of the Justice and Community Safety Directorate.
- > **Human Rights.**  
See the annual report of the Justice and Community Safety Directorate.
- > **Legal Services Directions.**  
See the annual report of the Justice and Community Safety Directorate.
- > **Public Sector Standards and Workforce Profile.**  
See the annual State of the Service Report.
- > **Territory Records.** See the Annual Report of Chief Minister, Treasury and Economic, Development Directorate.

ACT Public Service Directorate annual reports are available at the following web address:  
[cmtedd.act.gov.au/open\\_government/report/annual\\_reports](https://cmtedd.act.gov.au/open_government/report/annual_reports)

# Message from the Chief Projects Officer



Major Projects Canberra plays a lead role in delivering the ACT Government's infrastructure program. Our projects range from the largest and most complex ever undertaken in the ACT through to the delivery of our community's everyday infrastructure needs.

Our directorate was established on 1 July 2019. Now completing our third year of operations, Major Projects Canberra has continued to successfully deliver the ACT's largest infrastructure program.

During the financial year, MPC has steadily progressed work on its major projects: the Canberra Hospital Expansion; Light Rail Stage 2 – City to Woden; a new Woden Campus for the Canberra Institute of Technology (CIT) and accompanying transport interchange; and the Canberra Theatre Centre Redevelopment. When combined with each of the other partnership projects we manage, MPC is unique amongst infrastructure delivery agencies nationwide.

Safety, great community outcomes, excellence in design, supporting diversity and environmental sustainability were key focus areas over the reporting period. Achievement of these objectives was underpinned by active management of our projects by our great team. Some of our successes in these areas are featured throughout this Annual Report.

2021–22 has continued to present challenges for our community, organisation and industry as the ACT again locked down to respond to the ongoing COVID-19 pandemic. Industry supply issues due to international events and COVID has also resulted in our project teams looking for ways to mitigate these challenges. MPC has taken a key leadership role in relation to these challenges, and in supporting the ACT's local construction sector. It has been rewarding for MPC staff to continue to support and deliver on the infrastructure projects that help the ACT community.

I am pleased with the significant milestones our projects have reached over the reporting year, some of which I would like to highlight.

The Canberra Hospital Expansion (CHE) project has continued to make significant progress, with construction works on the new Critical Services Building now well underway.

MPC's light rail team reached an important milestone with the completion of construction on the Sandford Street Light Rail Stop in September 2021. The team also received National Capital Authority (NCA) Works Approvals for the Raising London Circuit Project and the Vernon Circle North Signalisation on 31 March 2022.

MPC's Infrastructure Delivery Partners (IDP) also delivered a number of significant school and hospital capital works projects for the ACT community. At any given time, IDP delivers and manages over 100 individual contracts for projects with a total value in excess of \$500 million.

The CIT Woden Campus project also finalised an important milestone with signing of the main works contract on 26 May 2022. Meanwhile, MPC continued to replace potentially combustible cladding on ACT Government buildings while at the same time supporting the ACT Community through the Private Buildings Cladding Scheme.

It has been a rewarding year working with the talented, motivated and innovative teams across MPC. I look forward to continuing to see our projects deliver incredible outcomes for the ACT community over 2022-23. Finally, and very importantly, I wish to thank all MPC staff, our partners and stakeholders for their incredible efforts through the year.

**Duncan Edghill**

*Chief Projects Officer*

October 2022



# Woden Renewal Hub

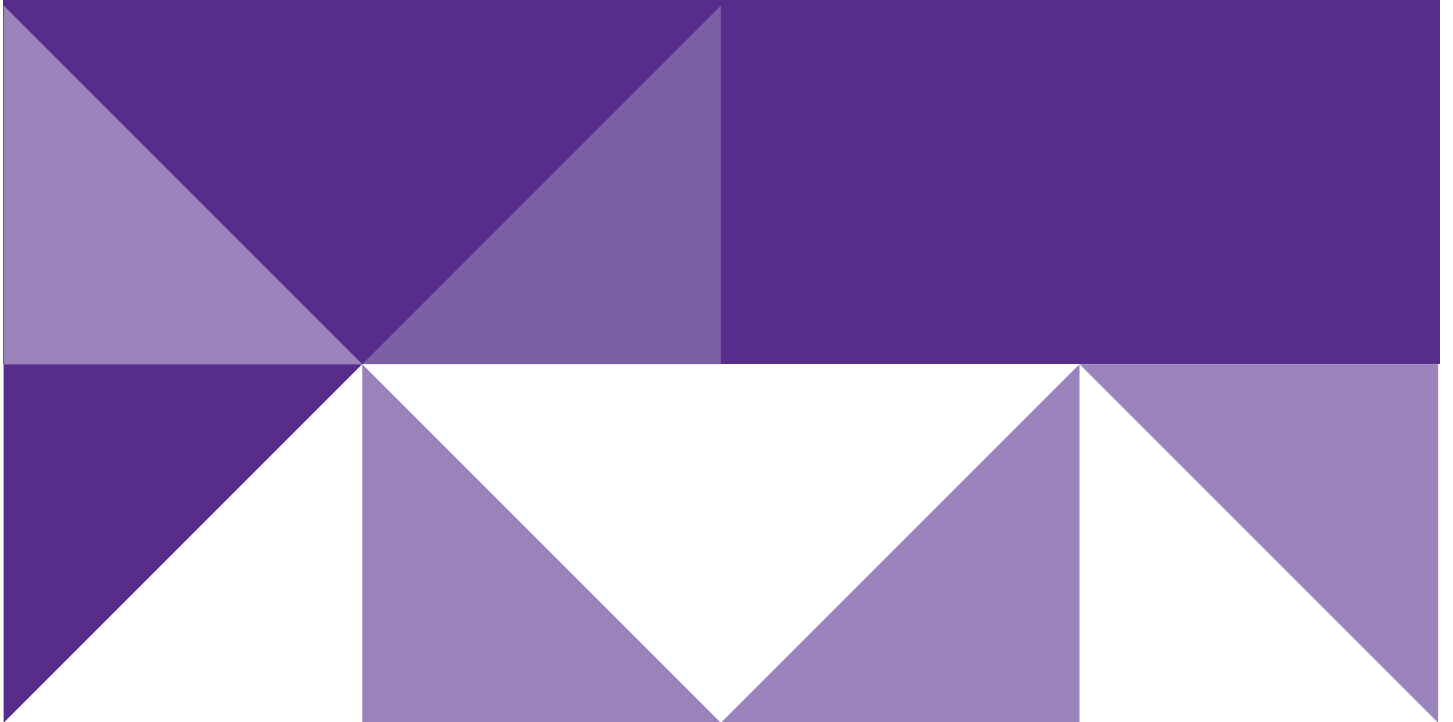






# 2

## Part 2 Agency Annual Report Requirements



## 2.A Transmittal Certificate



Mr Andrew Barr MLA  
Treasurer  
ACT Legislative Assembly  
London Circuit  
Canberra ACT 2601

Dear Minister,

### **2021–22 Major Projects Canberra Annual Report**

This report has been prepared in accordance with section 6(1) of the *Annual Reports (Government Agencies) Act 2004* and in accordance with the requirements under the *Annual Reports (Government Agencies) Directions 2022*.

It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by Major Projects Canberra.

I certify that the information in the attached report and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of Major Projects Canberra has been included for the period 1 July 2021 to 30 June 2022.

I hereby certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006*, Part 2.3 (see section 113, *Public Sector Management Standards 2016*).

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the Annual Report to the Legislative Assembly within 15 weeks after the end of the reporting year.

Duncan Edghill  
Chief Projects Officer  
Major Projects Canberra

October 2022

GPO Box 158 Canberra ACT 2601 | phone: 132 281 | [act.gov.au](http://act.gov.au)









## 2.B Organisational Overview and Performance Overview

### Our Vision

MPC's vision is to build infrastructure for the community that helps make Canberra the world's most liveable city.

### Our Values

MPC's values define it as an organisation and are at the centre of everything MPC does. MPC has four values which include: **Respect, Integrity, Collaboration and Innovation.**



Respect



Integrity



Collaboration



Innovation



## Highlights in 2021–2022

MPC’s performance highlights for 2021–22 are described below.

### Canberra Hospital Expansion Project

The Canberra Hospital Expansion (CHE) Project is delivering the biggest single investment in health infrastructure undertaken by the ACT Government since self-government. On 29 June 2021, the ACT Government and its construction partner Multiplex signed the design and construct (D&C) Deed for the new state of the art Health Facility. This represented the culmination of the early planning activities, stakeholder consultation, enabling works on the campus and initial design preparation by the Territory and Multiplex. Construction of the new Critical Services Building (CSB) remains on-schedule for completion in mid-2024 with operational commissioning to occur thereafter.

#### Main Works

Achievements in relation to this project during the reporting period include:

- > Commencement of works to facilitate the construction of the CSB;
- > Construction of the CSB structure commenced, including the removal of large amounts of soil, estimated at 3700 cubic metres, and other material from site, foundation piling and the commencement of pouring of concrete to form the superstructure;
- > Hospital Road closed marking the beginning of construction works on the Welcome Hall, making this the main pedestrian entry point to the CSB and main reception area for the new facility, located in between Hospital Road North and Hospital Road South;
- > A prototype shed (located on the corner of Hindmarsh Drive and Ainsworth Street at the old CIT Woden site) was erected to assist in the finalisation of design and to allow Canberra Health Services (CHS) staff to test out the functionality of spaces in the CSB such as operating theatres and undertake clinical training;
- > The newly fitted out Woden Renewal Hub and Construction Employment Hub officially opened at its location of 21 Bowes Street Phillip. This Centre will work in conjunction with online platforms managed by lead

contractors, to promote employment opportunities for subcontractors, suppliers and potential job seekers. Considerable planning and design work has been undertaken, including multiple public consultations and ongoing community engagement; and

- > Since July 2019, the project team has undertaken design discussions with consumers and local residents and has also concluded its third round of Clinical User Group consultations. More than 300 separate user group workshops with clinicians have been completed.



#### Demolition started at the Hospital Campus

Demolition started in August 2021 at Canberra Hospital, making way for the new CSB as part of the Canberra Hospital Expansion. Soft demolition has been underway since May 2021, removing hazardous materials from the site, getting it ready for hard demolition.

A Smoking Ceremony acknowledged the traditional custodians of the land and cleansed the site prior to the start of hard demolition works. The demolition program will see each wing of Building 5 demolished in a staged approach, along with the demolition of Building 24.

Debris from the demolition - including bricks, concrete, timber and metals - will be recycled using local facilities or by providing materials directly to subcontractors. Roughly 7890 tonnes of the estimated 8260 tonnes of debris is expected to be recycled (equaling around 95%) with only a minor portion requiring disposal to landfill.



## Light Rail

The light rail network is better connecting Canberra to meet our growing city's transport needs. Building on the success of Stage 1 from Gungahlin to City, Stage 2 of light rail to Woden will provide the network's north-south light rail spine.

With the extension of light rail to Woden, the ACT Government will give people more transport options, help reduce traffic congestion and support Canberra's transition to a zero emissions future.

Stage 2 of light rail to Woden is being constructed in two stages. The first stage will extend the line from the City to Commonwealth Park, while the second stage will take light rail through to Woden.

To facilitate the first stage of light rail from the City to Commonwealth Park, the southern pattern of London Circuit will be raised by approximately six meters to create an at grade intersection with Commonwealth Avenue. Raising London Circuit is a major road project that provides an important foundation for extending light rail to Woden. It incorporates light rail design work, ensures there is seamless integration of light rail infrastructure that will provide a level and more accessible intersection for light rail vehicles and its passengers. The raising London Circuit works are being led by MPC in close consultation with the City Renewal Authority (CRA) and Transport Canberra and City Services (TCCS).

In 2021-22, achievements on the Light Rail Project included:

- > The 13th Stop for the Light Rail Stage 1 Project. Sandford Street Stop was opened to the public on 13 September 2021;
- > The commencement of early works for the raising London Circuit Project in late 2021. These works include, utility relocation and Golden Sun Moth translocation works;
- > Receiving National Capital Authority (NCA) Works Approvals for the raising London Circuit Project and the Vernon Circle North Signalisation on 31 March 2022; and

- > The contract for the construction of the raising London Circuit Project was signed on 1 July 2022 with significant preparatory activities having occurred throughout the 2021-22 financial year.



### A Focus on Sustainability: The Light Rail to Woden Project

Supporting Canberra's sustainability and climate change policies (such as the Climate Change Strategy and Living Infrastructure Plan) is at the core of the light rail project. For example, cement specifications for the Raising London Circuit Project will reduce the embodied carbon emissions of construction significantly. This technology will be used in future projects.

Other sustainability initiatives the project is pursuing include:

- > net zero carbon emissions in construction and operation by reducing energy and emissions and offsetting any residual emissions;
- > reducing potable water use during construction by irrigating with groundwater; and
- > supporting Golden Sun Moth rehabilitation activities and improving their habitat.



## Canberra Institute of Technology (CIT) —Woden

The CIT Woden Campus project is a transformational capital infrastructure investment in the vocational training sector in the ACT. This project will not only deliver an educational environment that will serve over 6,500 CIT students every year, it also delivers the start of the reinvigoration for the Woden urban realm including the integrated public transport interchange with the light rail terminus. This project will deliver on objectives for the students, for sustainability, for the community and for the Territory.

An objective of the ACT Government is to improve employment and social outcomes in the construction industry through the inclusion of diversity targets in each construction contract. Collectively the targets seek to:

- > Increase participation of women in construction, across all sectors of the industry; and
- > Encourage the economic participation of Aboriginal and Torres Strait Islander people across the project, with additional focus relating to the Yurauna Centre package of work.

Progress against these targets will be measured throughout project delivery.

In partnership with the Federal Government, a twenty bed Youth Foyer will be integrated within the CIT urban environment to support students at risk of homelessness to attend the CIT Woden Campus. This facility will include accommodation and support services for the students, and include both accessible and family units. Also, as part of the overall project to relocate the CIT services



from the current Reid site, a new purpose built facility will be delivered on the CIT Bruce Campus to accommodate the Yurauna Centre, the CIT's dedicated Aboriginal and Torres Strait Islander Educational Centre of Excellence.

### Engagement at the CIT Project

Key achievements during the reporting period include:

- > The Request for Tender (RFT) for the CIT Woden Campus package was released to the shortlisted tenderers on 16 July 2021. The contract was awarded to Lendlease Building Pty Ltd on 26 May 2022. The delivery of the main construction phase of the public transport interchange was integrated into this contract to enable a seamless design and construction interface to occur between the two main areas of works;
- > From November 2021 until March 2022, MPC engaged with a range of stakeholders on the type of supporting infrastructure, amenities and services that would benefit the local community as part of the CIT Woden Campus project. Feedback was captured via the YourSay conversations website with a total of 157 survey responses received;
- > The design development phase for the CIT Woden Campus commenced in June 2022. The initial period will focus on preparation of the Development Application design and will involve considerable engagement with the stakeholders and community; and
- > The early works underpinning construction of the new public transport interchange are nearing completion with early use of the new bus layovers and driver amenities on Launceston and Easty Streets scheduled for late 2022. Design of a temporary bus interchange is underway, with construction scheduled for completion in early 2023.

Design of the new transport interchange is currently being further developed to provide design excellence in the public realm. Areas of focus include appreciation of human movement factors through the precinct, additional weather protection at key pedestrian crossing points, form and function of bus and light rail platform shelters with integration of public amenities and bike n ride shelters.

## Canberra Theatre Redevelopment Project

In the 2021–22 budget, the ACT Government committed funding to progressing the early planning and due diligence for the Canberra Theatre project and the broader district ensuring it will have the seating capacity and facilities to support the widest possible artistic range of local, national and international performances.

In partnership with the key stakeholders, the Cultural Facilities Corporation (CFC) and the City Renewal Authority (CRA), the project has focused on early investigative activities. These activities are required to facilitate the design harmonisation and public realm integration, with the Canberra Theatre project being the cornerstone project in the CRA's reimagining of the broader Canberra Civic and Cultural District.

Activities undertaken during the reporting period included the mapping of environmental, ecological and geotechnical issues, identification of the town planning considerations and definition of the future requirements for engineering services to ensure alignment between the new Canberra Theatre Project and the new Canberra Civic and Cultural District.

The due diligence being undertaken is defining the future design development requirements, bringing certainty to design processes for the new Canberra Theatre project and supporting the whole of district objectives, including the planning for the land release of the adjoining section 19, as undertaken by the CRA.





## Infrastructure Delivery Partners

Infrastructure Delivery Partners (IDP) is the division of Major Projects Canberra, which provides procurement and contract administration services to other ACT Government directorates across a wide range of infrastructure projects. At any one time, IDP manages over 100 individual contracts for projects with a total value in excess of \$500 million.

Significant partner directorate projects delivered during the reporting period included:

- > The ACT's 90th public school, Throsby School, opened its doors catering for 450 students from kindergarten to Year 6;
- > The expansion of Amaroo School to cater for an additional 200 senior school students, named the Coinda Terrace, was completed for Day 1 of the 2022 school year;
- > The Stage 1 Completion of the Margaret Hendry School Expansion project was achieved for Day 1 Term 1 2022. Design and construct contracts entered into for the delivery of the Margaret Hendry School Expansion and North Gungahlin High School projects with a continued focus on improved social procurement initiatives;
- > The Franklin School Expansion opened its new learning communities to support the growth of its permanent capacity by 400 students across kindergarten to Year 6;
- > Environmental remediation of the former Molonglo Sewage Sludge Ponds and completion of civil and landscape works to create the Namarag Special Purpose Reserve, a new recreation hub for the local community in Whittlesea;
- > Completion of road infrastructure upgrade in Dudley Street to improve road safety and connectivity as well as enabling access to the adjacent land release site;
- > Completion of upgrades to Boomanulla Oval facilities, which benefit the local Aboriginal and Torres Strait Islander community user groups. Construction works were also delivered by an Aboriginal and Torres Strait Islander Enterprise;
- > Completion of a new Naas Road Bridge over the Gudgenby River in Tharwa; improving river flow and providing a safe, dual lane, 1 in 20-year flood immune B-double crossing for the rural community;
- > Delivery of the Belconnen Arts Centre Foreshore Path Link involving land reclamation, landscaping and placemaking and a pedestrian bridge over the lake to connect the missing links in the active travel network at Belconnen. This project was the recipient of the 2022 Australian Institute of Landscape Architects ACT Awards as well as the 2022 ACT Civil Contractors Federation Earth Awards;
- > Opening of the Expanded Intensive Care Unit in April 2022, to provide an additional eight intensive care beds at the Canberra Hospital until the expanded Critical Services Building is opened;
- > Completion of a new Administration Building to support the Centenary Hospital for Women and Children;
- > Opening of the Neurostimulation Therapy Suite at the Canberra Hospital to provide improved services to vulnerable patients at the Canberra Hospital;
- > Fire Remediation projects at the Alexander Maconochie Centre to repair fire damage at the Correctional Services facility; and
- > Improvements to Heating, Ventilation and Cooling systems within the Canberra Hospital.

## Master Builders Association Award

The Stromlo Leisure Centre (SLC) project took out the \$20-50M Commercial category. A special mention to Grant Johnston and Ben McDuff on the team. The team worked collaboratively with Venues ACT, Sport and Recreation, Stromlo Forest Park and Kane Constructions, to deliver this building.

The disposal site for demolition waste from the 500+ homes destroyed by the 2003 bushfires has now been repurposed into a vibrant multipurpose community space. Featuring the longest spanning Glued Laminated Timber (Glulam) structure in Australia, the installation of the beams reduced the need for columns, eliminating the risk of corrosion from humidity and chlorine. Thanks to the use of timber over steel, the Glulam approach saved around 226 tonnes in CO<sub>2</sub> emissions.



## COVID-19 Projects

In 2021-22, IDP continued to work with Transport Canberra and City Services (TCCS) to deliver 'screwdriver-ready' projects in support of the ACT Government's COVID-19 economic stimulus program which included:

- > Upgrade and extension of the footpath and cycling network, road safety improvements, open space landscape improvements and building improvements associated with the Waste and Transport portfolios; and
  - > Continued to deliver valuable stimulus works to the small to medium enterprises within the civil sector.
- IDP continued to support the ACT Government's response to the ongoing COVID-19 pandemic. Working with ACT Health and Canberra Health Services (CHS), some of our projects included:
- > Rapid establishment of the Brindabella Drive-through COVID-19 testing centre at the Canberra Airport in August 2021 to provide urgent testing facilities for the ACT population;
  - > Re-opening of the Kambah Drive-through COVID-19 testing centre in August 2021;
  - > Establishment of the Nicholls COVID-19 testing centre for walk-up testing centre in November 2021;
  - > Establishment of the Mitchell Drive-through COVID-19 testing centre to provide additional testing capacity in northern ACT, in February 2022;
  - > Establishment of the ACT Mass Vaccination Centre at the Australian Institute of Sport in Bruce, which opened in August 2021, and has been crucial to achieving high vaccination rates in the Territory; and
  - > Minor projects at the Canberra Hospital to provide support for the COVID-19 response, including additional ventilation and HEPA filtration within some of the patient wards including the Intensive Care Unit and the Centenary Hospital for Women and Children.

## Cladding Rectification Program

The Cladding Rectification Program supports the testing, assessment and remediation of combustible cladding on privately owned buildings along with the assessment and removal of cladding from ACT Government owned buildings.

The Private Buildings Cladding Scheme (the Scheme) is designed to assist in the replacement of higher-risk combustible cladding on buildings where their multi-owner nature may otherwise present a practical impediment to the replacement of such cladding.

The Scheme is being delivered in two phases:

- > Phase 1: testing and assessment; and
- > Phase 2: cladding remediation.

Applications for the testing and assessment phase of the Scheme commenced on 21 July 2021 and closed on 21 July 2022. The rebate offers owners corporations a 50% rebate on the cost of undertaking testing and assessment of the cladding on their buildings to determine what risk, if any, the cladding posed. A maximum rebate of \$20,000, excluding GST, is offered under the Scheme.

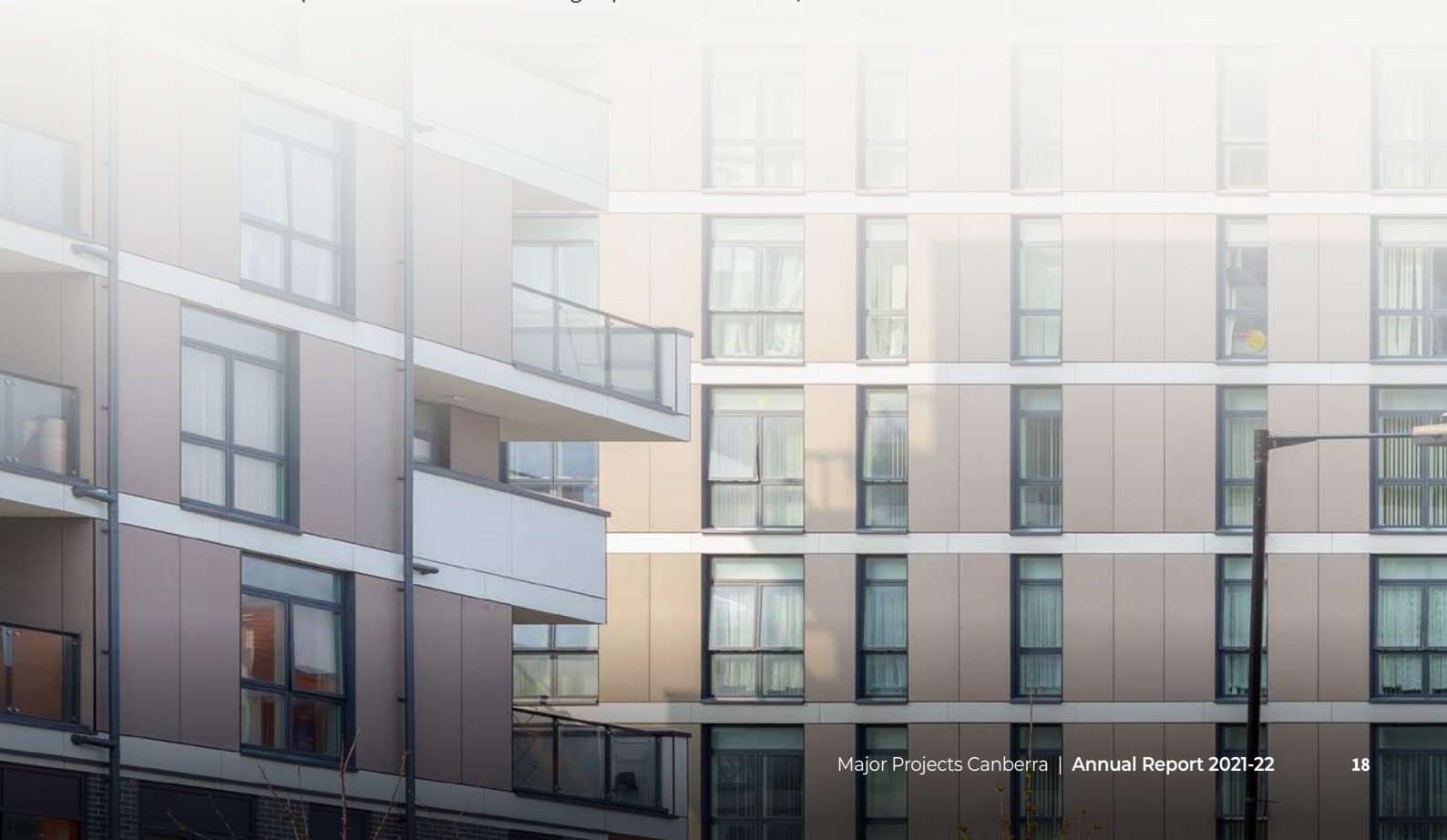
The assistance provided by the government during the testing and assessment phase has resulted in apartment owners receiving expert

advice on the level of risk posed by the cladding on their building, the remediation works they can take to better manage fire safety in the building, the estimated cost of these rectification works, and any interim risk mitigation measures they can take while waiting for rectification to be completed.

The second phase of the scheme will see the ACT Government offer loans at a concessional interest rate to eligible owners corporations to remove and replace combustible cladding from their buildings.

The ACT Government undertook an investigation of its own buildings, which contained combustible cladding. These investigations involved a multi-stage process that identified, reviewed and assessed government-owned buildings, taking into consideration the type of occupant, use of the building, nearby ignition sources and firefighting challenges in the event of a fire.

The investigation identified 23 buildings that required combustible cladding to be removed, which included schools, health facilities and public housing across the ACT. As at 30 June 2022, remediation on 16 buildings has been completed and the remaining 7 buildings are expected to be completed in late 2022.







## Developing the Territory's Engineering Workforce

Developed by the ACT Chief Engineer and released in September 2020, the ACT Government Engineering Workforce Plan (the Workforce Plan) was created to attract, develop and retain the engineering workforce required to deliver against the infrastructure program for the Canberra region.

The Workforce Plan contains 19 actions designed to:

- > boost the recruitment of engineers;
- > optimize the engineering workforce;
- > strengthen the engineering profession; and
- > collaborate with stakeholders.

In the last 12 months, the ACT Engineer has undertaken activities including:

- > Hosting a community of practice that allows the 230+ engineers across government to share ideas and collaborate on projects
- > Sponsoring the infrastructure stream of the ACT Government graduate program, with the number of engineers in the service continuing to increase
- > Engaging with ACTPS directorates to incorporate engineering requirements into their workforce plans

- > Successfully trialing a government-to-industry engineering secondment program. The secondment program allows an early career engineer from the ACT Government, industry firm or construction firm to undertake job swap placements. This allows professional development opportunities for staff while strengthening working relationships between government and industry. Due to the success of the initiative, it will be ongoing in MPC.
- > Piloting an ACTPS engineering competency framework to enhance knowledge and maintain up-to-date technical skills. This helps staff members to identify the skills and competencies they need to develop to be able to progress in their government engineering career, and
- > Establishing an engineer mentoring program across the ACTPS that has seen over 45 partnerships put in place to develop skills, share knowledge, encourage the formation of networks and work towards future goals.

2022–23 is expected to see the ACT Government Chief Engineer continue to develop and promote an innovative and skilled engineering workforce, build productive relationships with ACT Government partners in the engineering industry, and provide strategic engineering oversight on ACT Government infrastructure projects.



## Project Management Office

In 2020–21, MPC established an internal Project Management Office (PMO) to lead MPC in taking the next step in its project delivery maturity.

The PMO brought together the pre-existing Contracts and Prequalification, the Project Management and Reporting System (PMARS) Helpdesk, and WHS Active Certification functions along with the creation of a new Project Controls and Reporting function.

The PMO is responsible for the MPC Project Delivery Framework, which defines the minimum requirements for the delivery of procurement and contract management services and project controls. A standardised approach to project delivery and contract management will help to manage risk and deliver on time, cost, quality and safety commitments through clearly defined roles and responsibilities, the establishment of documented processes, forms and templates and the use of PMARS.

In 2021–22 the PMO commenced the review and update of processes and supporting tools critical to MPC's procurement and contract management activities. This included supporting delivery teams by:

- > Administering the ACT Government and National Prequalification Schemes;
- > Providing contract creation and execution services;
- > Providing helpdesk support for the users of the PMARS system;
- > Implementing the Active Certification Policy on eligible contracts, and
- > Updating and creating processes and tools which support delivery activities, including the implementation of new Government Policies, such as the Ethical Treatment of Works Evaluation Direction.

## MPC's collaboration and engagement with Industry

Achieving great collaborative engagement outcomes through our infrastructure delivery activities is a priority for MPC. In conjunction with industry and other parts of ACT Government, MPC undertook to support the construction sector through the COVID-19 pandemic.

At the height of the pandemic, the construction sector was shut down for three weeks with a staged re-opening then occurring. A key requirement of ACT Health to enable the re-opening was the creation of a building and construction document that provided minimum standards for COVID safe place. This would codify the COVID-19 safety controls that would need to be implemented on all worksites. MPC took a lead role in consulting with industry in the preparation of this document, working with WorkSafe ACT, and leading industry association and union bodies.

2021–22 has been a challenging year for the delivery of capital works projects with the impacts of COVID reducing workforce availability both in the public and private sector. La Niña weather and supply chain issues have also created program pressure across the portfolio. Despite these challenges, industry partners in conjunction with the ACT Government, have demonstrated resilience and agility to find ways to solve problems and achieve outcomes for our community.





### Future Priorities

A primary focus for MPC in 2022–23 will be to continue to work with other parts of government and stakeholders to deliver record levels of infrastructure. MPC will maintain safety as a highest priority and promote other ACT Government policies, particularly local industry participation, diversity and sustainability.

Priorities for 2022–23 include:

- > Continuing to deliver MPC's infrastructure program amid ongoing construction industry uncertainties due to the COVID-19 pandemic, international events and the demand for infrastructure delivery resources across Australia;
- > Achieving substantial progress in the ongoing construction of the Canberra Hospital Expansion project;
- > Progressing the Light Rail City to Woden project. This will include commencing the main works associated with the raising of London Circuit, procuring additional Light Rail Vehicles and retrofitting of the existing fleet, with associated Depot works to enable wire-free running on Stage 2 and submitting planning approval applications for Light Rail Stage 2A between the City and Commonwealth Park;
- > Achieving substantial progress in the delivery of the Canberra Institute of Technology (CIT) Woden Campus and public transport interchange project, including opening a temporary bus interchange, achieving Development Approval for the new CIT facility, and commencing demolition of the existing bus interchange to make way for the new CIT facility;
- > Procuring the ACT Government's primary design and technical partner for the Canberra Theatre project;
- > Working with other ACT Government agencies to assist them in planning new projects and delivering key projects across the ACT, including schools, health infrastructure, major roads and other civil infrastructure;
- > Liaising closely with community, industry, union and other stakeholders to promote local community and local industry participation, employment, sustainability and diversity outcomes; and
- > Completing the rectification of combustible cladding on ACT government owned buildings and commencing the concessional loan scheme phase for the rectification of combustible cladding on eligible private buildings.

## Our Role, Functions and Services

MPC achieves its vision by delivering designated major infrastructure projects and other capital works as part of the Territory's infrastructure program. MPC also undertakes project planning, procurement, contract management and delivery oversight for infrastructure works on behalf of other ACT Government directorates and agencies.

MPC is funded predominantly through direct capital and controlled recurrent appropriation provided for the delivery of the major projects. It is directly responsible for designated major projects and provides procurement and contract management support for other capital works projects being undertaken by other directorates. MPC also receives other reimbursements for management services provided in the delivery of the ACT Government infrastructure program.



The key outputs MPC deliver include:

- > Procuring and delivering infrastructure projects designated by the ACT Government as major projects;
- > Providing procurement and contract management services to support partner directorates' delivery of capital works projects; and
- > Providing a project management and reporting system, administering the Prequalification schemes, and implementation of the WHS Active Certification Policy.

MPC applies whole of government work health and safety protocols. Standards are applied to our capital works projects, including Secure Local Jobs Code Certification and implementation of the Active Certification Policy.

MPC's first designated projects include the expansion of Canberra Hospital, the extension of light rail to Woden, the delivery of a new CIT Campus and public transport hub in Woden, and the planning for the redeveloped Canberra Theatre redevelopment Project.

MPC is led by the Chief Projects Officer, who, as Director-General, reports to the Head of Service and is accountable directly to the Treasurer and relevant project Ministers.



## Whole of Government Services

### ACT Chief Engineer

The ACT Chief Engineer is part of the MPC executive. The ACT Chief Engineer provides strategic advice on infrastructure projects, advocates for the role of engineering and supports the ACT Government engineering workforce to promote informed decision making for our city's infrastructure planning.

The Chief Engineer function:

- > supports the safe delivery of infrastructure;
- > provides leadership on sustainability in the built environment;
- > promotes the advantages of a digital transformation;
- > advocates for engineering in its broadest sense, including engagement with the education sector;
- > engages with industry to facilitate collaboration across the infrastructure supply chain; and
- > supports the engineering cohort of the ACTPS with professional development opportunities.

### Project Management and Reporting System (PMARS)

On behalf of the ACT Government, MPC manages the vendor contract and provides helpdesk and system administration support for Project Management and Reporting System (PMARS) which is used to support delivery of the Territory's capital works program.

PMARS provides a project monitoring and reporting capability for the Territory's capital works program. In 2019, the system became active for the management of invoicing of capital works related contracts across the ACT Government.

In 2021–22, the consistent use of the project and contract level financial information modules was used to track the delivery of ACT Government agency capital works projects.

### Prequalification Schemes

MPC administers the ACT Government's Prequalification Schemes for the Construction Industry and the National Prequalification Schemes for Building Non Residential (\$50m and greater) and Civil Road and Bridge.

Prequalification is a pre-approval allowing companies in specific areas of industry to respond to an approach to market through a procurement activity. The Prequalification Schemes provide a level of assurance to Evaluation Teams that contractors have technically qualified personnel, current insurances, current certified management systems, including work health and safety, and sufficient financial strength to complete the works resulting from the procurement activity.

## Major Stakeholders

MPC is accountable to ACT Government Ministers and, through them, to the Canberra community.

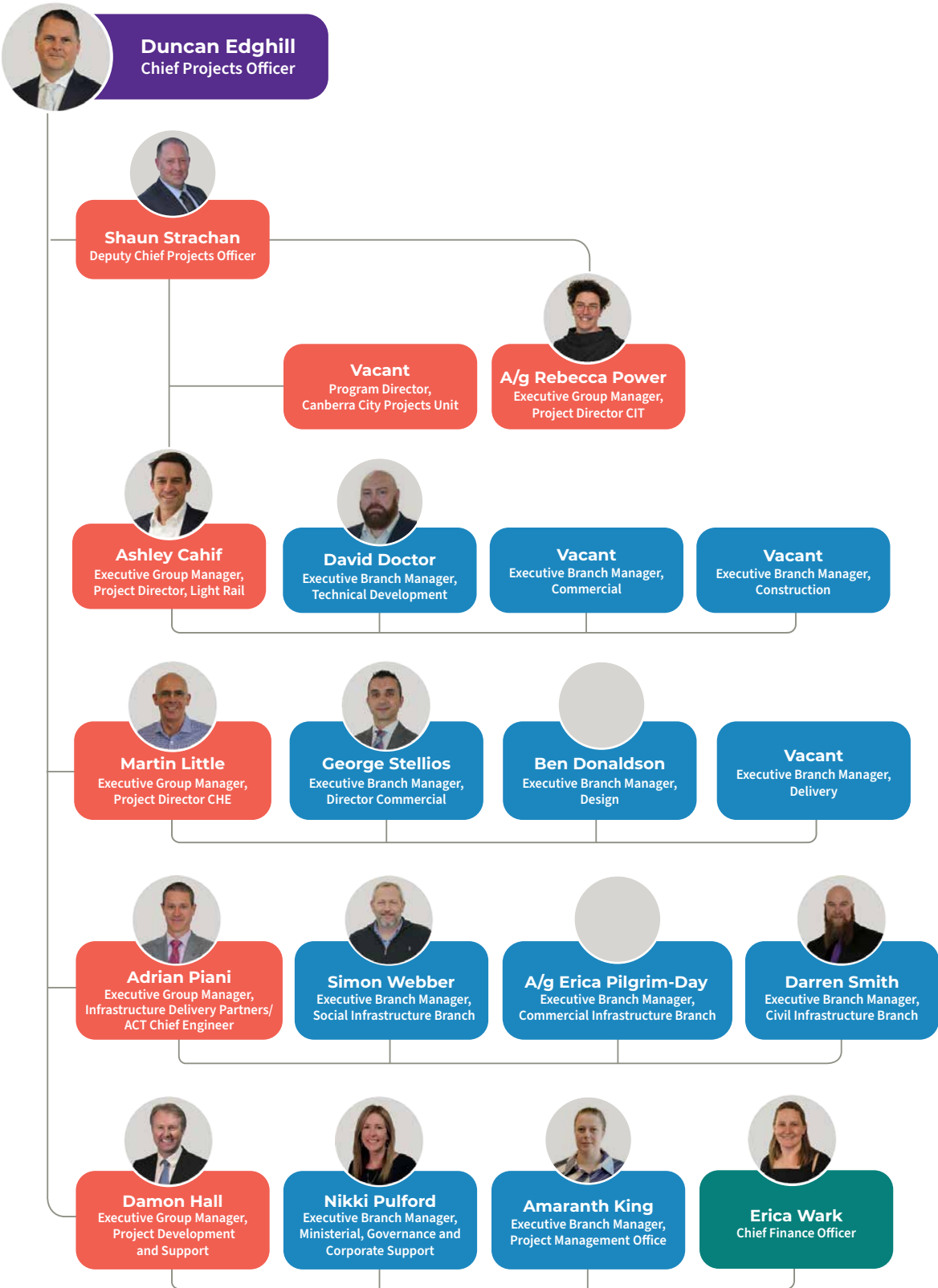
Our key external stakeholders include our community, industry organisations, infrastructure contractors and consultants, unions, planning authorities, other jurisdictions and various regulators.

MPC and its officials also represent the ACT Government in various settings, including the national grouping of the infrastructure bodies.



# Organisational Structure

The Executive Leadership Team organisational structure as at 30 June 2022 is at Figure 1



## MPC Executives

### Director-General, Chief Projects Officer

*Duncan Edghill*



The Chief Projects Officer is responsible for the leadership, management, strategic direction, efficient and effective financial management and good governance of MPC. The Chief Projects Officer also provides advice and reporting to Ministers about the directorate's activities. As a member of the ACTPS Strategic Board, the Chief Projects Officer provides whole of government leadership for the ACTPS and is responsible for the implementation of whole of government initiatives on behalf of MPC.

As at 30 June 2022, the senior executives reporting to the Chief Projects Officer were:

### Deputy Chief Projects Officer

*Shaun Strachan*



The role of Deputy Chief Projects Officer (DCPO) involves ensuring the delivery of key ACT Government infrastructure projects.

Reporting to the Chief Projects Officer, the DCPO internally manages the Light Rail Stage 2 City to Woden project team, CIT Woden Campus project team and the Canberra Theatre Redevelopment project team. The role of the DCPO is to ensure the projects managed by those teams are delivered in a manner whereby safety is of paramount importance and they are delivered in a timely, value for money and quality manner.

The DCPO also works collaboratively and respectfully with other executives, staff and advisors within MPC, with officials across the broader ACTPS, and with other stakeholders inside and outside of the ACT Government.

### Executive Group Manager, Project Development and Support

*Damon Hall*



The Executive Group Manager, Project Development and Support is responsible for working with clients to develop designated projects and managing MPC's ministerial, governance and corporate functions, including financial management and communications and engagement. Reporting to the Chief Projects Officer, the position is responsible for ensuring good governance, effective people management, safety, data governance, and implementation of modern ICT, communications and engagement activities and delivery of quality processes and improvements.

The position oversees the financial operations of MPC, as well as provision of legal and contract advice, procurement and associated services.

The Executive Group Manager, Project Development and Support represents MPC at a variety of whole of government forums and is responsible for ensuring any resulting initiatives are implemented in MPC.

## **Executive Group Manager, Infrastructure Delivery Partners and ACT Government Chief Engineer**



*Adrian Piani*

The Executive Group Manager, Infrastructure Delivery Partners is responsible, in coordination with other government agencies, for capital works delivery for the ACT Government, structured into four project management areas:

- > Civil infrastructure
- > Social infrastructure
- > Commercial infrastructure
- > Cladding rectification program.

As the ACT's Chief Engineer, Mr Piani provides advice across the ACT Government and is responsible for facilitating the engineering capability required to meet the future needs and growth of the Territory.

## **Project Director, Canberra Hospital Expansion**



*Martin Little*

The Project Director, Canberra Hospital Expansion (CHE) Project, is responsible for delivering the largest healthcare infrastructure project undertaken by the ACT Government. Together with existing facilities and several other infrastructure projects underway across Canberra, the Canberra Hospital Expansion Project will help meet the increasing demand for complex healthcare services required by our growing, and ageing, population.

The Project Director is responsible for all day-to-day aspects of the project's management, providing advice to various stakeholders, and providing strategic leadership to the project team.

## **Project Director, Light Rail Project**



*Ashley Cahif*

The Project Director, Light Rail Project is responsible for planning, delivery and construction of Canberra's light rail system today to ensure the Canberra of tomorrow, with a population of 500,000 by 2030, can move easily and continue to enjoy Canberra as one of the world's most liveable cities.

The focus for the position in 2021–22 was the addition of the Sandford Street Stop at Mitchell to the first stage of Canberra's light rail system, the procurement of the Raising London Circuit Main Works Project and preparations for construction of Light Rail Stage 2A of which will connect Stage 1 of the light rail to Commonwealth Park.

The Project Director is responsible for all day-to-day aspects of the project's management, providing advice to various stakeholders, and providing strategic leadership to the project team.

## **Project Director, CIT Woden**



*Rebecca Power*

The Project Director, CIT Woden Campus is responsible for delivering a new, state-of-the-art campus in the Woden Town Centre.

The new CIT Woden Campus will cater for over 6,500 students expected to use the campus every year. The Project Director is responsible for all day-to-day aspects of the project's management, providing advice to various stakeholders, and providing strategic leadership to the project team.

## **Project Director, Canberra Theatre**

### *Vacant*

As at 30 June 2022, the Project Director position was temporarily vacant. It has since been filled with an interim Project Director.

The Project Director Canberra Theatre Project oversees the development of the business case for the project and is responsible for overseeing the planning, procurement and delivery of the Project.

The Project Director is responsible for all day-to-day aspects of the project's management, providing advice to various stakeholders, and providing strategic leadership to the project team.

## **Executive Remuneration**

The ACT Remuneration Tribunal is an independent statutory body responsible for setting the remuneration, allowances and entitlements for public officials in the ACT including the ACT Government. Further information can be found at the ACT Remuneration Tribunal website.



## Governance

MPC's governance framework supports the organisation to uphold ACT Government and community expectations by assisting in the management of the organisation, set strategic direction and oversee operations, including the management of risk.

Good governance helps our directorate stay on track by enabling effective and efficient decision making, providing clear lines of authority to facilitate the escalation and resolution of issues, and enabling leaders to guide the direction of our projects.

The Chief Projects Officer has overall accountability for the performance of MPC in meeting the ACT Government's direction. The following bodies support the Chief Projects Officer and delegates in exercising their authority:

- > MPC Executive Committee
- > Finance and Risk Sub-committee
- > Audit Committee
- > Individual major project advisory boards
- > Corporate and Communications Committee
- > Design, Sustainability Environment Review Group
- > Procurement, Contract Management and Commercial Group
- > Work Health and Safety Committee
- > Senior Executives Group
- > Directorate Consultative Committee

The Chief Projects Officer has compliance obligations under the *Financial Management Act 1996* for the efficient and effective financial management of the public resources for which MPC is responsible.



Figure 2 MPC senior committee structure as at 30 June 2022

MPC aligns its strategic direction and activities to whole of government priorities and the ACT Budget by ensuring a systematic approach to business planning and subsequent reporting to monitor our performance. The Chief Projects Officer Instructions further ensure our compliance with ACT Government legislation, regulation and policy. MPC has a Quality Management System (QMS), based on the principles of the ISO 9001:2015 Quality Management Systems Standard.

The QMS will document all MPC processes, promotes continuous improvement and provides a mechanism to improve the way we deliver consistent services to our customers, including the Canberra community and our stakeholders.

To improve information sharing and compliance with the *Territory Records Act 2002*, MPC continued its rollout of a unified electronic document records management system to all staff.

## Committees and their Roles

Table 1 details the significant MPC committees as at 30 June 2022 and their role in overseeing our governance and strategic management.

Committee	Chaired by	Membership	Purpose
Executive Committee	Chief Projects Officer	Shaun Strachan, Martin Little, Ashley Cahif, Rebecca Power, Damon Hall, Adrian Piani, Nikki Pulford, Tania Navarro, Erica Wark.	A key decision-making and discussion forum for MPC. The Committee is a key body in setting and promoting MPC's strategic direction, maintaining an overview of MPC's governance arrangements and reviewing business performance to ensure MPC is operating efficiently and effectively.
Finance and Risk Subcommittee	Executive Group Manager, Project Development and Support Group	Duncan Edghill, Martin Little, Ashley Cahif, Adrian Piani, Nikki Pulford, Erica Wark, Rebecca Power, Tania Navarro, Ama King, Shaun Strachan.	Provides leadership, direction and oversight of financial strategy, financial management and enterprise risk management in MPC.
MPC Audit Committee	Don Cross (Independent chair)	Damon Hall, Danielle Krajina Craig Jordan, Simon Webber.	Oversees the effectiveness of MPC's system of internal controls and to meet the requirements of the <b>ACT Government Framework for Internal Audit Committee and Function</b> .
Corporate and Communications Committee	Executive Branch Manager, Ministerial Governance and Corporate Support	Tania Navarro, Erica Wark, George Stellios, Simon Webber, Kylie Bailey, Clare Guest, Vilma Bell, Erica Pilgrim Day	Reviews corporate and communication issues that impacts the Agency. This committee manages and reviews MPC governance and guidance material, communiqués and the other communications program.
Design, Sustainability and Environment Review Group	Executive Group Manager, Infrastructure Delivery Partner Group	Paul Sutton, Ben Donaldson, Kelly Young, Nathan Beer, Kylie Bailey, John Oost, Sri Tharan, Peter Parry-Fielder.	An advisory body to the Chief Projects Officer in MPC who provide independent and impartial advice on matters relating to the quality of infrastructure projects MPC is delivering.

Committee	Chaired by	Membership	Purpose
Procurement, Contract Management and Commercial Group	Deputy Chief Projects Officer	Damon Hall, Ama King, Adrian Piani, Darren Smith, Rebecca Power, George Stellios	A primary advisory body regarding procurement, contracts, and commercial matters across MPC.
Work Health and Safety Committee	Executive Group Manager, Project Development and Support	Martin Little, Ama King, Michael Whitehouse, Simon Webber, Connor McNamara, Health & Safety Representatives.	To facilitate directorate level consultation between management, staff and/or their representatives.
Senior Executive Group	Chief Projects Officer	All Executives, Erica Wark, Tania Navarro	A discussion forum for MPC executive leadership team to support the provision of advice and information to the Chief Projects Officer and the Group and assist in the development of MPC's vision, purpose and strategic objectives.
Directorate Consultative Committee	Executive Group Manager, Project Development and Support Group	Nikki Pulford, Union Representative – CPSU, Union Representative – Professionals Australia.	Develop a stronger, co-operative relationships among management, staff and the unions bound by the respective Enterprise Agreements.

Table 1 Significant MPC Committees as at 30 June 2022

## Project Advisory Boards

A project advisory board is appointed to oversee the governance arrangements and delivery of each major project for which MPC has direct budget and Ministerial accountability. With independent members appointed by the relevant Minister. The project advisory boards are advisory in nature and not established under statute.

The boards include members from relevant ACT Government agencies and at least one independent member who bring specialist expertise.

The project advisory boards are led by an independent chair who is responsible for advising the relevant Minister and Chief Projects Officer on project progress, opportunities and challenges that may affect achievement of project benefits.

In 2021–22, MPC had three project advisory boards:

- > Light Rail Project Board;
- > Canberra Hospital Expansion Project Board; and
- > CIT Woden Campus Project Board.

### Light Rail Project Board

The Light Rail Project Board meets monthly. The Board has a focus on strategic decision-making in relation to the light rail project and broader light rail network development and provides advice to the ACT Government in relation to the planning, procurement and delivery of the City to Woden light rail project.

The Board comprises six members, with two Independent members appointed by the Minister for Transport and City Services and four determined by their positions within ACT Government agencies.



Mr. Michael Kerry's appointment as independent member expired on 7 August 2021. Mr. Ian Hunt was appointed as the independent member on 29 September 2021.

The Chief Projects Officer has a standing invitation to attend board meetings. The composition of the Board is shown in Table 2.

Position	Member	Appointment Expiry
Independent Chair	Greg Wilson	10/03/2025
Deputy Chair	Under Treasurer, Chief Minister, Treasury and Economic Development Directorate (CMTEDD) <sup>o</sup>	N/A
Independent Member	Ian Hunt	28/09/2024
Member	Director-General, Transport Canberra and City Services Directorate (TCCS)	N/A
Member	Director-General, Environment, Planning and Sustainable Development Directorate (EPSDD)	N/A
Member	Chief Executive Officer, City Renewal Authority (CRA)	N/A

Table 2 Light Rail Project Board membership at 30 June 2022

<sup>o</sup>NOTE: A new Under Treasurer, CMTEDD was appointed in November 2021.

In 2021–22, the Board met on 12 occasions with attendance outlined in Table 3. This does not include out-of-session activity. To note, the March meeting was rescheduled and held on 6 April, resulting in two meetings in April.

Member	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Apr	Apr	May	Jun
Greg Wilson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Under Treasurer	X	✓	✓	X	✓	✓	✓	✓*	✓	✓	✓	✓
Michael Kerry	✓	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Ian Hunt	N/A	N/A	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓
DG TCCS	✓	✓	✓	✓	✓	✓*	✓	✓*	✓	✓	✓*	✓*
DG EPSDD	✓	✓	✓	✓	✓	✓	✓	✓*	✓*	✓	✓	✓
CEO CRA	✓	✓	✓	✓	✓	✓	✓	✓	✓*	✓	✓	✓

Table 3 Light Rail Project Board attendance

Note: \* Proxy attended meeting

## Canberra Hospital Expansion Project Board

The Canberra Hospital Expansion Project Board was established in September 2019 (as the then SPIRE Project Board) to provide strategic decision-making advice and guidance to the ACT Government in relation to the planning, procurement, design and delivery of a new emergency, surgical and critical healthcare facility at the Canberra Hospital.

At the end of the reporting period, the Board comprised seven members with one independent member appointed by the Minister for Health and six determined by their positions within ACT Government directorates. The role of the independent member remained vacant until February 2022 when the role was removed from the Board's composition. The Chief Projects Officer has a standing invitation to attend board meetings.

The composition of the Board is shown in Table 4

Position	Member	Appointment Expiry
Independent Chair	Tony Michele	20/01/2023
Deputy Chair	Chief Executive Officer, Canberra Health Services (CHS)	N/A
Member	Under Treasurer (or delegate), Chief Minister, Treasury and Economic Development Directorate (CMTEDD)	N/A
Member	Director-General, ACT Health Directorate (ACTHD)	N/A
Member	Director-General (or delegate), Environment, Planning and Sustainable Development Directorate (EPSDD)	N/A
Member	Director-General (or delegate), Justice and Community Safety Directorate (JACS)	N/A
Member	Director-General, Transport Canberra and City Services (TCCS)	N/A
Independent Member	Vacant	N/A

Table 4 Canberra Hospital Expansion Project Board membership at 30 June 2022

NOTE: The delegate for the Under Treasurer changed from December 2021.

The Board met on 11 occasions in the 2021–22 reporting period with member attendance outlined in Table 5. This does not include out-of-session activity.

Member	Jul	Aug	Sep	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun
Tony Michele	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEO CHS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓*	✓
Treasury Delegate	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓*
DG ACTHD	✓	✓	✓	✓*	✓*	✓*	✓*	✓*	X	✓*	X
Delegate EPSDD	✓	✓	✓	✓	✓	✓	✓*	X	✓*	✓	✓
DG JACS	✓	✓	✓	✓	✓	✓	✓*	✓	✓	✓	✓
DG TCCS	✓	✓	✓*	✓	✓*	✓*	✓*	X	✓	X	✓*

Table 5 Canberra Hospital Expansion Project Board attendance

Note: \* Proxy attended meeting

## CIT Woden Campus Project Board

The CIT Woden Campus Project Board was established in December 2019 to provide strategic decision-making advice and guidance to the ACT Government in relation to the planning, procurement, design and delivery of a new CIT Campus and bus interchange in the Woden Town Centre.

The Board comprises eight members with two independent members appointed by the Minister

for Skills and six determined by their positions within ACT Government agencies. The Deputy Director-General, Economic Development (CMTEDD) was no longer required to be a member and relinquished membership in October 2021. Further, given the stage of development of the project, an independent member was appointed in January 2022. The Chief Projects Officer has a standing invitation to attend board meetings.

The composition of the Board is shown in Table 6

Position	Member	Appointment Expiry
Independent Chair	Diane Joseph	24/02/2023
Deputy Chair	Chief Executive Officer, Canberra Institute of Technology (CIT)	N/A
Member	CIT Governing Board Member	N/A
Member	Under Treasurer (or delegate), Chief Minister, Treasury and Economic Development Directorate (CMTEDD)	N/A
Member	Deputy Director-General, Economic Development, CMTEDD	N/A
Member	Director-General (or delegate), Environment, Planning and Sustainable Development Directorate (EPSDD)	N/A
Member	Director-General (or delegate), Transport Canberra and City Services (TCCS)	N/A
Independent Member	Shelley Penn	17 January 2025

Table 6 CIT Woden Campus Project Board membership at 30 June 2022

The Board met on 10 occasions in the 2021-22 reporting period. This does not include out-of-session activity. The August 2021 meeting was adjourned on the resolve that the meeting would be inquorate due to urgent ACT government management of the current health pandemic. Board member attendance is outlined in Table 7.

Member	Jul	Sep	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun
Diane Joseph	✓	✓	✓	✓	✓	✓	✓	✓	X	✓
CEO CIT	✓	✓	✓	✓	✓	X	✓	✓	✓	X
CIT Board Member	✓	✓	✓	✓	✓	X	✓	X	X	✓
Treasury Delegate	✓	✓	✓	✓*	✓	✓	✓	✓	✓	✓
DDG CMTEDD (ED)	X	X	X	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Delegate EPSDD	✓	✓	✓	✓*	✓	✓	X	✓	✓*	✓
Delegate TCCS	✓	✓*	✓*	✓*	✓	✓	✓*	✓	✓*	✓
Independent Member	N/A	N/A	N/A	N/A	N/A	✓	✓	✓	✓	✓

Table 7 CIT Woden Project Board attendance

Note: \* Proxy attended meeting



## Project Board Governance

Each project board operates within a governance framework that sets out their responsibilities, membership requirements and operating procedures. Secretariat support is provided by MPC's Ministerial, Governance and Corporate Support Branch.

Project board members are appointed by the relevant Minister and are non-statutory in nature.

All board members are required to sign confidentiality deeds and a declaration of potential or perceived conflicts of interests upon commencement and are required to declare any conflicts at the start of each meeting.

If required, boards have access to probity and legal services provided by the ACT Government Solicitor through MPC's Ministerial, Governance and Corporate Support Branch.

Additional project advisory boards are established as designated projects enter delivery stage.

## Project Board Remuneration

The remuneration of independent members on MPC's advisory project boards is determined by the ACT Remuneration Tribunal. Public servants who are members on project boards do not receive remuneration in addition to their salary.

## Planning Framework

The MPC Strategic Plan 2020–25 sets out MPC's broad strategic plan for the period. It enables MPC to adjust its activities and resourcing to align with emerging priorities and supports MPC in achieving its purpose. The plan describes how MPC will achieve its purpose and manage risk in a unique operating environment, including its priorities and success indicators. The plan is structured around three objectives:

- Community, clients and projects want to ensure that MPC projects are helping Canberra to be the world's most liveable city.
- Government and industry want to work with MPC colleagues in government and industry to deliver the Territory's infrastructure program.
- Organisational health want MPC workforce to have the skills, technology and facilities it needs to deliver the best value infrastructure while meeting its legal and policy obligations.

The strategic plan is supported by an implementation plan that informs MPC's work, and influences business unit planning and individual employee performance plans.

## Performance Framework

MPC participates in the ACTPS Performance Framework, which sets out the objectives for managing the performance and development of ACTPS employees.

MPC is committed to providing regular and effective performance feedback to employees to identify development needs and opportunities in line with broader business objectives.

The Chief Projects Officer is responsible for ensuring employees have a performance plan in place that is linked to the achievements of their team business unit goals and MPC objectives, and for these plans to be reviewed bi-annually. For executives, these agreements are formalised through their executive contracts.



## Aboriginal and Torres Strait Islander Reporting

MPC developed its Phase One Action Plan in 2021–22 to support the ACT Government’s commitment to the Aboriginal and Torres Strait Islander Agreement 2019–28.

The plan outlines key initiatives and outputs that support Aboriginal and Torres Strait Islander communities in the ACT in actively influencing and participating in the Territory’s social, economic and cultural life. This includes achieving the intended results of the Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP), launched on 31 May 2019.

MPC contributes to whole of government initiatives through ensuring Aboriginal and Torres Strait Islander requirements are incorporated into project procurement and management and by participating in the ACT Public Service Strategic Board Aboriginal and Torres Strait Islander Affairs Sub-Committee and associated committees and working groups.

During the year, achievements identified within the plan include:

- > MPC’s Reconciliation Committee operated throughout the year and consists of four working groups. These include a Reconciliation Action Plan (RAP) working group, a working group addressing Systemic Racism, a Phase One Action Plan working group and a Phase Two Action Plan working group;
- > MPC’s RAP working group has been developing its *Reflect* Reconciliation Action Plan with the support of an indigenous consultant. The first draft was submitted to Reconciliation Australia in March 2022, with the next draft nearing finalisation. The RAP will support MPC on its ongoing reconciliation journey; and
- > The MPC Phase One Action Plan 2021–22 incorporates the elements of the ACT Agreement for Aboriginal and Torres Strait Islander peoples in the ACT, and tracks

progress throughout the year via the Reconciliation Committee. MPC’s role in infrastructure delivery enables it to focus on economic participation to make a positive difference to the lives of Aboriginal and Torres Strait Islanders. During the year MPC has funded its own activities or provided support to partner directorates in several areas, including:

- The Canberra Hospital Expansion Head Contractor, Multiplex Pty Ltd, has been set a target of 10% of general on-site trade components of the contract amount will be procured from Aboriginal and Torres Strait Islander Enterprises, with ongoing reporting throughout the contract;
- The Canberra Hospital Expansion Project is undertaking the relocation and expansion of the current Canberra Health Services (CHS) Aboriginal and Torres Strait Islander Lounge. Through engagement with the CHS Aboriginal and Torres Strait Islander Consumer Reference Group the design team has developed an expansion of the space with collocated consumer and support functions, including meeting rooms, kitchen, lounge area, amenities and a courtyard incorporating a yarning circle; and
- The CIT Project (Package Three) contract was signed in May 2022 and includes an Aboriginal and Torres Strait Islander procurement policy target of 10% of trade costs, and reporting against these targets will be included in monthly reporting from the Design and Construct Contractor.

MPC continued to attend as members the Inter-directorate Committee and the Subcommittee for Addressing Systemic Racism, and to engage with the Aboriginal and Torres Strait Islander Elected Body, including liaison with the nominated MPC coordination representatives and Chairs, including Lynnice Church and Tanya Keed.

## Guidelines that support our diverse community

An important focus of MPC is on its Diversity and Inclusion Procurement Guidelines. The guidelines:

- > support, the Government Procurement (Charter of Procurement Values) Direction 2020 that applies to all new procurements regardless of value; and
  - > outline a “program approach” to working with our partner directorates and portfolio ministers to achieve positive diversity and inclusion outcomes across the program of MPC delivered works. Rather than attempt to prioritise all diversity and inclusion outcomes on each individual project, which would be very challenging, MPC instead looks across its entire program of major projects and identifies specific aspects of diversity and inclusion focus for specific major projects.
- MPC has identified six priority diverse groups to consider as part of the Guidelines to achieve positive diversity and inclusion outcomes:



### 01 Aboriginal and Torres Strait Islander

Provide genuine career opportunities to Aboriginal and Torres Strait Islander People in the ACT, through employment on our biggest construction projects, in a variety of roles.



### 02 Women in non-traditional roles

Mandate practices that improve gender equality in ACT Government workplaces outside of government, including through leveraging ACT Government funding.



### 03 People with disability

Becoming a disability-confident organisation that can attract, recruit, and retain People with Disability and provide genuine career opportunities for existing employees.



### 04 Age - people over 55 / people under 25

Assist young people in entering the workforce and older workers looking to remain in the workforce to address age discrimination.



### 05 LGBTIQ+

Support workplace settings to be safe and inclusive for LGBTIQ+ people.



### 06 Culturally and linguistically diverse people

Improve ability to attract, recruit and retain people of culturally diverse backgrounds and targeted under-represented groups, such as recently arrived migrants and people on temporary visas.

While the Territory’s designated major projects can support multiple positive diversity and inclusion outcomes, focus areas have been adopted to provide direction so that particular diversity and inclusion objectives can be exceeded.





## Performance Analysis

### Strategic Indicators

Strategic Indicator 1a: Significant milestones are met for designated major projects managed by Major Projects Canberra

MPC's designated major projects have been performing well against their milestones. Progress on these projects is discussed earlier in this document.

Strategic Indicator 1b: Major Projects Canberra supports other ACT Government agencies in the procurement and delivery of their capital works projects in accordance with the Territory's capital work program requirements

During the reporting period, MPC worked closely with partner directorates to ensure capital works projects progressed. The 2021–22 reporting period continued to see pressures wrought by the ongoing public health emergency and world events, including labour and materials shortages. Nevertheless, the Territory's capital

works program performed well throughout the reporting period.

Strategic Indicator 1c: Capital works projects procured and delivered by Major Projects Canberra comply with work health and safety and certification requirements

Through implementation of the Active Certification Policy Audit Program, the Secure Local Jobs Code Certificate requirements, the prequalification schemes, including national prequalification schemes, standard suite of construction related contracts and associated contract management processes and tools, and application of the procurement framework, MPC ensured that a high level of compliance remained a focus throughout the reporting period.

### Output Class

MPC had one output class in 2021–22:

- > Output Class 1: Major Projects Canberra

## Accountability Indicators Output 1

	2021-22 Target	2021-22 Result	Variance %	Note
<b>a. Canberra Hospital Expansion Project milestones achieved:</b>				
i. Buildings B5 and 24 demolition substantially completed	1	1	0	
ii. Clinical Services Building bulk excavation shed erected <sup>1</sup>	1	1	0	
iii. Prototype shed erected	1	1	0	
iv. Construction of Clinical Services Building structure commenced	1	1	0	
v. 'Welcome Hall' works commenced	1	1	0	
<b>b. Light Rail Stage 2A Project milestones achieved:</b>				
i. NCA Works Approval application for the 'raising London Circuit' component of the project submitted	1	1	0	
ii. Construction works commenced for the 'raising London Circuit' component of the project	1	1	0	A
<b>c. Canberra Institute of Technology Campus – Woden Project milestones achieved:</b>				
i. Public transport interchange construction commenced	1	1	0	
ii. Platform slab for future Woden light rail stop poured	1	0	(100)	B
iii. Request for Tender for Woden campus design and construction contract released	1	1	0	
iv. Woden campus design and construction contractor appointed	1	1	0	
<b>d. Redevelopment of the Canberra Theatre Centre Project milestones achieved:</b>				
i. Site Investigation consultants appointed	1	1	0	C
ii. Design consultant appointed	1	0	(100)	D
<b>e. ACT Cladding Rectification Program milestones achieved:</b>				
i. Non-Government Buildings Scheme launched	1	1	0	
ii. Government Buildings Program – 65% of physical works completed	1	1	0	

	2021-22 Target	2021-22 Result	Variance %	Note
<b>f. Capital Works delivered by Infrastructure Delivery Partners Group (a division of Major Projects Canberra) on behalf of other ACT Government Directorates:</b>				
i. Percentage of valid claims for payment assessed and certified within 10 business days <sup>2</sup>	85%	97%	15	E
ii. Percentage of Tender Evaluation Reports delivered to the Partner Directorate within 20 business days of tender closure <sup>3</sup>	85%	70%	(-18)	F
iii. Percentage of contracts awarded to prequalified contractors/consultants <sup>4</sup>	>95%	99%	4	G

Table 8 Accountability Indicators

The Accountability Indicators table should be read in conjunction with the accompanying notes. The results and variance percentages have been rounded to the nearest whole number.

The above accountability indicators were examined by the ACT Audit Office in accordance with the Financial Management Act 1996. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the Financial Management (Statement of Performance Scrutiny) Guidelines 2019.

### Explanation of accountability indicators

1. This accountability indicator was incorrectly published as 'Clinical Services Building bulk excavation shed erected' in the Major Projects Canberra 2021-22 Budget Statements. The correct presentation would be "Clinical Services Building bulk excavation and piling commenced.
2. This accountability indicator relates to ACT Government payment terms and includes all capital works contracts under direct management by Major Projects Canberra. It excludes any claims for payment not lodged through the whole of government Project Management and Reporting System (PMARS). The measure is the number of business days elapsed between a valid request for payment being lodged and assessed and certified in PMARS.
3. This accountability indicator applies to all tender evaluations chaired by Major Projects Canberra for capital works projects on behalf of other ACT Government Directorates. It excludes projects with a contract value of less than \$1 million at the time of procurement. The measure is the number of business days

elapsed between the close of the tender period and the delivery by Infrastructure Delivery Partners Group of the Tender Evaluation Report to the Partner Directorate.

4. This accountability indicator applies only to contracts for works and services that have a prequalification category under the ACT Government Prequalification Schemes or the National Prequalification System for Civil (Road and Bridge) Construction.

### Explanation of material variances (+/-5%)

- A. The 30 June 2022 result is recorded as having been achieved on the basis that the physical relocation of utility services associated with the 'raising London Circuit' works were commenced during the financial year. The main works contract for 'raising London Circuit' was signed on 1 July 2022.
- B. The timing for the pouring of the platform slab for the future Woden light rail stop was re-scheduled during the year. This reflected the adoption of a revised approach to delivery of the interchange works which will result in a temporary bus interchange opening in 2022-23, with a staged re-opening of the new permanent interchange (including a future Woden light rail stop track slab) in future years.
- C. Four Engineering consultancy packages have been appointed. A further three packages were in active procurement as at 30 June 2022.
- D. The proposed scope of work for the design consultant is being expanded to align with the Budget Initiative funded in the 2022-23 Budget to include the development of detailed design and planning activities. Consequently, procurement activities have been deferred into 2022-23.



- E. 2034 out of 2089 valid claims for payment were assessed and certified with 10 business days.
- F. 30 out of 43 Tender Evaluation Reports (TERs) and equivalent reports were delivered to the Partner Directorate within 20 Business days of tender closure/fully completed Work Order received. Reasons for this include heightened complexity of some tenders, COVID and other resourcing challenges, the need to request additional information from tenders or other circumstances outside of MPC's control. 90 eligible contracts were notified in the period 1 July 2021 to 30 June 2022. 8 eligible contracts did not include prequalification as a requirement for tendering.
- G. Total cost is below the original budget primarily due to actual works related to the 'raising London Circuit' component of the Light Rail Stage 2A Project being capital in nature and therefore not recognised as expense. This is different to the original budget assumptions that assumed a greater proportion of the works would be expensed.

## Scrutiny

### ACT Auditor-General

There were two ACT Auditor-General performance audit reports with subsequent recommendations relevant to MPC in 2021–22.

### ACT Ombudsman

There was one ACT Ombudsman recommendation relevant to MPC in 2021–22.

### Legislative Assembly Committees

There was one ACT Legislative Committee Inquiry into an MPC project in 2021–22. Details are provided in the table below:

<b>Auditor-General Report: 8/2021 - Canberra Light Rail Stage 2A: Economic Analysis</b>		
<b>Recommendation No. and Summary</b>	<b>Action</b>	<b>Status</b>
<b>Recommendation 3: BENEFITS REALISATION PLAN</b> The Chief Minister, Treasury and Economic Development Directorate (ACT Treasury), in cooperation with Major Projects Canberra and the Transport Canberra and City Services Directorate, should develop a Benefits Realisation Plan for Light Rail Stage 2A.	In collaboration with MPC, CMTEDD is continuing to develop a Benefits Realisation Plan for Light Rail Stage 2A.	To be developed subsequent to the LRS2A main works contract being entered into.

Table 9 Auditor-General Report:8/2021 recommendation on Canberra Light Rail Stage 2A



## Risk Management

Risk is managed in accordance with the ACT Government Risk Management Policy 2019, the MPC Enterprise Risk Management Framework, the MPC Governance Framework, with oversight provided by the MPC Executive Committee and the Finance and Risk Subcommittee.

The MPC Enterprise Risk Management Framework:

- supports building a risk culture in MPC;
- shapes strategic and business planning; and
- builds organisational capacity by developing skills in people to better identify and manage risk.

Outputs of the framework include an enterprise risk register and risk appetite statement. This information is used to assess risk and to integrate risk information into our strategic and business planning, including MPC's enterprise plan for preventing and detecting business integrity risk. Areas of significant risk are addressed in part through MPC's internal audit program and are subject to management-initiated review.

Each designated major project maintains an independent risk management register. Project Directors are responsible for managing project risk and escalating project risks to the enterprise level and project advisory boards when appropriate.

In January 2022, MPC commenced a review of its Enterprise Risk Framework that updates the framework to:

- reflect MPC's growing enterprise risk maturity,
- guide both enterprise and project risk management,
- increase the framework's compliance with the updated ACT Government Risk Management Policy 2021, ACT Government Risk Management Policy 2019 Implementation Guide and best practice recommendations of the AS/ISO 31000:2018 Risk Management Guidelines, and
- refer to MPC's revised internal governance committee arrangements.

The revised framework is scheduled to be completed and implemented by 2022–23.

## Internal Audit

In 2021–22, MPC’s internal audit function was in full operation managing its internal audit program, Audit Committee meetings and ad hoc tasks. Achievements include:

- > Development and publication of MPC 2021–22 Audit Program;
- > Completion of internal audits from the approved audit program; and
- > Development of an in-house system for monitoring of audit recommendations.

Outcomes from the MPC Risk Management program formed the basis for developing MPC’s risk based internal audit program. Audit outcomes from the internal audit program will be used to inform the Chief Projects Officer

on the effectiveness of MPC’s internal control environment, risk management and governance processes. The Head of Internal Audit has a direct reporting relationship to the Chair of the Audit Committee and the Chief Projects Officer on the operation of the internal audit function.

### MPC Audit Committee

The MPC Audit Committee charter defines the roles, authority and responsibilities of the Audit Committee. The Audit Committee is chaired by an independent member in accordance with the charter and the ACT Government’s Framework for Internal Audit Committee and Function 2020.

The Audit Committee held five meetings in 2021–22, which were attended as shown in Table 10.

Name of Member	Position	Meetings attended
Don Cross	Independent Chair	5
Craig Jordan (Transport Canberra and City Services Directorate)	Deputy Chair	4
Damon Hall (Major Projects Canberra)	Member	5
Danielle Krajina (Justice and Community Services Directorate)	Member	5
Sophie Gray* (Major Projects Canberra)	Member	2
Simon Webber* (Major Projects Canberra)	Member	2

Table 10 MPC Audit Committee attendance during 2021–22

\*NOTE: Sophie Gray left the Audit Committee during the reporting period and was replaced by Simon Webber.

The Chief Projects Officer has a standing invitation to attend all Audit Committee meetings.

The Independent Chair is remunerated in accordance with the rates approved for payment through the ACT Government Professional and Consulting Services Panel.



## Fraud Prevention

MPC has implemented ACT Government-wide processes and developed its own fraud prevention and detection capabilities. The MPC Fraud and Corruption Control Plan was implemented in 2021–22 amongst other integrity processes.

Controls currently in place include:

- > MPC Procedure – Integrity;
- > Conflict of interest disclosure requirements for all Executives and staff who participate in procurement evaluation activities and for all staff seeking approval to undertake external employment, including in a voluntary capacity;
- > Conflict of interest Core Process implemented in June 2022 outlining how all MPC staff are to manage their conflicts;
- > financial delegations, limiting authority to commit public funds to a small number of delegates;
- > mandatory fraud and ethics training;
- > appointment of a Senior Executive Responsible for Business Integrity Risk (SERBIR);
- > appointment of disclosure officers to investigate suspected wrongdoing and take appropriate action when a public interest disclosure is made;
- > written guidance and processes on how fraud and related integrity matters are to be managed across MPC; and
- > the online MPC security incident report assisting in identifying potentially fraudulent or corrupt behaviour; and
- > information on integrity, fraud and corruption is available on the MPC Intranet and aligns with the ACT Government Integrity Policy.

No Public Interest Disclosures were received during the reporting period.

## Senior Executive Responsible for Business Integrity Risk (SERBIR)

The SERBIR provides regular updates to Executives, team leaders and staff on their integrity responsibilities, including mandatory notification requirements as required by the ACT Integrity Commission.

Executives, team leaders and staff have been advised that allegations of suspected fraud are to be reported to the SERBIR. The SERBIR investigates all allegations and, where the notification threshold is met, will refer the allegation to the ACT Integrity Commissioner in accordance with whole of government protocols.

The SERBIR undertook one investigation in 2021–22. The matter relates to a conflict of interest and was referred by MPC to the ACT Government Professional Standards Unit for investigation.

## Freedom of Information (FOI)

MPC is committed to the principles of Open Government and aligns business operations with the objectives of the *Freedom of Information Act 2016* (FOI Act).

- > In 2021–22, MPC received 20 Freedom of Information (FOI) access requests:
- > Fourteen were closed and information was provided to the applicant.
- > Three requests remained in progress as at 30 June 2022.

Detailed information about access requests actioned in the reporting period is in Table 11.



<b>Open Access Information</b>	
<b>Section 96 (3) (a) (i), (ii) and (iii)</b>	
Number of decisions to publish Open Access information	50
Number of decisions not to publish Open Access information	0
Number of decisions not to publish a description of Open Access information withheld	0
<b>FOI Applications received and decision type for completed applications</b>	
<b>Section 96 (3) (a) (iv), (vii), (viii) and (ix)</b>	
Number of applications on hands as at 1 July 2021	1
Number of access applications received	20
Number of applications where access to all information requested was given	4
Number of applications where access to only some of the information requested was given (partial release)	10
Number of applications transferred to other directorates	2
Number of applications withdrawn by applicant	1
Number of applications where information was not held	1
Number of applications on hand as at 30 June 2022	3
Number of applications where access to the information was refused	0
<b>FOI processing timeframes for completed applications</b>	
<b>Section 96 (3) (v) and (vi); Section 96 (3) (d)</b>	
Total applications decided within the time to decide under section 40	6
Applications not decided within the time to decide under section 40	9
Number of days taken to decide over the time to decide in section 40 for each application	<20 (9) >20 (0) >35 (0)
<b>Amendment to personal information</b>	
<b>Section 96 (a) (x) and Section 96 (3) (e)</b>	
Number of requests made to amend personal information, and the decisions made (e.g. amended, refused, notation added to record, other).	0
<b>Reviews</b>	
<b>Section 96 (3) (b); Section 96 (3) (c)</b>	
Number of applications made to ombudsman under section 74 and the results of the application (e.g. confirmed, varied, set aside and substituted, withdrawn, other).	0
Number of applications made to ACAT under section 84 and the results of the applications (e.g. affirmed, varied, set aside and substituted, withdrawn, other)	0
<b>Fees</b>	
<b>Section 96 (3) (f)</b>	
Total charges and applications fees collected from access applications	\$0

Table 11 Access Information

## Making an Access Application

Subject to the FOI Act, every person has an enforceable right to obtain access to Government information.

MPC can assist you to locate the information you are seeking. Please contact the Freedom of Information Coordinator on **02 6205 1757** or email **MPCFOI@act.gov.au**

Access applications are recorded in a **disclosure log**, as required by the FOI Act.

For more information on making an **access application**, please visit **act.gov.au/majorprojectscanberra**.

## Community Engagement and Support

MPC is committed to genuine and meaningful engagement that supports project development and ensures our projects are fit-for-purpose and meet the needs of our growing community.

Over the reporting period, this involved engaging early and regularly with the Canberra community.



**Establishing community reference groups**



**Community and project stakeholder briefings**



**Community engagement activities**



**Ongoing industry events and briefings**



**Construction updates and travel impact community updates shared**



**Community pop-up information sessions**

## Canberra Hospital Expansion

In 2021–22, the Canberra Hospital Expansion Project moved from the public consultation phase into the construction phase with ground broken on 1 November 2021.

As construction got underway, consultation continued to progress the design aspects of the facility through Clinical user group meetings held throughout the year. The Consumer Reference Group continues to meet monthly with its members inputting into various working groups.

- 11 Consumer Reference Group (CRG) meetings;
- 6 Local Community Reference Group (LCRG) meetings; and
- 5 written updates sent to the LCRG in the 2021-22 financial year.

Stakeholder meetings were also held with the National Capital Private Hospital and local First Nations People including the United Ngunnawal

Elders Council and Aboriginal and Torres Strait Islander Elected Body. This engagement will continue as the design and construction progresses.

Public engagement activities included meetings with Garran Primary School where children at the school were asked to name the two cranes on the project site.

The Local Community Reference Group met quarterly with written updates issued to members in between. The project issued three Community Project Updates to residents in the Woden area and online.

Design and Construction partner, Multiplex, also continued its engagement initiatives including ramping up activities at its Connectivity Centre to engage people to work on the project and launching its JumpStart initiative to encourage young women into the construction industry.





## Light Rail Stage 2 to Woden

MPC held a program of engagement activities throughout the 2021–22 reporting period to engage, consult and communicate with the Canberra community on the status and progress of the **Your Say Light Rail Stage 2 to Woden Project**.

This ongoing engagement focused on the benefits and impacts of light rail from the City to Commonwealth Park, and consultation to inform the design features for the three new light rail stops. Consideration was given to creating attractive, engaging and user-friendly public places and green spaces in the surrounding areas. Engagement on managing disruption within the City and encompassing areas with the approach of light rail also formed part of this activity.

The Light Rail Stage 2 to Woden Project focused on informing the community and related stakeholders on:

- > early utility relocation works;
- > upcoming works and project approvals; and
- > traffic disruption.

The engagement activity extended to:

- > Pop-ups in the city area to provide information about the raising of London Circuit and disruption impacts;
- > Multiple project notifications distributed to nearby residents and businesses to inform them of early works and traffic disruptions;
- > Circulation of a May 2022 Project Update to a database of 6,000+ subscribers across Canberra;
- > Nearby residents and businesses on and around London Circuit received construction notifications including a monthly Construction Look-ahead issued each month;

- > Inform and engage with Canberrans virtually and remotely via email and letterbox updates, a project website, a virtual engagement room, and through online stakeholder briefings;
- > Finalising a Community Liaison Management Procedure to manage feedback, enquiries and complaints including the light rail email inbox and 1800 project hotline; and
- > In-person engagement activities in March 2022 with opportunities for the community to provide input on project disruptions and mitigations, project negotiables and on placemaking around the three new light rail stops.

MPC undertook the Raising London Circuit Engagement and Business Partnership Plan. The Business Partnership Plan outlined a range of initiatives available to businesses impacted throughout construction. This plan is available to all impacted businesses in the area and will guide ongoing engagement opportunities. This Plan also resulted in active engagement with businesses and residents within a 100m radius of raising London Circuit main works. Early engagement commenced in May 2022 and is ongoing. It has included in-person information sessions, door-knocking and the preparation of digital content to provide information on the upcoming construction. Finally, the Plan supports the ongoing engagement with businesses and residents in the city as part of light rail Stage 2A.

MPC continues to work closely with all ACT Government Directorates through the Disruption Taskforce which manages the impact of construction on the transport network, commuters and businesses. An open dialogue with relevant community councils, related community networks and reference groups has taken place and is ongoing.





## CIT Campus – Woden

From November 2021 to March 2022, MPC ran a community survey and consultation program on the public places and green spaces in the Woden Town Centre that feature in the CIT Campus precinct. The online survey focused on wellbeing, active travel, safety, wayfinding and the interface between the new public transport interchange and the new CIT Campus and surrounding spaces.

As part of this engagement program, four community information pop-ups were held in the Woden Town Centre, Woden Library and the Woden Bus Interchange.

The survey received 157 responses with the findings outlined in a **What We Heard Report** published on the project website in May 2022.

Major Projects Canberra, led by the CIT Campus project team, hosted the first Whole of ACT Government ‘Woden Renewal Information Session’ on 7 December 2021 where several infrastructure projects and government initiatives centred in Woden were featured. The event was run as an ‘in-person’ community information

session and was also livestreamed on the ACT Government Facebook page. Approximately 50 people attended in person with a further 80 participating via Facebook.

In March 2022 Major Projects Canberra opened the Woden Renewal Hub in the Woden Town Square. The purpose of this space was to strengthen community outreach by having a community engagement and exhibition space that showcases ACT Government projects in the Woden area.

MPC and construction partner for the CIT Campus Woden project, Lendlease are using the Renewal Hub to host meetings and information sessions with community and stakeholders. Minister Steel opened the Woden Renewal Hub on 29 March 2022, following a smoking ceremony conducted by Ngannawal elder Warren Daley.

The CIT Campus – Woden project team continued to regularly meet with the local community and key stakeholders as construction activity on package 1 of the project commenced.



## ACT Private Buildings Cladding Scheme

Major Projects Canberra managed the rollout of the Private Buildings Cladding Scheme (the Scheme). The Scheme provides owners corporations of eligible apartment buildings a rebate on the costs of testing and assessing cladding on their building, along with practical support to owners corporations to assist with their cladding.

The Cladding Team raised awareness of the Private Buildings Cladding Scheme to eligible owners corporations through ongoing guidance, stakeholder engagement and consultation with related peak bodies. This included working with the Owners Corporation Network, Strata Communities Australia, and ACT Fire and Rescue to host a series of presentations about the Scheme and to provide fire safety education.

The Cladding Team also provides one-on-one engagement and support for individual owners corporations and strata managers throughout the testing and assessment process.

This guidance, engagement and support will continue through the upcoming concessional loan phase of the Scheme.

## Community Support Initiatives: Grants and Sponsorship

Major Projects Canberra was a sponsor of a national peak body for the building and construction industry, the Master Builders Association (MBA) 2021 ACT Excellence Awards and the MBA Civil Contractors Federation National Earth Awards 2021, recognising excellence in civil construction and supporting one of MPC's corporate objectives of design excellence in construction.

## Creative Services Panel

The Creative Services Panel strengthens the ACT Government's options when sourcing and purchasing creative content and other related services, including:

- > From 1 July 2021 to 30 September 2021
  - Advertising
  - Marketing
  - Communications and engagement
  - Digital
  - Graphic design
  - Photography and video
  - Media buying.
- > From 1 October 2021 to 30 June 2022
  - Communications and engagement

During the 2021–22 reporting period, MPC spent a total of \$63,985.91 through the panel. The majority of expenditure through this panel are published online on the **ACT Government Contracts Register**.

## Aboriginal and Torres Strait Islander Reporting

MPC developed a Phase 1 Action Plan to support its program of engagement with Aboriginal and Torres Strait Islander Peoples in the Territory in 2021, and has been delivering on the plan through its Reconciliation Committee. The program has developed MPC's *Reflect Reconciliation Action Plan* (Plan). The Plan is intended to commence in 2022–23 and will provide a program of engagement with staff and the Aboriginal and Torres Strait Islander community.

MPC contributed to the implementation of the Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP) with Procurement ACT, and assisted with the development of the Economic Participation Action Plan developed for Phase 2 of the 10-year Agreement. MPC is also part of Procurement ACT's Aboriginal and Torres Strait Islander Procurement Policy committee

MPC led the procurement for the Gold Creek Senior School Expansion project with the Education Directorate. MPC has been managing the contract with Rork Projects on behalf of the Education Directorate for the Gold Creek Senior School Expansion. This contract was procured

in alignment with the Aboriginal and Torres Strait Islander Procurement Policy and required the following:

- > The Head Contractor to be a verified Aboriginal and Torres Strait Islander enterprise through Supply Nation or the Territory's Enterprise List, and
- > A minimum 25% of contract expenditure to be attributed to Aboriginal and Torres Strait Islander enterprises. Current expenditure is tracking at approximately 30% towards approved enterprises.

In early 2022, Major Projects Canberra procured, and has since been managing the delivery of, the Margaret Hendry School and North Gungahlin High School on behalf of the Education Directorate. During the project delivery, at least one of the nominated head contractor staff roles is specified to identify as an Aboriginal or Torres Strait Islander, and 4% of the contract price/project spend is to be attributed to either subcontractor employment or works undertaken by verified Aboriginal and Torres Strait Islander enterprises.







MPC delivered the Namarag Reserve on behalf of the Environment, Planning and Sustainable Development Directorate, which was completed in October 2021. The Namarag Project team role modelled positive cultural change by celebrating the Ngunnawal people's connection to the Molonglo River. Through consultation and collaboration with First Nation's Custodians, the project team incorporated indigenous elements including woven Ngunnawal art, and storytelling and language throughout the new special purpose reserve. In accordance with the ACT Government's Aboriginal and Torres Strait Islander Procurement Policy, 4% of the value of the work performed under the Contract was subcontracted to verified Aboriginal and Torres Strait Islander enterprises.

The design phase of the Gugan Gulwan Youth Community Centre which is being supported by MPC required an Aboriginal and Torres Strait Islander architect in the team. The focus on the engagement of Aboriginal and Torres Strait Islander suppliers and contractors is planned to continue throughout all phases of the project. Design for the new purpose-built facility for Gugan Gulwan Youth Aboriginal Corporation has progressed and Development Application has been submitted with the public consultation period closing on 23 June 2022.

Multiplex's contract for the CHE Project includes social procurement targets, including 10% of the

value of sub-contracted works from Aboriginal and Torres Strait Islander accredited bodies; and 30% of its onsite tradespersons from traineeships, apprenticeships and similar programs.

MPC has developed an engagement program to educate potential suppliers on how to do business with government, including providing briefings on government processes, attending Aboriginal and Torres Strait Islander industry events and running workshops with interested suppliers.

Within MPC, our Aboriginal and Torres Strait Islander staff members are working with us on our reconciliation journey.

Cultural Awareness training was undertaken through a Cultural Learning Journey program. In December 2021, 133 employees (including executives) attended cultural awareness training. This equates to 62% of MPC's 209 employees. Curijo Pty Ltd delivered MPC's Cultural Learning Journey in December 2021. Executive on-country training and Ngunnawal language training was planned for 2021, but due to COVID-19, it will be undertaken in 2022-23.

During the reporting period, MPC worked with two Aboriginal and Torres Strait Islander principal contractors on projects delivered for ACT Government clients, as shown in Table 12. These projects were funded by the client directorate.



Business Area	Project / Activity	Relevant Targets/Engagements	Client
Major Projects Canberra (Corporate)	Cultural Training	Curijo Pty Ltd delivered cultural competency training through a Cultural Learning Journey program. At December 2021, 133 employees (including executives) attended cultural competence training.	MPC
Major Projects Canberra (Corporate)	Reconciliation Action Plan	Curijo Pty Ltd is assisting Major Projects Canberra through the development of its Reconciliation Action Plan.	MPC
Canberra Hospital Expansion	Critical Services Building	The Aboriginal and Torres Strait Islander procurement participation target for the Head Contractor is 10% of the trade components of the Contract Price, excluding any component that relates to equipment, preliminaries, or off-site overheads and profit.	Major Projects Canberra
Light Rail Project	Light Rail – Stage 2	The Light Rail Project has set a target of 2% of spend on Aboriginal and Torres Strait Islander enterprise capability through providing opportunities for Aboriginal and Torres Strait Islander enterprise subcontractors.	Major Projects Canberra
Light Rail Project	Transaction Advisor	The Transaction Advisor has engaged as indigenous intern work on the project through the Career Trackers Indigenous Internship Program, who continues to work on the project, organised indigenous cultural awareness training for the project team provided by a local indigenous training provider called National Indigenous Training Employment Solutions, and sourced it's project merchandise, including team Polo Shirts, through a local indigenous owned supplier, Warralang Projects.	Major Projects Canberra
CIT Project	Package 1 – Easty Street	Indigenous design and delivery of artwork on the bus layover amenities proposed.	Major Projects Canberra
CIT Project	Package 2/3 Woden Campus- Design	Design outcomes report developed by Balarinji Pty Ltd developed for integration into the project.	Major Projects Canberra
CIT Project	Package 2/3 CIT Woden Campus - Head Contractor	The Aboriginal and Torres Strait Islander procurement target is 10% of trade costs.	Major Projects Canberra
CIT Project	Package 4 Yarauna Centre	Design report undertaken by Balarinji Pty Ltd for integration into the built form.	Major Projects Canberra

Business Area	Project / Activity	Relevant Targets/Engagements	Client
Commercial Infrastructure	Gugan Gulwan Youth Facility	Design for the new purpose-built facility for Gugan Gulwan Youth Aboriginal Corporation has progressed and Development Application has been submitted. Funding to progress the design to construction was confirmed in the 22/23 Budget	Community Services Directorate
Commercial Infrastructure	Gold Creek School	Current indigenous participation is ~30% based on original contract value, including involvement by Rork Projects (Head Contractor), Yheduun Gauur, Inside Out, Arrow Facilities Management and Warrgambi	Education Directorate
Commercial Infrastructure	Common Ground Dickson	The Head Contractor is exceeding the indigenous participation targets of 2%, with average to date 4.9%.	Community Services Directorate
Commercial Infrastructure	Margaret Hendry School Expansion and North Gungahlin High School	The Head Contractor is providing at least one nominated Aboriginal and Torres Strait Islander staff role; and 4% of the contract price to be attributed to either ATSI subcontractor employment or works undertaken by ATSI enterprises	Education Directorate
Commercial Infrastructure	East Gungahlin High School	~16% of Head Contractor's full time equivalent Australian-based workforce deployed on the project must be Indigenous Australians; and 4 percent of the value of the work performed under the Contract will be subcontracted to Indigenous Enterprises	Education Directorate
Civil Infrastructure	Gundaroo Drive Stage 3	Landscape Design Input for entry features being undertaken by Bagariin Ngunnawal Cultural Consulting (BNCC)	Transport Canberra and City Services
Civil Infrastructure	Monaro Hwy Package 1	Landscape Design Input for entry features being undertaken by Bagariin Ngunnawal Cultural Consulting (BNCC)	Transport Canberra and City Services
Civil Infrastructure	Boomanulla Oval Refurbishment Works	Delivery of upgrades to the Boomanulla Oval by an Aboriginal and Torres Strait Islander enterprise – Projex Building Group	Transport Canberra and City Services
Civil Infrastructure	Local Roads and Community Infrastructure Program 2022-23	Delivery of upgrades to irrigation infrastructure and general infrastructure to various sportsgrounds by Projex Building Group	Transport Canberra and City Services

Business Area	Project / Activity	Relevant Targets/Engagements	Client
Civil Infrastructure	Umbagog Pedestrian Bridges Replacement	Heritage assessment by Past Traces Pty Ltd with representation by Registered Aboriginal Organisations including Buru Ngunnawal Aboriginal Corporation, Mirrabee, Ngarigu Currawong Clan, and King Brown Tribal Council	Transport Canberra and City Services
Civil Infrastructure	Namarag Special Purpose Reserve	Through the contract 4% of the value of the work performed under the Contract was subcontracted to Indigenous Enterprises	Environment, Planning and Sustainable Development
Social Infrastructure	AMC Building Management System	Upgrade undertaken by Rork Projects Pty Ltd	Justice and Community Safety
Social Infrastructure	AMC and Winnunga Health Hub	Delivery of improved facilities in consultation with Winnunga / Nimmityah	Justice and Community Safety
Social Infrastructure	CHWC Expansion Administration Building	This building was delivered by Projex Building Group	Canberra Health Services
Social Infrastructure	Watson Health Hub	The Principal Consultant is contracted to coordinate design inputs with Winnunga / Nimmityah's design consultant	ACT Health

Table 12 Projects delivered with Aboriginal and Torres Strait Islander contractors in 2021-22

An action plan will be developed in 2022-23 in consultation with the Aboriginal and Torres Strait Islander Elected Body. This will include implementing the structures necessary to meet the ACT Government's *Aboriginal and Torres Strait Islander Agreement 2019-2028* and associated Agreement Action Plans.

For whole of government Aboriginal and Torres Strait Islander Reporting, please refer to the Community Services Directorate website.



## Work Health and Safety (WHS)

### Overview

Safety is our number one priority. MPC works closely with the Chief Minister, Treasury and Economic Development Directorate (CMTEDD), and the Workplace Safety and Industrial Relations team to promote the physical and mental wellbeing of our workforce. MPC works with WorkSafe ACT to monitor and improve work health and safety on infrastructure projects.

In 2021–22, the COVID-19 pandemic continued to present a WHS risk to MPC's workforce. To manage and mitigate this risk, MPC developed a COVIDSafe Transition Plan and continued to implement WHS protocols, including additional safety protocols for on-site meetings. MPC work with principal contractors to ensure alignment with their COVID-19 risk management activities. WHS focus areas for 2021–22 were:

- > Reinforcement of a safety culture within MPC's organisation and on construction sites;
- > Development and implementation of wellbeing initiatives;
- > Implementation of formal staff consultation mechanisms and provision for Health and Safety Representatives; and
- > Continuing to work closely with WorkSafe ACT, the construction industry, peak bodies and unions.

### MPC WHS Committee

In the reporting period, MPC established a WHS Committee in accordance with the

*Work Health and Safety Act 2011* and the *Public Sector Management Act 1994*. The WHS Committee aims to facilitate consultation and reporting across the directorate on WHS issues. The Committee will meet monthly to develop policies and procedures to improve work health and safety outcomes for MPC's workers.

### Safety and Wellbeing of Our People

The safety and wellbeing of MPC staff is managed in accordance with statutory provisions of the *Work Health and Safety Act 2011*.

MPC continues to develop detailed work health and safety guidance to support our diverse working environment and to build a workforce that is mindful and committed to health and safety.

MPC undertook a series of worker consultations on work health and safety matters. MPC used a variety of different engagement methods including:

- > Staff surveys;
- > Team meetings; and
- > Safety shares at Executive Leadership Team meetings.

MPC has three Health and Safety Representatives and three Deputy Health and Safety Representatives. Our performance against the Australian Work Health and Safety Strategy 2012–2022 targets is shown in Table 13 and Table 14.



Financial year <sup>1</sup>	# new 5-day claims	Rate per 1000 employees	Directorate Target	ACTPS # new 5-day claims	Rate per 1000 employees	ACTPS Target
12-13	0	0.00	13.27	274	13.42	12.08
13-14	0	0.00	12.86	257	12.20	11.70
14-15	0	0.00	12.45	228	10.49	11.33
15-16	0	0.00	12.04	205	9.36	10.96
16-17	2	12.81	11.63	243	10.91	10.58
17-18	0	0.00	11.22	202	8.93	10.21
18-19	0	0.00	10.81	201	8.50	9.84
19-20	1	6.02	10.40	231	9.32	9.46
20-21	0	0.00	9.99	325	9.32	9.09
21-22	0	0.00	9.58	255	9.37	8.72

Table 13 Target 1 – reduce the incidence rate of claims resulting in one or more weeks off work by at least 30%

Financial year <sup>1</sup>	# new 5-day MSD claims	Rate per 1000 employees	Directorate Target	ACTPS # new 5-day MSD claims	Rate per 1000 employees	ACTPS Target
12-13	0	0.00	9.79	183	8.96	8.29
13-14	0	0.00	9.49	175	8.31	8.03
14-15	0	0.00	9.19	144	6.63	7.78
15-16	0	0.00	8.88	146	6.67	7.52
16-17	0	0.00	8.58	150	6.73	7.26
17-18	0	0.00	8.28	128	5.66	7.01
18-19	0	0.00	7.97	102	4.31	6.75
19-20	0	0.00	7.67	126	5.09	6.49
20-21	0	0.00	7.37	194	7.44	6.24
21-22	0	0.00	7.07	118	4.33	5.98

Table 14 Target 2: reduce the incidence rate of claims for musculoskeletal disorders (MSD) resulting in one or more weeks off work by at least 30%

## Project Safety Management

Work health and safety (WHS) is a priority for the ACT Government and is central to MPC's culture.

As the ACT Government directorate responsible for infrastructure delivery, MPC are committed to improving WHS outcomes and practices on Territory Construction Projects in line with the ACT Government's overall response to the 2012 Getting Home Safely report.

MPC work closely with WorkSafe ACT, industry, industry bodies and other interested parties in establishing and maintaining of safe working environments in the construction industry.

In 2021-22, MPC implemented the ACT Government WHS Active Certification Policy, the weighted assessment criteria for WHS in tender assessments performed by WHS advisors and the ongoing administration of Prequalification Schemes.

MPC engages closely with WorkSafe ACT, building on a long-standing relationship focused on sharing of knowledge and information on WHS in the construction industry.

MPC are represented on a variety of federal and territory safety focused committees and forums, including:

- > A member of the WorkSafe ACT Codes of Practice review committee; and
- > A member of the Office of the Federal Safety Commissioner National Work Health Safety Reference Committee comprising members for all state and territory governments, private construction companies.

MPC's approach to safety on construction projects includes, but is not limited to, implementing:

- > The Active Certification Policy;
- > The requirements of the Guideline for Construction over \$250k, this includes a WHS weighted evaluation criteria in every procurement;
- > The requirement for a Lead Auditor of WHS management systems to assess tender responses independently from the tender assessment team;
- > Consultation with Skills ACT on WHS competency training;
- > Providing support and advice to MPC Teams and Industry on safety issues via the MPC Superintendent of Works and WHS Team;
- > Consultation on WHS matters with construction industry companies and individuals. This includes on-site WHS performance;
- > The inclusion of safety as the first agenda item in all site meetings with the principal contractors;
- > Holding regular round table meetings with the Master Builders Association and its members, including the Commercial Construction Association and the Civil Construction Federation; and
- > Consulting with the Housing Industry Association (HIA) on residential WHS matters.

## Active Certification Policy

MPC administers the Active Certification Policy on behalf of most ACT Government Directorates delivering Capital Works. The Active Certification Policy provides a process for the auditing of Prequalified Contractors WHS Management Systems and their onsite implementation of the site specific WHS management system. The policy is assured through regular audits and includes a points demerit system aimed at ensuring that safe working systems are developed and implemented rigorously.

The Active Certification Policy auditing process is to enable the Territory to rely on Auditors' findings as part of assuring that prequalified contractors are implementing safety systems. At the end of an audit process, MPC may allocate points to a prequalified contractor for any WHS non-conformances. The allocation of those points may impact on the contractor's prequalification status under a prequalification scheme and their ability to compete for projects managed by MPC or other Territory directorates and agencies.

In 2021-22, no points were awarded under the Active Certification Policy.

Where prequalified contractors are given control of construction projects sites, they are appointed Principal Contractor and given management responsibility for work health and safety matters on those sites.

The Principal Contractor is responsible for other contractors including any non-conformance by those entities. Any WHS non-conformance referable or attributable to other contractors performing works on the site will be a WHS non-conformance of the principal contractor and may attract the allocation of points under the Active Certification Policy.

## Wellbeing and Mental Health

Professional and confidential counselling services were made available to staff and their families under the ACT Government Employee Assistance Program (EAP) and Critical Incident Support Services, which includes manager support services. Health and wellbeing initiatives in 2021 - 22 included:

- > Influenza vaccinations for staff;
- > Converge International's virtual wellbeing webinar series, with a new topic covered each month of the year;
- > Provision of information and support to managers and employees whilst working remotely;
- > Reasonable adjustments and early intervention programs; and
- > Access to the Respect, Equity and Diversity (RED) Contact Officers.

In 2021-22 MPC established a Wellbeing Working Group to discuss initiatives and priorities for the wellbeing of MPC employees. MPC continues to develop its Mental Health and Wellbeing Plan to be launched in 2022-23 financial year.

## Secure Local Jobs

The ACT Government introduced the Secure Local Jobs Code in 2019 to strengthen procurement practices. MPC's contracts are only awarded to contractors that meet the highest ethical and labour standards. The code replaced the Industrial Relations and Employment Obligation Certification (IRE) scheme on 15 January 2019. Businesses tendering for construction, cleaning, security or traffic management work need to meet workplace standards in the Secure Local Jobs Code and have a Secure Local Jobs Code Certificate. They also need to complete a Labour Relations, Training and Workplace Equity Plan if the value of work is more than \$25,000.

From 7 November 2019, businesses seeking to provide services worth more than \$200,000 to the ACT Government need a Code Certificate and Labour Relations, Training and Workplace Equity Plan. These requirements create a fairer procurement process for ethical employers and holds to account businesses not meeting their industrial and legal obligations. In February 2022, the Ethical Treatment of Workers Direction was introduced to support eligible procurement activities. This direction ensures supplier behaviour and business practices align to the Fair and Safe Conditions for Workers Procurement Value.

MPC ensures that the requirements of the Code are considered through both procurement and contract management activities. This is achieved by including the requirement to have a Certificate and a Labour Relations, Training and Workplace Equity Plan as a Threshold Criteria for applicable procurement activities. The Fair and Safe Employment Criteria Response Schedule is included in Ethical Treatment of Workers Direction eligible procurements. Where applicable, contractors are required to provide regular reports to Contract Managers on the implementation of the Labour Relations, Training and Workplace Equity Plan.

## Human Resources Management

MPC has a blended workforce, which comprises a mix of public servants and contractors. MPC works closely with enabling partners through a variety of mechanisms (e.g. public private partnerships) and engages with clients and customers across government and in the community.

The nature of MPC's work is complex and demanding and requires a highly skilled, adaptable and agile workforce.

Given MPC's focus on delivering major infrastructure, it is important that its organisational structures are flexible and adaptive to new projects and the different phases of projects.

MPC's workforce planning is integrated into annual business planning cycles, when strategic priorities are being clearly articulated. This will include incorporating the core outcomes and strategic indicators of the ACT Aboriginal and Torres Strait Islander Agreement 2019–2028.

## Human Resources Data

Table 15–Table 22 provide the mandatory human resources data required by the annual report directions. Data is at 30 June 2022.



Branch/Division	FTE	Headcount
Designated Projects	49.0	49
Infrastructure Delivery Partners	90.8	93
Office of the Chief Projects Officer	6.0	6
Project Development & Support	59.9	61
<b>Total</b>	<b>205.7</b>	<b>209</b>

Table 15 FTE and headcount by branch/division as at 30 June 2022

	Female	Male	Total
FTE by Gender	98.7	107.0	205.7
Headcount by Gender	100	109	209
% of Workforce	47.8%	52.2%	100.0%

Table 16 FTE and headcount by gender as at 30 June 2022

Classification Group	Female	Male	Total
Administrative Officers	28	6	34
Executive Officers	4	11	15
Professional Officers	2	8	10
Senior Officers	66	84	150
<b>Total</b>	<b>100</b>	<b>109</b>	<b>209</b>

Table 17 Headcount by classification and gender as at 30 June 2022

Employment Category	Female	Male	Total
Casual	0	0	0
Permanent Full-time	81	78	159
Permanent Part-time	5	1	6
Temporary Full-time	13	29	42
Temporary Part-time	1	1	2
<b>Total</b>	<b>100</b>	<b>109</b>	<b>209</b>

Table 18 Headcount by employment category and gender as at 30 June 2022

Diversity Group	Headcount	% of Total Staff
Aboriginal and/or Torres Strait Islander	3	1.4%
Culturally & Linguistically Diverse	51	24.4%
People with a disability	10	4.8%

Table 19 Headcount by diversity group as at 30 June 2022

Age Group	Female	Male	Total
Under 25	3	2	5
25-34	34	16	50
35-44	34	28	62
45-54	14	30	44
55 and over	15	33	48

Table 20 Headcount by age group and gender as at 30 June 2022

Gender	Female	Male	Total
Average years of service	6.8	7.6	7.2

Table 21 Average length of service by gender as at 30 June 2022

Recruitment Rate	Separation Rate
14.2%	7.4%

Table 22 Recruitment and separation rates 2021-22

MPC continues to invest in building the capability of its workforce to meet the needs of the ACT community and effectively serve the government of the day. During 2021-22 employees were provided access to a range of learning and development opportunities. These included:

- > programs offered via the ACTPS Training Calendar and HRIMS Learning;
- > identified training and professional development needs;
- > conduct regular and fair performance appraisals and enable and encourage mobility and promotion;
- > specialised programs organised and/or facilitated by the business areas;
- > study assistance;
- > targeted employment programs; and
- > participation in programs identified in the ACTPS Core Learning Policy.

MPC promotes whole of government training opportunities and organises in house and external training courses, including but not limited to;

- > HRIMS Learning;
- > Fraud and Ethics;
- > LGBTIQ+ Inclusion;

- > Asbestos Awareness Training;
- > ACTPS Induction Program;
- > Best Practice Recruitment and Selection;
- > Work Health and Safety Training; and
- > General Contracts (GC) 21 Training.

In 2020-21, four employees participated in the MPC study assistance program (total cost \$42,142.49) and staff undertook various external courses, training, conferences, and other professional development opportunities (total cost \$79,072.87).

Other training provided during the reporting period is outlined below.

### Project Management Office (PMO) Toolbox Training Sessions

The PMO delivered a series of monthly toolbox training sessions to support the implementation of Project Delivery Framework initiatives and upskilling of MPC Officers on topics associated with the services provided by the PMO.

## Project Management and Reporting System (PMARS) Training

The PMARS team consistently delivered monthly user training during the reporting period and continued to provide support to users during the pandemic.

The team moved to virtual delivery of training, recording the sessions for future use by participants.

Training instructions were developed to help users to perform contract management and project management tasks, as well as analytical and reporting functions within PMARS.

## Aboriginal and Torres Strait Islander Learning Journey Training

In 2021 – 22 MPC implemented Cultural Awareness Learning Journey training to all staff, including executives. 133 employees attended the training which equates to 63.6% of MPC employees. MPC will procure and deliver this training to continue to educate and develop the knowledge and awareness of First Nation Peoples culture.

### Focus for 2022–23

Our training priorities for 2022–23 include:

- > Finalisation of the MPC Learning and Development Action Plan;
- > Develop and build a MPC’s training functions to provide all staff with a user friendly and assessable experience;
- > continue ‘lessons learned’ capability, including a formal toolbox and skills workshops;
- > implement a rewards and recognition program; and
- > continue to support, promote and deliver Domestic and Family Violence and Cultural Awareness training.

## Ecologically Sustainable Development

MPC is committed to the principles of ecologically sustainable development as set out in the *Commissioner for Sustainability and the Environment Act 1993*, *Climate Change and Greenhouse Gas Reduction Act 2010* and the *Environment Protection Act 1997*. MPC supports and encourages directorates and public sector bodies to embed sustainability in their decision-making processes.

MPC is working with partner directorates to deliver ACT Government infrastructure to help make Canberra one of the world’s most liveable cities. This places MPC in a privileged position to be able to influence the environmental sustainability of those projects, show Government leadership, promote sustainable materials and services, seek sustainability ratings and provide a long-term benefit for the Canberra community.

The MPC Design, Sustainability and Environment Committee provides a forum to champion sustainability within MPC and through the projects MPC delivers.

In 2021–22, the ACT Chief Engineer contributed to a report from the Commissioner for Sustainability and the Environment titled, *Scope 3 Greenhouse Gas Emissions in the ACT: An investigation of current scope 3 emissions and potential future reductions*. The Chief Engineer provided expert commentary for the Planning, Construction and Infrastructure sector and is now working across government on how to support recommendations from the report focused on the supply of low carbon cement and performance metrics for the highest emission intensity infrastructure types.

MPC are incorporating innovative sustainability and ecologically sustainable design across our designated projects. The CIT Woden Campus project, for example, intends to be a leading showcase across social and environmental sustainability. Key features are captured below:



**Increase staff and students commuting by active travel modes to **20%****

Achieve minimum **90%** recycling of construction and demolition waste



**Achieve energy and water efficiency**



**Ensure no net loss in tree canopy**  
from a 2018 baseline

**Consider materials carbon impacts**



**Reduce general waste by **10%****

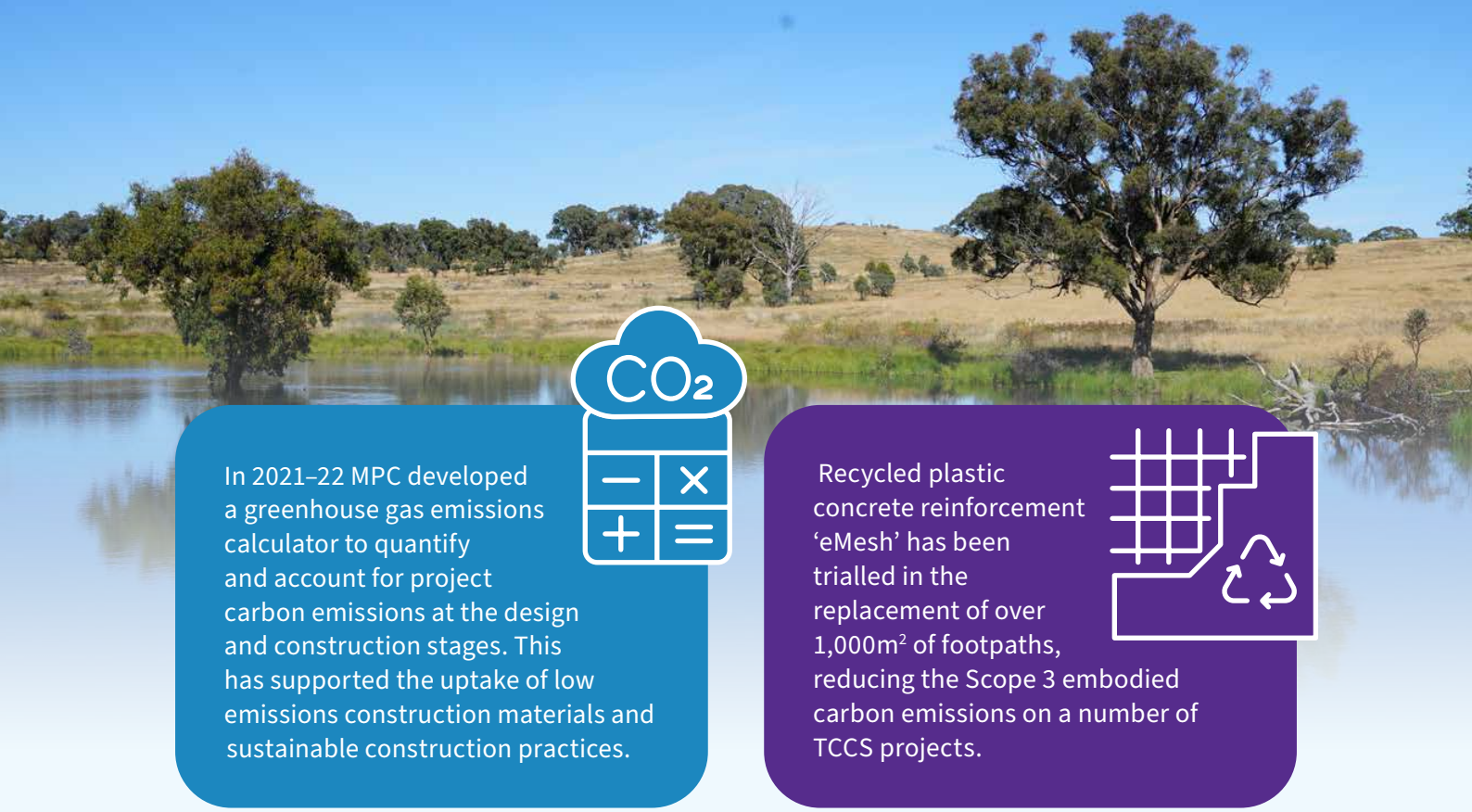


**Achieve zero net emissions**

**Maintain general waste landfill diversion at **90%****







In 2021–22 MPC developed a greenhouse gas emissions calculator to quantify and account for project carbon emissions at the design and construction stages. This has supported the uptake of low emissions construction materials and sustainable construction practices.

Recycled plastic concrete reinforcement ‘eMesh’ has been trialled in the replacement of over 1,000m<sup>2</sup> of footpaths, reducing the Scope 3 embodied carbon emissions on a number of TCCS projects.

**Zero Emissions Government: Sustainable Development Performance 2021–22**

Under the Zero Emissions Government Framework, the ACT Government is committed to a whole of government approach to reducing greenhouse gas emissions in a cost-effective manner. For MPC this means demonstrating leadership in reducing emissions and supporting the achievement of the Territory’s legislated greenhouse gas reduction targets.

Table 23 provides information on MPC’s energy, water, transport fuel and waste consumption, and the associated greenhouse gas emissions. Consumption is reported for MPC’s office accommodation and external usage for MPC controlled sites. MPC relies on Shared Services (in CMTEDD) to provide this data.

Readers should note that ACT Property Group, who manage the Heritage Listed Callam Offices building, have secured funding to upgrade the current heating, ventilation, and air conditioning (HVAC) system in 2024-25. The current system utilises gas boilers for heating, contributing the majority of MPCs emissions.

**Explanatory Information Relevant to Ecologically Sustainable Development in 2021–22 Annual Reports**

Some data reported for FY 2021–22 in table 23 may differ slightly from figures reported in the 2020–21 Annual Report. These are due to

updates to agency occupancy and historical consumption data. Where actual data is not available, the Enterprise Sustainability Platform provides estimations using an accrual function. Accruals are calculated from the average annual daily consumption of the most current 12-month period applied for the number of days of missing data.

Emissions reported for stationary energy and transport fuels include Scope 1 and Scope 2 emissions only. Scope 1 are direct emissions from sources owned and operated by the government including: emissions from transport fuel and natural gas use. Scope 2 are indirect emissions from mains electricity.

Emission factors used to calculate natural gas and fleet fuel are based on the latest National Greenhouse Accounts factors.

The ACT met it’s 100% renewable electricity target in 2019–20. As a result, the ACT Government reports zero greenhouse gas emissions from electricity use. The ACT Government is committed to maintaining 100% renewable electricity supply beyond 2020.

**Treatment of plug-in hybrids**

A plug-in hybrid electric vehicle (also known as a range-extended vehicle) is fueled by electricity as well as having either a petrol or diesel tank to extend the range of the vehicle for long trips. PHEVs are considered zero emissions vehicles (ZEVs) under the ACT Government Fleet Procurement and Management Policy and are counted as ZEVs in reporting.

Indicator	Unit	2021-22	2020-21	Percentage change
<b>Stationary energy usage</b>				
Electricity use	Kilowatt hours	501,921	424,968	+18%
Natural gas use (non-transport)	Megajoules	438,332	436,097	+0.5%
Diesel use (non-transport)	Kilolitres	0	0	N/A
<b>Transport fuel usage</b>				
Electric vehicles	Number	0	0	N/A
Hybrid vehicles	Number	3	4	-25%
Hydrogen vehicles	Number	0	0	
Total number of vehicles	Number	7	9	-22%
Fuel use – Petrol (including E10)	Kilolitres	1.99	2.96	-33%
Fuel use – Diesel	Kilolitres	0.17	1.05	-84%
Fuel use – Liquid Petroleum Gas (LPG)	Kilolitres	0	0	N/A
Fuel use – Compressed Natural Gas (CNG)	Gigajoules	0	0	N/A
<b>Water usage</b>				
Water use	Kilolitres	914.86	613.42	+49%
<b>Resource efficiency and waste *</b>				
Reams of paper purchased	Reams	199	249	-20%
Recycled content of paper purchased	Percentage	94%	96%	+2%
Waste to landfill	Litres	2184	3995	-45%
Co-mingled material recycled	Litres	3600	N/A	
Paper & Cardboard recycled (incl. secure paper)	Litres	947	2550	-63%
Organic material recycled	Kilograms	N/A	N/A	N/A
<b>Greenhouse gas emissions</b>				
Emissions from electricity use	Tonnes CO <sub>2</sub> -e	0	0	N/A
Emissions from natural gas use (non-transport)	Tonnes CO <sub>2</sub> -e	29	22	+31%
Emissions diesel use (non-transport)	Tonnes CO <sub>2</sub> -e	0	0	N/A
Emissions from transport fuel use	Tonnes CO <sub>2</sub> -e	5	11	-54%
<b>Total emissions</b>	<b>Tonnes CO<sub>2</sub>-e</b>	<b>44</b>	<b>40</b>	<b>+10%</b>

Table 23 Sustainable Development Performance: 2021-22

\*ACTPG have advised the waste to landfill and co-mingled recycling data for Callam Offices is for the whole building and shared between multiple tenants. The waste is combined and cannot be traced back to MPC specifically, therefore the data provided for the reporting period is pro-rata for the four Pods MPC currently occupies.

MPC currently do not have an organic waste provider for Callam Offices.

## 2.C Financial Management

MPC was established on 1 July 2019 as a result of changes to administrative arrangements; therefore, no budget or figures prior to the 2019–20 year are included in the financial statements.

### Financial Management Analysis

#### General Overview

##### Objectives and Principal Activities

Major Projects Canberra is a not-for-profit ACT Government Agency and was established on 1 July 2019 to build infrastructure for the community that helps make Canberra the world's most liveable city. To achieve this, Major Projects Canberra delivers major infrastructure projects, advises Government on capital works procurement policies and undertakes procurement on behalf of government agencies for infrastructure and capital works.

The key outputs delivered by Major Projects Canberra include:

- > procuring and delivering infrastructure projects designated by the Government as major projects. Major Projects Canberra designated projects currently include the expansion of Canberra Hospital, the redevelopment of the Canberra Theatre Centre, the Light Rail Stage 2 including raising London Circuit and the delivery of a new CIT campus and public transport hub in Woden;
- > delivering other whole-of-government infrastructure projects in partnership with other ACT Government agencies;
- > providing project management and reporting, superintendency of works and work health and safety active certification services;
- > enabling the office of the ACT Chief Engineer and developing the ACT Government's engineering workforce; and
- > delivering whole of government services, including the Project Management and Reporting System (PMARS) and contractor pre-qualification.

Major Projects Canberra is led by the Chief Projects Officer who reports to the Head of Service and is accountable directly to the Treasurer and relevant Ministers.

##### Risk Management

Risk Management is a fundamental part of MPC's governance arrangements, and enables effective decision making about how to use available resources to meet strategic and operational objectives. Risks are identified and managed at two levels: enterprise and project delivery. The MPC Executive Committee and assigned control officers manage enterprise risks while the relevant project Executives manage project delivery risk.

Over 2021-22, MPC has moved its risk management function from an establishment phase into an evaluation phase. A series of workshops were held with the executive leadership team to assess MPC's enterprise risk register and to ensure proactive management of each risk. The workshops reviewed existing controls on risks and determined how effectively these measures were working to mitigate threats to MPC's ability to fulfil its strategic objectives. Following these workshops, risk treatment action plans are in development for the Extreme and High level risks whose controls leave "Room for Improvement." Risk treatment action plans document the process to be carried out for the development and implementation of risk treatments.

## Major Projects Canberra Financial Performance

The following financial information is based on audited Financial Statements for 2020-21 and 2021-22, the 2021-22 Budget and the forward estimates contained in the 2022-23 Budget Statements.

	Actual	Actual	Budget	Forward Estimates	Forward Estimates	Forward Estimates	Forward Estimates
	2020-21 \$m	2021-22 \$m	2021-22 \$m	2022-23 \$m	2023-24 \$m	2024-25 \$m	2025-26 \$m
<b>Expenditure</b>	34.3	42.3	46.4	48.2	37.3	49.5	49.7
<b>Own Source Revenue</b>	22.0	16.1	18.9	3.9	4.8	4.5	4.4
<b>Net Cost of Services</b>	<b>12.3</b>	<b>26.2</b>	<b>27.5</b>	<b>44.3</b>	<b>32.5</b>	<b>45.0</b>	<b>45.3</b>

Table 24: Total Net Cost of Services

### Comparison to Budget

Major Projects Canberra's 2021-22 net cost of services of \$26.2 million was \$1.3 million or 4.7 per cent lower than the 2021-22 Budget. The variance was due to lower expenditure of \$4.1 million or 8.8 per cent, as outlined at Expenditure – Comparison to Budget; partly offset by lower own source revenue of \$2.8 million or 14.8 per cent, as outlined at Own Source Revenue – Comparison to Budget.

### Comparison to 2020-21

Major Projects Canberra's 2021-22 net cost of services of \$26.2 million was \$13.9 million or 113 per cent higher than 2020-21 due to lower own source revenue of \$5.9 million or 26.8 per cent, as outlined at Own Source Revenue – Comparison to 2020-21; and higher expenditure of \$8.0 million or 23.3 per cent, as outlined at Expenditure – Comparison to 2020-21.

### Future Trends

Major Projects Canberra's Net Cost of Services is estimated to increase by \$18.1 million in 2022-23 mainly due to the reduced own source revenue in management levy for the delivery of capital works projects for other ACT Government agencies due to a change in funding source to controlled recurrent payments from 2022-23.

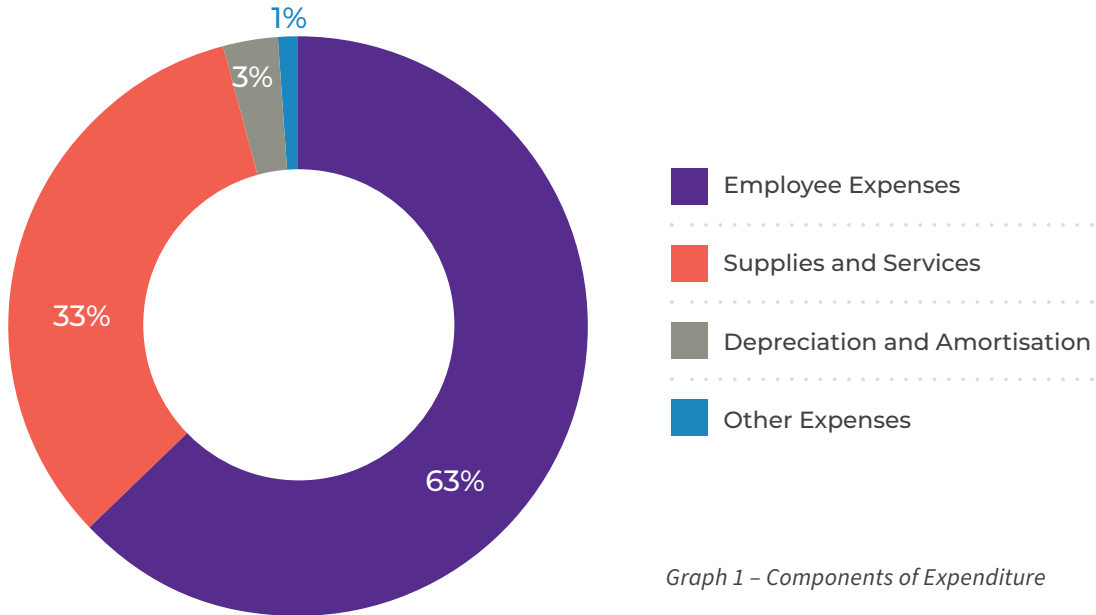
The Net Cost of Services is budgeted to reduce in 2023-24 due to the expected completion of the ACT Government building cladding rectification works in 2022-23. This reduction is followed by a subsequent increase in 2024-25 as designated major projects are expected to reach operational completion and expenses associated with the depreciation of the new assets to be recognised. These depreciation expenses will be transferred to the receiving agencies upon the transfer of the new assets.



# Expenditure

## Components of Expenditure

Graph 1 – Components of Expenditure indicates the components of full year actual expenditure for 2021-22. Total expenditure was \$42.3 million, comprising of employee and superannuation expenses of \$26.5 million, supplies and services of \$13.8 million, depreciation and amortisation of \$1.4 million and other expenses of \$0.6 million.



Graph 1 – Components of Expenditure

## Comparison to Budget

Total expenditure in 2021-22 was \$42.3 million, which was \$4.1 million or 8.8 per cent lower than the 2021-22 Budget of \$46.4 million. This is primarily due to budgeted contractor expenses for raising London Circuit meeting capitalisation criteria and being recognised as capital works in progress, offset by capital funded projects for feasibility and preliminary designs being expensed according to the Major Projects Canberra capitalisation policy.

## Comparison to 2020-21

Total 2021-22 expenditure of \$42.3 million was \$8.0 million, or 23.3 per cent higher than 2020-21. The variance was mainly due to MPC being tasked to lead a new program of works to remediate potentially combustible cladding on ACT Government and other buildings, with an associated \$7.8 million of additional repair, maintenance and private scheme expenses over the preceding year.

## Own Source Revenue

### Components of Own Source Revenue

Total own source revenue in 2021-22 was \$16.1 million, comprising primarily of capital works project management services provided to the ACT Government (\$15.5 million) and resources received free of charge from other ACT Government agencies (\$0.6 million).

### Comparison to Budget

Total own source revenue of \$16.1 million was \$2.8 million, or 14.8 per cent lower than the 2021-22 Budget of \$18.9 million. The variance mainly relates to lower:

- > capital works procurement and contract management levy of \$1.8 million as a result of the budgeted revenue based on an assumption that a greater amount of the capital works program would be delivered in 2021-22 for which the 4 per cent levy applied; and
- > other revenue of \$1.0 million due mostly to reduced revenue associated with the provision of less than expected Principal Authorised Person services for projects managed under 'GC21' General Conditions construction contractual arrangements.

### Comparison to 2020-21

Total 2021-22 own source revenue of \$16.1 million was \$5.9 million, or 26.8 per cent lower than 2020-21 of \$22 million. The variance was primarily due to lower:

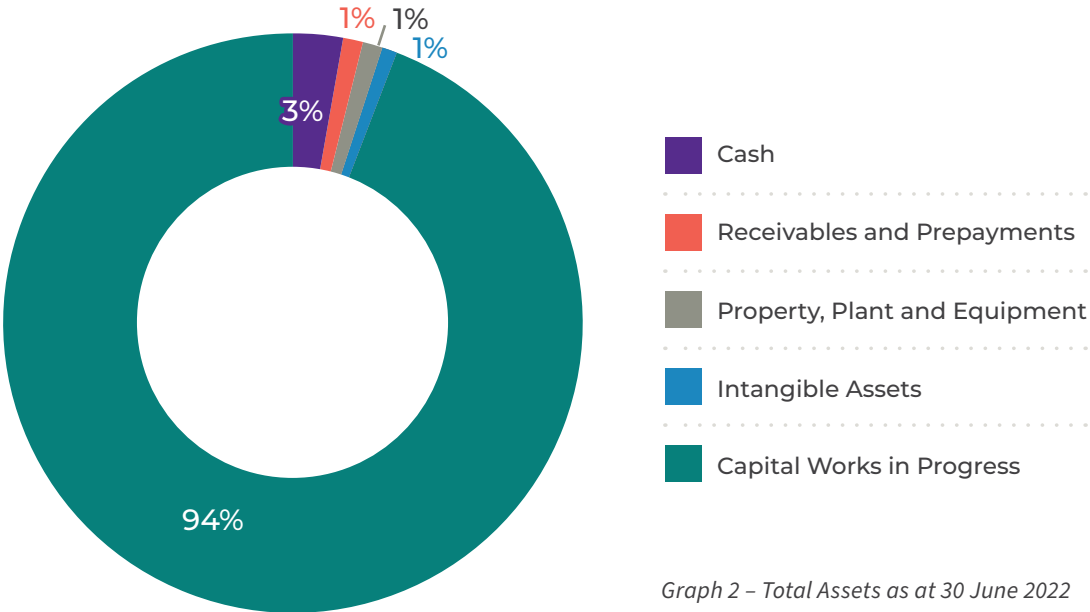
- > management levy of \$4.1 million from other ACT Government agencies due to a change in funding source for the procurement and management services for the whole of Government Better Infrastructure Fund projects to controlled recurrent payments appropriation;
- > a once-off gain of \$1.1 million in 2020-21 related to the ACT Property Group contribution to the Callam Offices fit-out; and
- > other project management services of \$1.0 million associated with the provision of Principal Authorised Person services for projects managed under GC21 General Conditions construction contractual arrangements.

These were offset by the higher resources received free of charge of \$0.3 million for consultancy services provided by other ACT Government agencies.

# Major Projects Canberra Financial Position - Total Assets

## Components of Total Assets

Graph 2 – Total Assets as at 30 June 2022 identifies the categories of assets held by Major Projects Canberra. Total assets held were \$301.6 million, comprising capital works in progress of \$284.4 million, cash of \$9.5 million, receivables of \$3.1 million, intangible assets of \$2.8 million, and property, plant and equipment of \$1.8 million.



Graph 2 – Total Assets as at 30 June 2022

## Comparison to Budget

Total assets as at 30 June 2022 of \$301.6 million, were \$41.3 million, or 15.9 per cent higher than the 2021-22 Budget of \$260.3 million mainly due to the higher than expected capital works in progress funded from an acceleration of future year appropriation through a Financial Management Act 1996 Section 18E Instrument related to the progress of Canberra Hospital Expansion project and Light Rail Stage 2 including raising London Circuit.

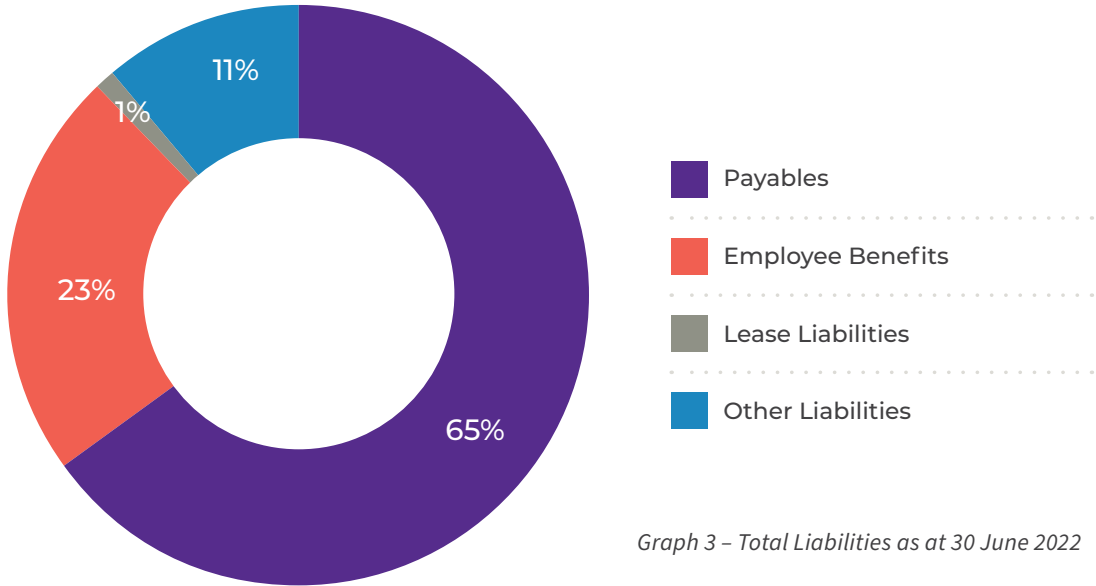
## Comparison to 2020-21

Total 2021-22 assets of \$301.6 million was \$178.9 million, or 145.8 per cent higher than 2020-21 of \$122.7 million. The variance was primarily due to progression of Major Projects Canberra’s designated capital projects (\$173.5 million).

## Total Liabilities

### Components of Total Liabilities

Graph 3 – Total Liabilities as at 30 June 2022 identifies the categories of liabilities held by Major Projects Canberra. Total liabilities were \$48.4 million, comprising payables of \$31.2 million, employee benefits of \$11.2 million, lease liabilities of \$0.5 million and other liabilities of \$5.5 million.



Graph 3 – Total Liabilities as at 30 June 2022

### Comparison to Budget

Total liabilities as at 30 June 2022 of \$48.4 million were \$17.5 million or 56.6 per cent higher than the 2021-22 budget of \$30.9 million mainly due to higher payables related to accrued June 2022 capital works in progress payments to suppliers as a result of the increased activities of capital projects.

### Comparison to 2020-21

Total 2021-22 liabilities of \$48.4 million was \$8.7 million, or 21.8 per cent higher than 2020-21 of \$39.7 million. The variance was primarily due to higher payables of \$16.9 million related to accrued June 2022 capital works in progress payments to suppliers as a result of the increased activities of capital projects; and employee benefits of \$0.9 million for annual leave and long services leave due to the growth in designated project delivery teams.

This was partially offset by the closure of the overdraft account of \$9.0 million following a change in the management of the Territory’s capital works supplier payments.



**FINANCIAL STATEMENTS**  
**Major Projects Canberra**

**For the Year Ended**  
**30 June 2022**

## INDEPENDENT AUDITOR'S REPORT

### To the Members of the ACT Legislative Assembly

#### Opinion

I have audited the financial statements of Major Projects Canberra for the year ended 30 June 2022 which comprise the operating statement, balance sheet, statement of changes in equity, statement of cash flows, statement of appropriation and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In my opinion, the financial statements:

- (i) present fairly, in all material respects, Major Projects Canberra's financial position as at 30 June 2022, and its financial performance and cash flows for the year then ended; and
- (ii) are presented in accordance with the *Financial Management Act 1996* and comply with Australian Accounting Standards.

#### Basis for opinion

I conducted the audit in accordance with the Australian Auditing Standards. My responsibilities under the standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this report.

I am independent of Major Projects Canberra in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (Code). I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of Major Projects Canberra for the financial statements

The Chief Projects Officer is responsible for:

- preparing and fairly presenting the financial statements in accordance with the *Financial Management Act 1996* and relevant Australian Accounting Standards;
- determining the internal controls necessary for the preparation and fair presentation of the financial statements so that they are free from material misstatements, whether due to error or fraud; and
- assessing the ability of Major Projects Canberra to continue as a going concern and disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting in preparing the financial statements.

## Auditor's responsibilities for the audit of the financial statements

Under the *Financial Management Act 1996*, the Auditor-General is responsible for issuing an audit report that includes an independent opinion on the financial statements of Major Projects Canberra.

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of Major Projects Canberra's internal controls;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Major Projects Canberra;
- conclude on the appropriateness of Major Projects Canberra's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Major Projects Canberra's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in this report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of this report. However, future events or conditions may cause Major Projects Canberra to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether they represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Chief Projects Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

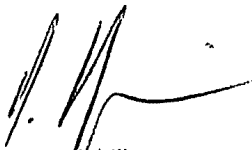


Ajay Sharma  
Assistant Auditor-General, Financial Audit  
14 September 2022

**Major Projects Canberra  
Financial Statements  
For the Year Ended 30 June 2022**

**Statement of Responsibility**

In my opinion, Major Projects Canberra's financial statements fairly reflect the financial operations for the year ended 30 June 2022 and its financial position on that date.



Duncan Edghill  
Chief Projects Officer  
Major Projects Canberra

12 September 2022



**Major Projects Canberra  
Financial Statements  
For the Year Ended 30 June 2022**

**Statement by the Chief Finance Officer**

In my opinion, Major Projects Canberra's financial statements have been prepared in accordance with the Australian Accounting Standards, are in agreement with its accounts and records and fairly reflect its financial operations for the year ended 30 June 2022 and the financial position on that date.



Erica Wark  
Chief Finance Officer  
Major Projects Canberra  
12 September 2022

# Major Projects Canberra

## Content of the Financial Statements

### For the Year Ended 30 June 2022

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**Major Projects Canberra  
Operating Statement  
For the Year Ended 30 June 2022**

	Note No.	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2021 \$'000
<b>Income</b>				
<b>Revenue</b>				
Controlled Recurrent Payments	#	27 489	26 089	7 147
Sales of Services from Contracts with Customers	5	15 545	18 470	20 666
Resources Received Free of Charge from Other ACT Government Agencies		585	391	242
Other Revenue		15	66	13
<b>Total Revenue</b>		<b>43 634</b>	<b>45 016</b>	<b>28 068</b>
Other Gains		-	-	1 095
<b>Total Gains</b>		<b>-</b>	<b>-</b>	<b>1 095</b>
<b>Total Income</b>		<b>43 634</b>	<b>45 016</b>	<b>29 163</b>
<b>Expenses</b>				
Employee Expenses	6	21 944	20 288	20 896
Superannuation Expenses	6	4 548	3 083	3 572
Supplies and Services	7	13 818	21 536	8 207
Depreciation and Amortisation		1 394	1 486	1 503
Other Expenses		622	30	159
<b>Total Expenses</b>		<b>42 326</b>	<b>46 423</b>	<b>34 337</b>
<b>Operating Result</b>		<b>1 308</b>	<b>(1 407)</b>	<b>(5 174)</b>
<b>Total Comprehensive Income/(Deficit)</b>		<b>1 308</b>	<b>(1 407)</b>	<b>(5 174)</b>

The above Operating Statement should be read in conjunction with the accompanying notes.

Major Projects Canberra only has one output class and as such the above Operating Statement is also the Operating Statement for the Major Projects Canberra Output Class.

# Refer to the Statement of Appropriation.

**Major Projects Canberra  
Balance Sheet  
As at 30 June 2022**

	Note No.	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2021 \$'000
<b>Current Assets</b>				
Cash	8	9 475	3 123	2 871
Receivables	9	3 051	3 320	3 303
Prepayments		13	13	13
<b>Total Current Assets</b>		<b>12 539</b>	<b>6 456</b>	<b>6 187</b>
<b>Non-Current Assets</b>				
Property, Plant and Equipment		1 835	1 437	1 621
Intangible Assets		2 835	2 623	3 925
Capital Works in Progress	10	284 435	249 818	110 966
<b>Total Non-Current Assets</b>		<b>289 105</b>	<b>253 878</b>	<b>116 512</b>
<b>Total Assets</b>		<b>301 644</b>	<b>260 334</b>	<b>122 699</b>
<b>Current Liabilities</b>				
Payables	11	31 227	14 306	14 305
Contract Liabilities	11	-	5 327	5 327
Employee Benefits	12	10 577	9 902	9 664
Lease Liabilities		195	31	31
Other Liabilities	13	4 882	143	9 094
<b>Total Current Liabilities</b>		<b>46 881</b>	<b>29 709</b>	<b>38 421</b>
<b>Non-Current Liabilities</b>				
Employee Benefits	12	592	571	556
Lease Liabilities		306	29	29
Other Liabilities	13	576	575	654
<b>Total Non-Current Liabilities</b>		<b>1 474</b>	<b>1 175</b>	<b>1 239</b>
<b>Total Liabilities</b>		<b>48 355</b>	<b>30 884</b>	<b>39 660</b>
<b>Net Assets</b>		<b>253 289</b>	<b>229 450</b>	<b>83 039</b>
<b>Equity</b>				
Accumulated Funds		253 289	229 450	83 039
<b>Total Equity</b>		<b>253 289</b>	<b>229 450</b>	<b>83 039</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.

Major Projects Canberra only has one output class and as such the above Balance Sheet is also the Balance Sheet for the Major Projects Canberra Output Class.



**Major Projects Canberra  
Statement of Changes in Equity  
For the Year Ended 30 June 2022**

	Note No.	Accumulated Funds Actual 2022 \$'000	Total Equity Actual 2022 \$'000	Budget 2022 \$'000
<b>Balance at 1 July 2021</b>		<b>83 039</b>	<b>83 039</b>	<b>83 039</b>
Correction of Prior Period GST Rebates <sup>a</sup>		52	52	
<b>Restated Balance at 1 July 2021</b>		<b>83 091</b>	<b>83 091</b>	<b>83 039</b>
<b>Comprehensive Income</b>				
Operating Result		1 308	1 308	(1 407)
<b>Total Comprehensive Income/(Deficit)</b>		<b>1 308</b>	<b>1 308</b>	<b>(1 407)</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>				
Capital Injections	#	194 311	194 311	159 817
Capital Works in Progress Transferred to Other ACT Government Entities	10	(25 421)	(25 421)	(12 000)
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>		<b>168 890</b>	<b>168 890</b>	<b>147 817</b>
<b>Balance at 30 June 2022</b>		<b>253 289</b>	<b>253 289</b>	<b>229 450</b>

- a. A variance was identified related to the Administrative Arrangement transfer of balances to establish Major Projects Canberra on 1 July 2019. The balance of receivables at 1 July 2021 related to GST rebates was restated to correct this variance.

	Note No.	Accumulated Funds Actual 2021 \$'000	Total Equity Actual 2021 \$'000
<b>Balance at 1 July 2020</b>		<b>32 847</b>	<b>32 847</b>
<b>Comprehensive Income</b>			
Operating Result		(5 174)	(5 174)
<b>Total Comprehensive (Deficit)</b>		<b>(5 174)</b>	<b>(5 174)</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>			
Capital Injections	#	100 409	100 409
Capital Works in Progress Transferred to Other ACT Government Entities	10	(45 043)	(45 043)
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>		<b>55 366</b>	<b>55 366</b>
<b>Balance at 30 June 2021</b>		<b>83 039</b>	<b>83 039</b>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Refer to the Statement of Appropriation.

**Major Projects Canberra  
Statement of Cash Flows  
For the Year Ended 30 June 2022**

	Note No.	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2021 \$'000
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Controlled Recurrent Payments		27 489	26 089	7 147
Sales of Services from Contracts with Customers		15 442	18 485	20 618
Goods and Services Input Tax Credits from the Australian Taxation Office		17 850	4 984	8 493
Goods and Services Tax Collected from Customers		66	2 193	1 720
Other		15	66	14
<b>Total Receipts from Operating Activities</b>		<b>60 862</b>	<b>51 817</b>	<b>37 992</b>
<b>Payments</b>				
Employee		20 990	20 035	19 322
Superannuation		4 520	3 083	3 541
Supplies and Services		15 582	21 145	7 910
Goods and Services Tax Paid to Suppliers		18 031	5 000	10 864
Goods and Services Tax Remitted to the Australian Taxation Office		67	2 193	53
Other		12	30	4
<b>Total Payments from Operating Activities</b>		<b>59 202</b>	<b>51 486</b>	<b>41 694</b>
<b>Net Cash Inflows/(Outflows) from Operating Activities</b>	8	<b>1 660</b>	<b>331</b>	<b>(3 702)</b>
<b>Cash Flows from Investing Activities</b>				
<b>Payments</b>				
Purchase of Capital Works		180 231	150 851	107 488
<b>Total Payment from Investing Activities</b>		<b>180 231</b>	<b>150 851</b>	<b>107 488</b>
<b>Net Cash (Outflows) from Investing Activities</b>		<b>(180 231)</b>	<b>(150 851)</b>	<b>(107 488)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts</b>				
Capital Injections	#	194 311	159 817	100 409
<b>Total Receipts from Financing Activities</b>		<b>194 311</b>	<b>159 817</b>	<b>100 409</b>
<b>Payments</b>				
Distributions to Government		-	-	2 700
Repayment of Borrowings		93	79	13
Repayment of Lease Liabilities - Principal		78	-	35
<b>Total Payments from Financing Activities</b>		<b>171</b>	<b>79</b>	<b>2 748</b>
<b>Net Cash Inflows from Financing Activities</b>		<b>194 140</b>	<b>159 738</b>	<b>97 661</b>
<b>Net Increase/(Decrease) in Cash</b>		<b>15 569</b>	<b>9 218</b>	<b>(13 529)</b>
<b>Cash at the Beginning of the Reporting Period</b>		<b>(6 095)</b>	<b>(6 095)</b>	<b>7 434</b>
<b>Cash at the End of the Reporting Period</b>	8	<b>9 475</b>	<b>3 123</b>	<b>(6 095)</b>

The above Statement of Cash Flows represents movements in Cash and the Overdraft Bank Account should be read in conjunction with the accompanying notes.

# Refer to the Statement of Appropriation

## Major Projects Canberra Statement of Appropriation For the Year Ended 30 June 2022

### Description and Material Accounting Policies relating to Controlled Appropriation

Controlled Recurrent Payments (CRP) are revenue received from the ACT Government to fund the costs of delivering outputs.

CRP is recognised when Major Projects Canberra gains control over the funding which is obtained upon the receipt of cash, given they do not contain enforceable and sufficiently specific performance obligations as defined by AASB 15 *Revenue from Contracts with Customers*.

Capital injection appropriations are not recognised as income, but instead are recognised as equity injections and a cash inflow which is used to purchase/build assets or to reduce liabilities.

### Column Heading Explanation

The *Original Budget* column shows the amounts that appear in the Statement of Cash Flows in the Budget Papers. This amount also appears in the Statement of Cash Flows.

The *Total Appropriated* column is inclusive of all appropriation variations occurring after the Original Budget.

The *Appropriation Drawn* is the total amount of appropriation received by Major Projects Canberra during the year. This amount appears in the Statement of Cash Flows in these financial statements.

	Original Budget 2022 \$'000	Total Appropriated 2022 \$'000	Appropriation Drawn 2022 \$'000	Appropriation Drawn 2021 \$'000
<b>Controlled</b>				
Controlled Recurrent Payments	26 089	27 489	27 489	7 147
Capital Injections	159 817	194 311	194 311	100 409
<b>Total Controlled Appropriation</b>	<b>185 906</b>	<b>221 800</b>	<b>221 800</b>	<b>107 556</b>

The above Statement of Appropriation should be read in conjunction with the accompanying notes.

### Variiances between '2021-22 Appropriation Drawn' and '2020-21 Appropriation Drawn'

#### *Controlled Recurrent Payments*

The increase in appropriation drawn in 2021-22 compared to 2020-21 is mainly due to:

- higher appropriation needs as the Government's cladding remediation works progressed (\$6.856 million);
- direct appropriation to Major Projects Canberra to undertake procurement and management activities in the delivery of the Territory's Better Infrastructure Fund program which was previously recognised through sale of services with customers (\$3.625 million); and
- appropriation related to the designated major projects for non-capital expenses (\$9.861million).

#### *Capital Injections*

The increase in appropriation drawn in 2021-22 compared to 2020-21 is due to greater capital requirements as the designated major projects advanced to construction phase during 2021-22.

## Major Projects Canberra Statement of Appropriation For the Year Ended 30 June 2022

Reconciliation of Appropriation for 2021-22	Controlled Recurrent Payments \$'000	Capital Injections \$'000
Original Appropriation	26 089	159 817
Capital Works Advance (FMA s.18E)	-	34 494
Treasurer's Advance (FMA s.18)	1 400	-
<b>Total Appropriated</b>	<b>27 489</b>	<b>194 311</b>
<b>Controlled Appropriation Drawn</b>	<b>27 489</b>	<b>194 311</b>

### Variances between 'Original Budget', 'Total Appropriated' and 'Appropriation Drawn'

#### *Controlled Recurrent Payments*

The increase in Appropriation Drawn and Total Appropriated from the Original Budget is due to a Treasurer's Advance for progression of the program to remediate potentially combustible cladding on ACT Government buildings. This advance represents a variation between the financial year of cash outflows and the budget appropriation. The overall program remains within the whole of life budget allocation.

#### *Capital Injections*

The increase in Appropriation Drawn and Total Appropriated from the Original Budget is due to a capital works advance provided under a *Financial Management Act 1996* (FMA) Section 18E Instrument related to the Light Rail Stage 2 including raising London Circuit and the expansion of Canberra Hospital projects. The capital works advance was deducted from the projects' final year of budget appropriation or budget provisioned funding.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 1. OBJECTIVES OF MAJOR PROJECTS CANBERRA**

**Operations and Principal Activities**

Major Projects Canberra is a not-for-profit ACT Government entity and was established on 1 July 2019 to build infrastructure for the community that helps make Canberra the world's most liveable city. To achieve this, Major Projects Canberra delivers major infrastructure projects, advises Government on capital works procurement policies and undertakes procurement on behalf of government agencies for infrastructure and capital works.

The key outputs delivered by Major Projects Canberra include:

- procuring and delivering infrastructure projects designated by the Government as major projects. Major Projects Canberra designated projects currently include the expansion of Canberra Hospital, Light Rail Stage 2 including raising London Circuit; the redevelopment of the Canberra Theatre Centre and the delivery of a new CIT campus and public transport hub in Woden;
- rectifying potentially combustible cladding on ACT government owned buildings through the ACT Cladding Rectification Program and administering the ACT Government's support scheme for the rectification of potentially combustible cladding on eligible private buildings;
- delivering other whole-of-government infrastructure projects in partnership with other ACT Government agencies;
- providing project management and reporting, superintendency of works and work health and safety active certification services;
- enabling the office of the ACT Chief Engineer and developing the ACT Government's engineering workforce; and
- delivering whole of government services, including the Project Management and Reporting System (PMARS) and contractor pre-qualification.

Major Projects Canberra is led by the Chief Projects Officer who reports to the Head of Service and is accountable directly to the Treasurer and relevant Ministers.

# Major Projects Canberra

## Notes to and Forming Part of the Financial Statements

### For the Year Ended 30 June 2022

#### NOTE 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

##### LEGISLATIVE REQUIREMENT

The *Financial Management Act 1996* (FMA) requires the preparation of annual financial statements for ACT Government directorates. The FMA and the *Financial Management Guidelines* issued under the Act, requires Major Projects Canberra's financial statements to include:

- i. an Operating Statement for the reporting period;
- ii. a Balance Sheet at the end of the reporting period;
- iii. a Statement of Changes in Equity for the reporting period;
- iv. a Statement of Cash Flows for the reporting period;
- v. a Statement of Appropriation for the reporting period;
- vi. the material accounting policies adopted for the reporting period; and
- vii. other statements as necessary to fairly reflect the financial operations of Major Projects Canberra during the reporting period and its financial position at the end of the reporting period.

These general purpose financial statements have been prepared in accordance with:

- i. Australian Accounting Standards (as required by the FMA); and
- ii. ACT Accounting and Disclosure Policies.

##### ACCRUAL ACCOUNTING

The financial statements have been prepared using the accrual basis of accounting. The financial statements are prepared according to the historical cost convention.

##### CURRENCY

These financial statements are presented in Australian dollars, which is Major Projects Canberra's functional currency.

##### REPORTING PERIOD

These financial statements state the financial performance, changes in equity and cash flows of Major Projects Canberra for the year ended 30 June 2022 together with the financial position of Major Projects Canberra as at 30 June 2022.

##### COMPARATIVE FIGURES

###### Budget Figures

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2021-22 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the 2021-22 Budget Papers.

###### Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements, except where an Australian Accounting Standard does not require comparative information to be disclosed.

Where the presentation or classification of items in the financial statements is amended, the comparative amounts have been reclassified where practical. Where a reclassification has occurred, the nature, amount and reason for the reclassification is provided.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS - CONTINUED**

**ROUNDING**

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000). Use of "-" represents zero amounts or amounts rounded down to zero.

**GOING CONCERN**

As at 30 June 2022, Major Projects Canberra's current liabilities (\$46.9 million) exceed its current assets (\$12.5 million) by \$34.4 million. However, this is not considered a liquidity risk as its cash needs are funded through appropriation by the ACT Government on a cash-needs basis. This is consistent with the whole-of-Government cash management regime, which requires excess cash balances to be held centrally rather than within individual agency bank accounts.

Major Projects Canberra's 2021-22 financial statements have been prepared on a going concern basis as its ongoing functions and activities have been funded in 2022-23 under section 7 of the *Financial Management Act 1996*. The 2022-23 Budget, including forward estimates, for Major Projects Canberra, was presented in the Legislative Assembly on 2 August 2022 and will be debated after the certification of these financial statements.

**NOTE 3. IMPACT OF ACCOUNTING STANDARDS ISSUED BUT YET TO BE APPLIED**

All Australian Accounting Standards and Interpretations issued but yet to be applied are either not relevant to Major Projects Canberra or have been assessed as having an immaterial financial impact on Major Projects Canberra.

These standards and interpretations are applicable to future reporting periods. Major Projects Canberra does not intend to adopt these standards and interpretations early, with the exception of the change to AASB 101 resulting from AASB 2021/2 *Amendments to Australian Accounting Standards – Disclosure to Accounting Policies and Definitions of Accounting Policies and Definition of Accounting Estimates*. This change requires Major Projects Canberra to disclose its material accounting policy information rather than its significant accounting policies. For all other Australian Accounting Standards issued but yet to be applied, they will be adopted from their application date.

**NOTE 4. CHANGE IN ACCOUNTING POLICY AND ESTIMATES**

**Change in Accounting Policy**

Major Projects Canberra has early adopted changes to AASB 101 resulting from AASB 2021/2 *Amendments to Australian Accounting Standards – Disclosure to Accounting Policies and Definitions of Accounting Policies and Definition of Accounting Estimates*. References are now to 'material' accounting policies rather than 'significant' accounting policies.

**Change in Accounting Estimates**

*Revision of Useful Life*

The Project Management and Reporting System (PMARS) is an intangible asset owned by Major Projects Canberra which supports the delivery of ACT Government capital works projects. In April 2022, following the decision to pursue an extension to the use of PMARS beyond its current useful life, Major Projects Canberra extended its remaining useful life by four years and four months from June 2024 to October 2028. The revision resulted in a reduction of \$0.218 million in 2021-22 (from \$1.308 million to \$1.090 million) in amortisation expense to be recognised. Annual amortisation expense will reduce to \$0.447 million for the remainder of the asset useful life.

# Major Projects Canberra

## Notes to and Forming Part of the Financial Statements

### For the Year Ended 30 June 2022

## INCOME NOTES

### Material Accounting Policies – Income

#### Income Recognition

The following material accounting policies relate to each income note unless stated otherwise in the individual note.

Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers* where the contract is enforceable and contains sufficiently specific performance obligations, otherwise revenue is in the scope of AASB 1058 *Income of Not-for-Profit Entities*.

#### AASB 15

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the entity expects to receive in exchange for those goods or services. Revenue is recognised by applying a five step model as follows:

1. identify the contract with the customer;
2. identify the performance obligations;
3. determine the transaction price;
4. allocate the transaction price; and
5. recognise revenue as or when control of the performance obligation is transferred to the customer.

Generally, the timing of the payment for sale of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of Major Projects Canberra have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

#### AASB 1058

Where revenue streams are in the scope of AASB 1058, Major Projects Canberra recognises the asset received (generally cash or other financial asset) at fair value, recognises any related amount (e.g. liability or equity) in accordance with an accounting standard and recognises revenue as the residual between the fair value of the asset and the related amount on receipt of the asset.

# Major Projects Canberra

## Notes to and Forming Part of the Financial Statements

### For the Year Ended 30 June 2022

#### **NOTE 5. SALES OF SERVICES FROM CONTRACTS WITH CUSTOMERS**

##### **Description and Material Accounting Policies relating to the Sale of Services**

Revenue recorded in this note is within the scope of AASB 15 *Revenue from Contracts with Customers*, i.e. exists within an enforceable contract with sufficiently specific performance obligations.

Revenue from sales of services from contracts with customers is derived by providing capital works project management services to other ACT Government agencies. The revenue is legally retained by Major Projects Canberra and driven by the Territory's budget for capital works.

Major Projects Canberra has undertaken a review to determine whether the services it provides need to be classified as revenue from contracts with customers in accordance with AASB 15. This review involved contacting business units across Major Projects Canberra to obtain information about contracts and other arrangements in order to make an assessment about whether any of these arrangements fall within the scope of AASB 15. Major Projects Canberra then assessed its revenue from contracts with customers to determine the timing and nature of the satisfaction of performance obligations. As a result, Major Projects Canberra determined that the services to be classified as revenue from contracts with customers which have been included in this note as outlined below. Payments are generally required within 30 days of the issue of the invoice.

Major Projects Canberra earns revenue related to project management levy on the capital works budget, panel management services and representation as principle authorised persons related to the delivery of the Territory's capital works program.

Revenue is recognised when Major Projects Canberra satisfies the performance obligations which is over time in line with the expenditure of the project budget to which the project management levy is applied or in line with the delivery of panel management and principle authorised person services provided for in the project budgets.

In assessing the value of revenue from contracts, Major Projects Canberra has made judgements regarding the relationship to the agreed budget and the associated delivery of service. Major Projects Canberra has determined that management levy revenue is recognised in proportion to the expenditure of the project budget. Revenue from the provision of panel management and principal authorised person service delivery is recognised in line with the delivery of the project under the approved project budget.

Where the payment of the management levy exceeds the related percentage of the total spend against the project budget for the year, which will occur in the circumstances when a capital project's budget is revised and a component of the original budget is carried over into the forward year, the receipt relating to the carried over amount is recognised as a liability.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 5. SALES OF SERVICES FROM CONTRACTS WITH CUSTOMERS - CONTINUED**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Major Services - ACT Government</b>		
Capital Works Program Procurement and Contract Management Levy <sup>a</sup>	12 787	16 839
Principal Authorised Person Services <sup>b</sup>	1 826	2 482
Other Project Management Services	932	1 345
<b>Total Sales of Services from Contracts with Customers</b>	<b>15 545</b>	<b>20 666</b>

- a. The decrease relates to the change in revenue source in 2021-22 to controlled recurrent payment appropriation for Major Projects Canberra's procurement and contract management services in the delivery of the Territory's Better Infrastructure Fund program.
- b. Principal Authorised Person services vary dependent on the number and size of ACT Government infrastructure projects managed under 'GC21' General Conditions construction contractual arrangements.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

## **EXPENSE NOTES**

### **NOTE 6. EMPLOYEE AND SUPERANNUATION EXPENSES**

#### **Description and Material Accounting Policies Relating to Employee and Superannuation Expenses**

Employee benefits include:

- short-term employee benefits such as wages and salaries, annual leave loading, and applicable on-cost if expected to be settled wholly before twelve months (see Note 12 *Employee Benefits* if longer than 12 months) after the end of the annual reporting period in which the employees render the related services;
- other long-term benefits such as long service leave and annual leave; and
- termination benefits.

On-costs include annual leave, long service leave, superannuation and other costs that are incurred when employees take annual leave and long service leave.

Where employee expenses are incurred that are directly attributable to the delivery of the designated major projects, the employee expenses are reflected as capital works in progress and capitalised against the project on completion of the asset.

Employees of Major Projects Canberra will have different superannuation arrangements due to the type of superannuation schemes available at the time of commencing employment, including both defined benefit and defined contribution superannuation scheme arrangements.

For employees who are members of the defined benefit Commonwealth Superannuation Scheme (CSS) and Public Sector Superannuation Scheme (PSS) Major Projects Canberra makes employer superannuation contribution payments to the Territory Banking Account at a rate determined by the Chief Minister, Treasury and Economic Development Directorate. Major Projects Canberra also makes productivity superannuation contribution payments on behalf of these employees to the Commonwealth Superannuation Corporation, which is responsible for administration of the schemes.

For employees who are members of defined contribution superannuation schemes (the Public Sector Superannuation Scheme Accumulation Plan (PSSAP) and schemes of employee choice) Major Projects Canberra makes employer superannuation contribution payments directly to the employees' relevant superannuation fund.

All defined benefit employer superannuation contributions are recognised as expenses on the same basis as the employer superannuation contributions made to defined contribution schemes. The accruing superannuation liability obligations are expensed as they are incurred and extinguished as they are paid.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 6. EMPLOYEE AND SUPERANNUATION EXPENSES - CONTINUED**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries and Wages <sup>a,b</sup>	29 715	24 606
Capitalised Employee Cost <sup>a,b</sup>	(9 750)	(6 096)
Annual Leave Expense	1 198	920
Long Service Leave Expense	204	948
Workers' Compensation Insurance Premium	385	495
Superannuation to External Providers	2 640	1 868
Superannuation Contributions to the Territory Banking Account	1 588	1 452
Superannuation Payment to Commonwealth Superannuation Corporation (for the PSSAP)	198	124
Productivity Benefit	122	128
Other Employee Benefits and On-Costs	192	23
<b>Total Employee and Superannuation Expenses</b>	<b>26 492</b>	<b>24 468</b>
<b>Split of Employee and Superannuation Expenses</b>		
Total Employee Expenses <sup>a</sup>	21 944	20 896
Total Superannuation Expenses <sup>b</sup>	4 548	3 572
<b>Total Employee and Superannuation Expenses</b>	<b>26 492</b>	<b>24 468</b>

- a. Employee expenses for staff dedicated to the delivery of Major Projects Canberra's designated projects are carried in the relevant projects work in progress balance to be capitalised on completion of the asset. This offset to employee expenses relates to staff employed in the delivery of the Light Rail Stage 2 including raising London Circuit, CIT Woden and the expansion of Canberra Hospital capital projects.
- b. The increase is due to the higher annual average staffing levels in 2021-22 (209 FTE) from 2020-21 (180 FTE) as recruitment in designated major project teams finalised.

# Major Projects Canberra

## Notes to and Forming Part of the Financial Statements

### For the Year Ended 30 June 2022

#### NOTE 7. SUPPLIES AND SERVICES

##### Description and Material Accounting Policies Relating to Supplies and Services

###### *General – Supplies and Services*

Purchases of Supplies and Services generally represent the day-to-day running costs incurred in normal operations, recognised in the reporting period in which these expenses are incurred.

###### *Legal Expenses*

Major Projects Canberra has recognised legal expenses related to legal services received free of charge from the ACT Government Solicitor's Office (GSO). Most legal services provided related to advice regarding procurement and contract management activities. The GSO provided Major Projects Canberra with the fair value of the services provided.

###### *IT and Communication*

Major Projects Canberra recognises expenses related to IT and Communications including ICT related infrastructure services, asset rental, software licences, voice and associated support.

###### *Repairs and Maintenance*

Major Projects Canberra incurs repairs and maintenance expenses associated with the remediation of potentially combustible cladding on ACT Government buildings. These maintenance expenses do not increase the service potential of the underlying assets, therefore are being expensed.

###### *Auditor's Remuneration*

Audit Fees are included in the 'Other' line item below. Auditor's remuneration consists of financial audit services provided to the Major Projects Canberra by the ACT Audit Office and any other services provided by a contract auditor engaged by the ACT Audit Office to conduct the financial audit. Major Projects Canberra audit fees for the audit of its 2021-22 financial statements was \$0.129 million (\$0.121 million in 2020-21). No other services were provided by the ACT Audit Office.

###### *Property Expenses*

This covers standard non-specialised office accommodation leases and associated utilities and operating expenses incurred with ACT Property Group.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Repairs and Maintenance <sup>a</sup>	8 656	1 044
IT and Communication	1 667	1 502
Contractors and Consultants	865	2 726
Property Expenses	675	890
Finance, Procurement and Human Resources Charges	463	403
Legal Expenses	422	252
Staff Development and Recruitment	383	242
Printing, Stationery and Publications	229	730
Other	458	418
<b>Total Supplies and Services</b>	<b>13 818</b>	<b>8 207</b>

- a. The increase relates to the increased activity on the Government's cladding remediation program on ACT Government buildings in 2021-22. Physical works on 13 of the 23 identified buildings were completed in 2021-22 compared with 3 in 2020-21.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**ASSET NOTES**

**Material Accounting Policies – Assets**

**Assets – Current and Non-Current**

Assets are classified as current where they are expected to be realised within 12 months after the reporting date. Assets which do not fall within the current classification are classified as non-current.

**NOTE 8. CASH**

**Description and Material Accounting Policies Relating to Cash**

Major Projects Canberra holds three bank accounts with the Westpac Banking Corporation as part of the whole-of-government banking arrangements. As part of these arrangements, Major Projects Canberra does not receive interest on these accounts.

Cash includes cash at bank. Bank overdrafts are included in the cash line in the Statement of Cash Flows but not in the cash line on the Balance Sheet. See Note 13 – *Other Liabilities*.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(a) Cash Balances</b>		
Cash at Bank	9 475	2 871
<b>Total Cash</b>	<b>9 475</b>	<b>2 871</b>
<b>(b) Reconciliation of Cash at the End of the Reporting Period in the Statement of Cash Flows to the equivalent items in the Balance Sheet.</b>		
Other Liabilities - Bank Overdraft	-	(8 966)
Cash	9 475	2 871
<b>Cash at the End of the Reporting Period as Recorded in the Statement of Cash Flows</b>	<b>9 475</b>	<b>(6 095)</b>
<b>(c) Reconciliation of the Operating Result to Net Cash Inflows from Operating Activities</b>		
Operating Result	1 308	(5 174)
<b>Add/(Less) Non-Cash Items</b>		
Depreciation and Amortisation	1 394	1 503
Impairment Losses and Write-Offs	-	155
<b>Add/(Less) Items Classified as Investing or Financing</b>		
Gain on Asset Contributed by Other ACT Government Agencies	-	(725)
Capital Works Accruals	(18 657)	(2 185)
Capital Distribution to Other ACT Government Agencies	-	2 700
Adjustment to Retained Earnings due to Prior Year GST Correction	52	-
<b>Cash Before Changes in Operating Assets and Liabilities</b>	<b>(15 903)</b>	<b>(3 726)</b>



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 8. CASH - CONTINUED**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Changes in Operating Assets and Liabilities</b>		
Decrease/(Increase) in Receivables	252	(959)
(Increase) in Other Assets	-	(11)
Increase/(Decrease) in Payables	16 920	(463)
Increase in Employee Benefits	949	1 672
(Decrease)/Increase in Contract Liabilities	(559)	153
(Decrease) in Provisions	-	(368)
<b>Net Changes in Operating Assets and Liabilities</b>	<b>17 562</b>	<b>24</b>
<b>Net Cash Inflows/(Outflows) from Operating Activities</b>	<b>1 660</b>	<b>(3 702)</b>
<b>(d) Reconciliation of Liabilities arising from Financing Activities</b>		
	<b>Lease</b>	<b>Other</b>
	<b>Liabilities</b>	<b>Liabilities</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>2022</b>		
<b>Carrying Amount at the Beginning of the Reporting Period</b>	60	9 748
Non-Cash Changes:		
New Leases	519	-
Cash Flow Changes:		
Cash Paid	(78)	(9 058)
Other Movements - Moving Revenue Received in Advance from Contract Liabilities	-	4 769
<b>Carrying Amount at the End of the Reporting Period</b>	<b>501</b>	<b>5 459</b>
<b>2021</b>		
<b>Carrying Amount at the Beginning of the Reporting Period</b>	94	8 966
Non-Cash Changes:		
New loan from ACT Government for Callam Offices Fit-out	-	795
Cash Flow Changes:		
Cash Paid	(34)	(13)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>60</b>	<b>9 748</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 9. RECEIVABLES**

**Description and Material Accounting Policies Relating to Receivables**

*Accounts Receivables*

Accounts receivable for goods and services (including trade receivables and other receivables), which have 30-day terms, are recognised at the nominal amounts due less any allowance for impairment. Receivables relating to the sale of services from contracts with customers are recognised when invoiced, as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment. Collectability of debts is reviewed at the end of the reporting period. As Major Projects Canberra's receivables primarily relate to trading with ACT and Commonwealth Government agencies, no allowance for impairment has been recognised due to the assessment that there is minimal credit risk on these receivables.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Receivables</b>		
Trade Receivables	117	996
Net Goods and Services Tax Receivable	1 540	1 304
Accrued Revenue <sup>a</sup>	1 394	986
Other Receivables	-	17
<b>Total Current Receivables</b>	<b>3 051</b>	<b>3 303</b>
<b>Total Receivables</b>	<b>3 051</b>	<b>3 303</b>

- a. Major Projects Canberra raise invoices to other ACT Government agencies for project and contract management levy based on 4% of the current year budget appropriation. The increase is due to the advancement to projects ahead of the 2021-22 appropriation resulting in an increase in levy not yet invoiced recognised as accrued revenue.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 10. CAPITAL WORKS IN PROGRESS**

**Description and Material Accounting Policies Relating to Capital Works in Progress**

Capital Works in Progress related to assets under construction include infrastructure assets, buildings and leasehold improvements related to major projects designated to be delivered by Major Projects Canberra.

Major Projects Canberra capitalises its designated capital project costs within capital works in progress accounts in accordance with AASB 116 *Property, Plant and Equipment* until such time that the associated assets are placed in service and transferred to the relevant ACT Government entities. Capitalisation of project costs depends on the following:

- the probability the associated assets would be developed for future economic benefits; and
- the measurability for the costs to be attributed to the associated assets.

Costs incurred during projects concept development and feasibility study phases are expensed as the associated assets have not sufficiently progressed to demonstrate their probability to be developed for future economic benefits. Costs incurred during subsequent phases, such as forward design, construction and fit-out are capitalised where the costs can be reliably measured and directly attributed to the associated assets. Prior year results represent a reclassification of \$13.639 million from building to infrastructure works in progress as the works packages relate to the transport interchange in Woden.

Major Projects Canberra does not capitalise indirect costs such as corporate support. These costs are administrative in nature and cannot be reliably attributed to specific designated projects.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Infrastructure Works in Progress <sup>a</sup>	158 190	75 954
Building Works in Progress <sup>b</sup>	126 245	35 012
<b>Total Capital Works in Progress</b>	<b>284 435</b>	<b>110 966</b>

- a. Infrastructure works in progress relate to works on the design and procurement of Light Rail Stage 2 including raising London Circuit and the new transport interchange in Woden. The increase is due to the Light Rail Stage 2 project progressed further into the detailed design stage, early works associated with the raising of London Circuit, construction on Woden bus layovers and design of the Woden interchange.
- b. Building works in progress relate to the delivery of the Canberra Hospital Expansion project. The increase is mainly due to the construction of the critical service building at the Canberra Hospital.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 10. CAPITAL WORKS IN PROGRESS - CONTINUED**

	Infrastructure Works in Progress \$'000	Building Works in Progress \$'000	Works in Progress Total \$'000
<b>Reconciliation of Capital Works in Progress 2021-22</b>			
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>75 954</b>	<b>35 012</b>	<b>110 966</b>
Additions	93 621	105 269	<b>198 890</b>
Completed Works Transferred to Transport Canberra Operations <sup>a</sup>	(11 385)	-	<b>(11 385)</b>
Completed Works Transferred to Canberra Health Services <sup>b</sup>	-	(14 036)	<b>(14 036)</b>
<b>Carrying Amount at the End of the Reporting Period</b>	<b>158 190</b>	<b>126 245</b>	<b>284 435</b>

- a. Relates to the transfer of Sandford Street Light Rail Stop upon operational completion.
- b. Relates to the transfer of completed enabling works at temporary staff car parks, Building 9, and the remaining works associated with assets placed in services and transferred in the prior year including Building 8, the Child at Risk Health Unit, Hospital Road Services and Building 4 of the Canberra Hospital.

	Infrastructure Works in Progress \$'000	Building Works in Progress \$'000	Works in Progress Total \$'000
<b>Reconciliation of Capital Works in Progress 2020-21</b>			
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>37 947</b>	<b>8 582</b>	<b>46 529</b>
Additions	48 717	60 763	<b>109 480</b>
Completed Works Transferred to Transport Canberra Operations	(10 710)	-	<b>(10 710)</b>
Completed Works Transferred to Canberra Health Services	-	(34 333)	<b>(34 333)</b>
<b>Carrying Amount at the End of the Reporting Period</b>	<b>75 954</b>	<b>35 012</b>	<b>110 966</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**LIABILITY NOTES**

**Material Accounting Policies - Liabilities**

**Liabilities – Current and Non-Current**

Liabilities are classified as current when they are due to be settled within 12 months after the reporting date or Major Projects Canberra does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. Liabilities which do not fall within the current classification are classified as non-current.

**NOTE 11. PAYABLES AND CONTRACT LIABILITIES**

**Description and Material Accounting Policies Relating to Payables and Contract Liabilities**

*Payables*

Payables are initially recognised at fair value based on the transaction cost and subsequent to initial recognition at amortised cost, with any adjustments to the carrying amount being recorded in the Operating Statement. All amounts are normally settled within 14 days after the invoice date.

Payables include Trade Payables and Accrued Expenses.

*Contract Liabilities*

Contract Liabilities relate to consideration received in advance from customers in respect of project management levy related to delivering the Territory’s capital works program. When an amount of consideration is received from a customer prior to Major Projects Canberra transferring a good or service to the customer, the balance of the consideration which has not been transferred is presented as a contract liability.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Payables and Contract Liabilities</b>		
Trade Payables	-	659
Accrued Expenses <sup>a</sup>	31 227	13 646
Contract Liabilities - Current <sup>b</sup>	-	5 327
<b>Total Current Payables and Contract Liabilities</b>	<b>31 227</b>	<b>19 632</b>
<b>Total Payables and Contract Liabilities</b>	<b>31 227</b>	<b>19 632</b>

- a. The increase represents the progression of designated major project works to construction phase in 2021-22 resulting in larger accrued expenses for works undertaken late in the financial year to be invoiced and paid in early 2022-23.
- b. Major Projects Canberra will receive Controlled Recurrent Payments for its procurement and contract management services in 2022-23, therefore no contract liabilities are recognised in 2021-22. Management levy collected in 2021-22 associated with the delivery of future capital works projects has been recognised as other liabilities. See Note 13 Other Liabilities.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 11. PAYABLES AND CONTRACT LIABILITIES – CONTINUED**

All Major Projects Canberra Payables and Contract Liabilities have been assessed as current liabilities as they are due to be settled within 12 months after the reporting date or Major Projects Canberra does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Payables are aged as follows:</b>		
Not Overdue	31 227	14 260
Overdue for Less than 30 Days	-	20
Overdue for More than 60 Days	-	25
<b>Total Payables</b>	<b>31 227</b>	<b>14 305</b>

**NOTE 12. EMPLOYEE BENEFITS**

**Description and Material Accounting Policies Relating to Employee Benefits Liabilities**

*Accrued Wages and Salaries*

Accrued wages and salaries are measured at the amount that remains unpaid to employees at the end of the reporting period.

*Annual and Long Service Leave*

Annual and long service leave, including applicable on-costs, that are not expected to be wholly settled before twelve months after the end of the reporting period when the employees render the related service are measured at the present value of estimated future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to the future wage and salary levels, experience of employee departures and periods of service. At the end of each reporting period end, the present value of future annual leave and long service leave payments is estimated using market yields on Commonwealth Government bonds with terms to maturity that match, as closely as possible, the estimated future cash flows.

Annual leave liabilities have been estimated on the assumption that they will be wholly settled within three years. This financial year the rate used to estimate the present value of future:

- Annual leave payments is 101.8% (100.2% in the previous financial year); and
- Long Service Leave payments is 95.3% (108.7% in the previous financial year).

The long service leave liability is estimated with reference to the minimum period of qualifying service. For employees with less than the required minimum period of 7 years qualifying service, the probability that employees will reach the required minimum period has been taken into account in estimating the provision for long service leave and applicable on-costs.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 12. EMPLOYEE BENEFITS – CONTINUED**

On-costs only become payable if the employee takes annual and long service leave while in-service. The probability that employees will take annual and long service leave while in service has been taken into account in estimating the liability for on-costs.

Significant judgements have been applied in estimating the annual and long service leave liabilities, given that Major Projects Canberra uses the Whole-of-Government present value, probability and on-cost factors. These factors are issued by ACT Treasury and apply to all ACT Government Agencies. ACT Treasury organises an actuarial review to be undertaken every three years by the Australian Government Actuary to estimate each of these factors. The latest assessment was undertaken in December 2021, with the next review expected to be undertaken by early 2025.

Annual and long service leave liabilities are classified as current liabilities in the Balance Sheet where there are no unconditional rights to defer the settlement of the liability for at least 12 months. Conditional long service leave liabilities are classified as non-current because Major Projects Canberra has an unconditional right to defer the settlement of the liability until the employee has completed the requisite years of service.

*Superannuation Liability*

The employer superannuation benefits payable to Major Projects Canberra employees, who are members of the defined benefit CSS or PSS Schemes, are recognised in the financial statements of the Superannuation Provision Account.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Employee Benefits</b>		
Annual Leave	4 649	3 871
Long Service Leave	5 131	5 157
Accrued Salaries	681	548
Other Benefits	116	88
<b>Total Current Employee Benefits</b>	<b>10 577</b>	<b>9 664</b>
<b>Non-Current Employee Benefits</b>		
Long Service Leave	592	556
<b>Total Non-Current Employee Benefits</b>	<b>592</b>	<b>556</b>
<b>Total Employee Benefits</b>	<b>11 169</b>	<b>10 220</b>
<b>Estimate of when Leave is Payable</b>		
<b>Estimated Amount Payable within 12 months</b>		
Annual Leave	1 973	1 569
Long Service Leave	328	250
Accrued Salaries	681	548
Other Benefits	116	88
<b>Total Employee Benefits Payable within 12 months</b>	<b>3 098</b>	<b>2 455</b>
<b>Estimated Amount Payable after 12 months</b>		
Annual Leave	2 676	2 302
Long Service Leave	5 395	5 463
<b>Total Employee Benefits Payable after 12 months</b>	<b>8 071</b>	<b>7 765</b>
<b>Total Employee Benefits</b>	<b>11 169</b>	<b>10 220</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 13. OTHER LIABILITIES**

**Description and Material Accounting Policies Relating to Other Liabilities**

On 21 September 2020, Major Projects Canberra entered into a 10 year loan with the ACT Property Group for the fit-out work at Callam Offices. Repayment of this obligation is made in equal monthly instalments.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Other Liabilities</b>		
Bank Overdraft <sup>a</sup>	-	8 966
ACT Government Borrowings - Current	113	128
Revenue Received in Advance <sup>b</sup>	4 769	-
ACT Government Borrowings - Non-Current	576	654
<b>Total Other Liabilities</b>	<b>5 458</b>	<b>9 748</b>

- a. Major Projects Canberra held a bank overdraft with Westpac Banking Corporation which was transferred from the Chief Minister, Treasury and Economic Development Directorate under Administrative Arrangements 2019 (No. 2) at 1 July 2019. This facility was originally created to provide extra working capital to enable payment to external parties for completed capital works related activities. Following the change in the management of the Territory's Capital Works supplier payments this account was closed in December 2021 with the overdraft amount fully paid by a capital injection. Major Projects Canberra was not charged interest on the bank overdraft.
- b. The increase is due to management levy collected in 2021-22 associated with the delivery of future ACT Government capital works projects.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 14. FINANCIAL INSTRUMENTS**

**Description and Material Accounting Policies Relating to Financial Instruments**

Details of the material policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset and financial liability are disclosed in the note to which they relate. In addition to these policies, the following are also accounting policies relating to financial assets and liabilities.

Financial assets are classified as subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of both:

- (a) the business model for managing the financial assets; and
- (b) the contractual cash flow characteristics of the financial assets.

The following are the classification of Major Projects Canberra's financial assets under AASB 9:

Items	Business Model Held to collect principal and interest/sell	Solely for payment of Principal and Interest SPPI Test (basic lending characteristics)	Classification
Cash	Held to collect	Yes	Amortised cost
Trade Receivables	Held to collect	Yes	Amortised cost
Accrued Revenue	Held to collect	Yes	Amortised cost

Financial liabilities are measured at amortised cost.

**Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Major Projects Canberra is considered to have insignificant exposure to interest rate risk, as it holds only cash with the Westpac Banking Corporation as part of the whole-of-government banking arrangements. As part of these arrangements, Major Projects Canberra does not receive any interest on this cash. Major Projects Canberra's receivables and payables are non-interest bearing.

*Sensitivity Analysis*

A sensitivity analysis has not been undertaken for the interest rate risk of Major Projects Canberra as it has been determined that the possible impact on income and expenses or total equity from fluctuations in interest rates is immaterial.

**Credit Risk**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

Financial assets consist of cash and receivables. Major Projects Canberra's credit risk is limited to the carrying amount of the financial assets it holds net of any allowance made for impairment. As a significant portion of Major Projects Canberra's receivables relate to trading with other ACT Government agencies, Major Projects Canberra expects to collect all financial assets.

Cash is held with the Westpac Banking Corporation, in accordance with whole of ACT Government banking arrangements and Major Projects Canberra holds no investments.

Credit risk for Major Projects Canberra is therefore considered to be low and there have been no significant changes in credit risk exposure since last reporting period.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 14. FINANCIAL INSTRUMENTS - CONTINUED**

**Liquidity Risk**

Liquidity risk is the risk that Major Projects Canberra will encounter difficulties in meeting its financial obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

To limit its exposure to liquidity risk, Major Projects Canberra is able to draw down additional Controlled Recurrent Payments and Capital Injection from future reporting periods to cover its financial liabilities when they fall due. This ensures Major Projects Canberra has enough liquidity to meet its emerging financial liabilities.

Major Projects Canberra's exposure to liquidity risk and the management of this risk has not changed since the previous reporting period.

**Price Risk**

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether these changes are caused by factors specific to the individual financial instrument or its issuer, or by factors affecting all similar financial instruments traded in the market.

Major Projects Canberra does not have any financial instruments that are subject to price risk.

*Sensitivity Analysis*

A sensitivity analysis has not been undertaken for the price risk of Major Projects Canberra given it does not have any exposure to price risk.

**Carrying Amount and Fair Value of Financial Assets and Liabilities**

The carrying amount of financial assets and liabilities approximates its fair value. All financial assets and financial liabilities are measured at amortised cost. The total carrying amounts presented in the following table is the carrying amount of each category of financial asset and financial liability.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 14. FINANCIAL INSTRUMENTS - CONTINUED**

	Note No.	Carrying Amount 2022 \$'000	Carrying Amount 2021 \$'000
<b>Financial Assets</b>			
Cash	8	9 475	2 871
Receivables	9	1 510	1 999
<b>Total Financial Assets</b>		<b>10 985</b>	<b>4 870</b>
<b>Financial Liabilities</b>			
Payables	11	31 227	14 305
Contract Liabilities	11	-	5 327
Other Liabilities	13	5 458	9 748
Lease Liabilities		501	60
<b>Total Financial Liabilities</b>		<b>37 186</b>	<b>29 440</b>

Net GST receivable has not been included in the receivables line item above given it is a statutory asset.

**Fair Value Hierarchy**

Major Projects Canberra's financial assets and liabilities are measured, subsequent to initial recognition, at amortised cost and as such are not subject to the Fair Value Hierarchy.

All financial assets and liabilities except for lease liabilities of Major Projects Canberra are non-interest bearing and are shown on an undiscounted Cash Flow basis.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 14. FINANCIAL INSTRUMENTS – CONTINUED**

The following tables set out the Major Projects Canberra's maturity analysis for financial liabilities as well as the exposure to interest rates, including the weighted average interest rates by maturity period as at 30 June 2022 and 30 June 2021. All amounts appearing in the following maturity analysis are shown on an undiscounted cash flow basis.

	Note No.	Weighted Average Interest Rate	Fixed Interest Maturing In:			Total \$'000
			1 Year or Less \$'000	Over 1 Year to 5 Years \$'000	Non-Interest Bearing \$'000	
<b>2022</b>						
<b>Financial Liabilities</b>						
Payables	11	-	-	-	31 227	31 227
Other Liabilities	13	-	-	-	5 458	5 458
Lease Liabilities		2.50%	195	306	-	501
<b>Total Financial Liabilities</b>			<b>195</b>	<b>306</b>	<b>36 685</b>	<b>37 186</b>
<b>2021</b>						
<b>Financial Liabilities</b>						
Payables	11	-	-	-	14 305	14 305
Contract Liabilities	11	-	-	-	5 327	5 327
Other Liabilities	13				9 748	9 748
Lease Liabilities		1.51%	31	29	-	60
<b>Total Financial Liabilities</b>			<b>31</b>	<b>29</b>	<b>29 380</b>	<b>29 440</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 15. CAPITAL AND OTHER EXPENDITURE COMMITMENTS**

**Capital Commitments**

Capital commitments contracted at reporting date mainly relate to the delivery of designated capital works projects that have not been recognised as liabilities. All amounts shown in the capital commitments are inclusive of GST.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Within One Year	315 969	172 577
Later than One Year but not later than Five years	201 407	438 945
<b>Total Capital Commitments</b>	<b>517 376</b>	<b>611 522</b>

The decrease mainly relates to progression in design and construction of the Critical Services Building at the Canberra Hospital and the design of Light Rail Stage 2, offset by the main works contract engaged in 2021-22 to deliver a new CIT campus in Woden. These commitments have been made following Cabinet approval to enter significant contracts for design and construction works based on approved project budgets held by Major Projects Canberra or provisioned in the Territory's budget forward estimates. Significant contracts include clauses protecting the Territory by allowing for termination for convenience.

**Other Commitments**

Other commitments contracted at reporting date mainly relate to ACT Government building combustible cladding remediation contracts, office accommodation, ICT Equipment Leases, the Project Management and Reporting System support, and other contractors. All amounts shown in the other commitments are inclusive of GST.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Within One Year	4 172	2 914
Later than One Year but not later than Five Years	2 713	3 780
Later than Five Years	48	49
<b>Total Other Commitments</b>	<b>6 933</b>	<b>6 743</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 16. THIRD PARTY MONIES**

**Description and Material Accounting Policies Relating to Third Party Monies**

**Security Deposits Holdings**

Third Party Monies are monies received from contractors who have entered into agreements with the Territory. Those agreements have clauses that specify the amount of 'security' to be held and at what point those securities can be released to the contractor, and also clauses around how the Territory can access those securities if agreement terms have not been met.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Balance at the Beginning of the Reporting Period</b>	<b>1 508</b>	<b>658</b>
Cash Receipts	2 604	2 374
Cash Payments	(1 252)	(1 524)
<b>Balance at the End of the Reporting Period</b>	<b>2 860</b>	<b>1 508</b>

**NOTE 17. RELATED PARTY DISCLOSURES**

**Description and Material Accounting Policies Relating to Related Party Disclosures**

A related party is a person that controls or has significant influence over the reporting entity, or is a member of the Key Management Personnel (KMP) of the reporting entity or its parent entity, and includes their close family members and entities in which the KMP and/or their close family members individually or jointly have controlling interests.

KMP are those persons having authority and responsibility for planning, directing and controlling the activities of Major Projects Canberra, directly or indirectly.

KMP of Major Projects Canberra are the Portfolio Minister, the Chief Projects Officer and certain members of the Major Projects Canberra Executive Team. The Head of Service and the ACT Executive comprising the Cabinet Ministers are KMP of the ACT Government and therefore related parties of Major Projects Canberra.

This note does not include typical citizen transactions between the KMP and Major Projects Canberra that occur on terms and conditions no different to those applying to the general public.

**Controlling Entity**

Major Projects Canberra is an ACT Government controlled entity.

**Key Management Personnel**

*Compensation of Key Management Personnel*

Compensation of all Cabinet Ministers, including the Portfolio Minister, is disclosed in the note on related party disclosures included in the ACT Executive's financial statements for the year ended 30 June 2022.

Compensation of the Head of Service is included in the note on related party disclosures included in the Chief Minister, Treasury and Economic Development Directorate's financial statements for the year ended 30 June 2022.

Compensation by the Major Projects Canberra to KMP is set out on the following page.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 17. RELATED PARTY DISCLOSURES - CONTINUED**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	2 755	2 516
Post-employment benefits	336	290
Other long-term benefits	65	60
<b>Total Compensation by Major Projects Canberra to KMP</b>	<b>3 156</b>	<b>2 866</b>

**Transactions with Key Management Personnel**

There were no transactions with KMP that were material to the Financial Statements.

**Transactions with Parties Related to Key Management Personnel**

There were no transactions with parties related to KMP, including transaction with KMP close family members or other related entities that were material to the Financial Statements.

**Transactions with Other ACT Government Controlled Entities**

Major Projects Canberra has entered into transactions with other ACT Government entities in 2022 and 2021 consistent with day-to-day business operations provided under varying terms and conditions. Below is a summary of the material transactions with other ACT Government entities.

Revenue

- Controlled Recurrent Payments (Statement of Appropriation) – Major Projects Canberra’s main ongoing source of funding is appropriation received from the ACT Government through the Territory Banking Account. This funding is in the form of Controlled Recurrent Payments.
- Sale of Services from Contracts with Customer (Note 5) – Major Projects Canberra received \$15.545 million in 2022 for revenue from other ACT Government entities for undertaking the procurement and contract management services in the delivery of the Territory’s infrastructure program.

Assets

- Receivables (Note 10) – Major Projects Canberra has \$1.510 million in accounts receivable from other ACT Government entities related to procurement and contract management services undertaken in the delivery of the Territory’s Infrastructure program.

Liabilities

- Other Liabilities (Note 14) – Major Projects Canberra has \$4.769 million in other liabilities to the Territory Banking Account related to ACT Government entities for procurement and contract management levy associated with reprofiled capital works projects.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 18. BUDGETARY REPORTING – OPERATING STATEMENT**

**Significant Accounting Judgements and Estimates – Budgetary Reporting**

Significant judgements have been applied in determining what variances are considered ‘major variances’. Variances are considered major if both of the following criteria are met:

- The line item is a significant line item: where either the line item actual amount accounts for more than 10% of the relevant associated category (Income, Expenses and Equity totals) or more than 10% of the sub-element (e.g. Current Liabilities and Receipts from Operating Activities totals) of the financial statements; and
- The variances (budget to actual) are greater than plus (+) or minus (-) 10% and \$5 million for the financial statement line item.

Budget refers to the amounts presented to the Legislative Assembly in the original budgeted financial statements in respect of the reporting period budget statements. These amounts have not been adjusted to reflect supplementary appropriation or appropriation instruments.

Operating Statement Line Items	Actual 2022 \$'000	Budget 2022 \$'000	Variance \$'000	Variance % Variance	Explanation
Supplies and Services	13 818	21 536	(7 718)	(36)	The variance is mainly due to budgeted contractors and consultants expenses for raising London Circuit meeting capitalisation criteria and therefore being recognised as capital works-in-progress.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 18. BUDGETARY REPORTING – BALANCE SHEET**

Balance Sheet Line Items	Actual 2022 \$'000	Budget 2022 \$'000	Variance \$'000	Variance %	Variance Explanation
Cash	9 475	3 123	6 352	203	The variance is mainly due to variations in the timing of payables between budget and actual resulting in a greater cash balance held for payment of payables in early 2022-23.
Capital Works in Progress	284 435	249 818	34 617	14	The variance is due to progress of capital works on the expansion of Canberra Hospital and Light Rail Stage 2 including raising London Circuit in advance of the current year budget appropriation. An FMA Section 18E Instrument was approved to advance future year appropriation for the identified projects to meet supplier payment commitments in the current financial year.
Payables	31 227	14 306	16 921	118	The variance is mainly due to higher than expected accrued June 2022 capital expenses as a result of the increased activities on capital projects.
Contract Liabilities	-	5 327	(5 327)	(100)	The variance is mainly due to the change in funding source of procurement and contract management services 2022-23. Under this model, Major Projects Canberra will receive controlled recurrent payment appropriation replacing the previous invoicing arrangement which previously gave rise to contract liabilities.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2022**

**NOTE 18. BUDGETARY REPORTING – STATEMENT OF CASH FLOWS**

Statement of Cash Flows Line Items	Actual 2022 \$'000	Budget 2022 \$'000	Variance \$'000	Variance % Variance	Explanation
Goods and Services Input Tax Credits from the Australian Taxation Office	17 850	4 984	12 866	258	This variance is due to the budget reflecting the net GST impact of certain supplier transactions and is offset by the variance in 'Goods and Services Tax Paid to Suppliers'.
Supplies and Services	15 582	21 145	(5 563)	(26)	The variance is due to lower expense payments due to the works associated with raising London Circuit meeting capitalisation criteria and recognised in 'Purchase of Capital Works'.
Goods and Services Tax Paid to Suppliers	18 031	5 000	13 031	261	This variance is due to the budget reflecting the net GST impact of certain supplier transactions and is offset by the variance in 'Goods and Services Input Tax Credits from the Australian Taxation Office'.
Purchase of Capital Works	180 231	150 851	29 380	19	The variance is mostly due to capital works progress in advance of the budget appropriation in 2021-22 as reflected in the receipt of a capital works advance of future year appropriation and the above mentioned higher than expected capitalised expenses for works associated with raising London Circuit.
Capital Injections	194 311	159 817	34 494	22	The variance is due to a capital works advance provided under a FMA Section 18E Instrument related to the Light Rail Stage 2 including raising London Circuit and the expansion of Canberra Hospital projects. The capital works advance will be deducted from the projects' future year budget appropriation.

# **STATEMENT OF PERFORMANCE**

## **Major Projects Canberra**

**For the Year Ended**

**30 June 2022**

## INDEPENDENT LIMITED ASSURANCE REPORT

### To the Members of the ACT Legislative Assembly

#### Conclusion

I have undertaken a limited assurance engagement on the statement of performance of Major Projects Canberra for the year ended 30 June 2022.

Based on the procedures performed and evidence obtained, nothing has come to my attention to indicate the results of the accountability indicators reported in the statement of performance for the year ended 30 June 2022 are not in agreement with Major Projects Canberra's records or do not fairly reflect, in all material respects, the performance of Major Projects Canberra, in accordance with the *Financial Management Act 1996*.

#### Basis for conclusion

I have conducted the engagement in accordance with the Standard on Assurance Engagements ASAE 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*. My responsibilities under the standard and legislation are described in the 'Auditor-General's responsibilities' section of this report.

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and the ACT Audit Office applies Australian Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagements*.

I believe that sufficient and appropriate evidence was obtained to provide a basis for my conclusion.

#### Responsibilities of Major Projects Canberra for the statement of performance

The Chief Projects Officer is responsible for:

- preparing and fairly presenting the statement of performance in accordance with the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*; and
- determining the internal controls necessary for the preparation and fair presentation of the statement of performance so that the results of accountability indicators and accompanying information are free from material misstatements, whether due to error or fraud.

#### Auditor-General's responsibilities

Under the *Financial Management Act 1996* and *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*, the Auditor-General is responsible for issuing a limited assurance report on the statement of performance of Major Projects Canberra.

My objective is to provide limited assurance on whether anything has come to my attention that indicates the results of the accountability indicators reported in the statement of performance are not in agreement with Major Projects Canberra's records or do not fairly reflect, in all material respects, the performance of Major Projects Canberra, in accordance with the *Financial Management Act 1996*.



In a limited assurance engagement, I perform procedures such as making inquiries with representatives of Major Projects Canberra, performing analytical review procedures and examining selected evidence supporting the results of accountability indicators. The procedures used depend on my judgement, including the assessment of the risks of material misstatement of the results reported for the accountability indicators.

#### **Limitations on the scope**

The procedures performed in a limited assurance engagement are less in extent than those required in a reasonable assurance engagement and consequently the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, I do not express a reasonable assurance opinion on the statement of performance.

This limited assurance engagement does not provide assurance on the:

- relevance or appropriateness of the accountability indicators reported in the statement of performance or the related performance targets;
- accuracy of explanations provided for variations between actual and targeted performance due to the often subjective nature of such explanations; or
- adequacy of controls implemented by Major Projects Canberra.

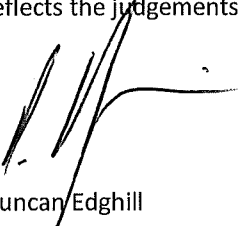


Ajay Sharma  
Assistant Auditor-General, Financial Audit  
21 September 2022

**Major Projects Canberra  
Statement of Performance  
For the Year Ended 30 June 2022**

**Statement of Responsibility**

In my opinion, the Statement of Performance is in agreement with the Major Projects Canberra's records and fairly reflects the service performance of Major Projects Canberra for the year ended 30 June 2022 and also fairly reflects the judgements exercised in preparing it.



Duncan Edghill  
Chief Projects Officer  
Major Projects Canberra

16 September 2022

# Major Projects Canberra

## Statement of Performance

### For the Year Ended 30 June 2022

#### Output Class 1: Major Projects Canberra

**Description:** Major Projects Canberra builds infrastructure for our community that helps make Canberra the world's most liveable city.

#### Accountability Indicators Output 1

		2021-22 Target	2021-22 Result	Variance %	Note
a.	Canberra Hospital Expansion Project milestones achieved:				
	i. Buildings B5 and 24 demolition substantially completed	1	1	0	
	ii. Clinical Services Building bulk excavation shed erected <sup>1</sup>	1	1	0	
	iii. Prototype shed erected	1	1	0	
	iv. Construction of Clinical Services Building structure commenced	1	1	0	
	v. 'Welcome Hall' works commenced	1	1	0	
b.	Light Rail Stage 2A Project milestones achieved:				
	i. NCA Works Approval application for the 'raising London Circuit' component of the project submitted	1	1	0	
	ii. Construction works commenced for the 'raising London Circuit' component of the project	1	1	0	A
c.	Canberra Institute of Technology Campus – Woden Project milestones achieved:				
	i. Public transport interchange construction commenced	1	1	0	
	ii. Platform slab for future Woden light rail stop poured	1	0	(100)	B
	iii. Request for Tender for Woden campus design and construction contract released	1	1	0	
	iv. Woden campus design and construction contractor appointed	1	1	0	
d.	Redevelopment of the Canberra Theatre Centre Project milestones achieved:				
	i. Site Investigation consultants appointed	1	1	0	C
	ii. Design consultant appointed	1	0	(100)	D
e.	ACT Cladding Rectification Program milestones achieved:				
	i. Non-Government Buildings Scheme launched	1	1	0	
	ii. Government Buildings Program – 65% of physical works completed	1	1	0	
f.	Capital Works delivered by Infrastructure Delivery Partners Group (a division of Major Projects Canberra) on behalf of other ACT Government Directorates:				

## Major Projects Canberra Statement of Performance For the Year Ended 30 June 2022

	2021-22 Target	2021-22 Result	Variance %	Note
i. Percentage of valid claims for payment assessed and certified within 10 business days <sup>2</sup>	85%	97%	15	E
ii. Percentage of Tender Evaluation Reports delivered to the Partner Directorate within 20 business days of tender closure <sup>3</sup>	85%	70%	(18)	F
iii. Percentage of contracts awarded to prequalified contractors/consultants <sup>4</sup>	>95%	99%	4	G
<b>Total Cost (\$'000)</b>	\$46 423	\$42 325	(9)	H
<b>Controlled Recurrent Payments (\$'000)</b>	\$26 089	\$27 489	5	I

The Accountability Indicators table should be read in conjunction with the accompanying notes. The results and variance percentages have been rounded to the nearest whole number.

The above accountability indicators were examined by the ACT Audit Office in accordance with the *Financial Management Act 1996*. The Total Cost and Controlled Recurrent Payments measures were not examined by the ACT Audit Office in accordance with the *Financial Management (Statement of Performance Scrutiny) Guidelines 2019*.

### Explanation of accountability indicators

1. This accountability indicator was incorrectly published as "Clinical Services Building bulk excavation shed erected" in the Major Projects Canberra 2021-22 Budget Statements. The correct presentation would be "Clinical Services Building bulk excavation and piling commenced."
2. This accountability indicator relates to ACT Government payment terms and includes all capital works contracts under direct management by Major Projects Canberra. It excludes any claims for payment not lodged through the whole of government Project Management and Reporting System (PMARS). The measure is the number of business days elapsed between a valid request for payment being lodged and assessed and certified in PMARS.
3. This accountability indicator applies to all tender evaluations chaired by Major Projects Canberra for capital works projects on behalf of other ACT Government Directorates. It excludes projects with a contract value of less than \$1 million at the time of procurement. The measure is the number of business days elapsed between the close of the tender period and the delivery by Infrastructure Delivery Partners Group of the Tender Evaluation Report to the Partner Directorate.
4. This accountability indicator applies only to contracts for works and services that have a prequalification category under the ACT Government Prequalification Schemes or the National Prequalification System for Civil (Road and Bridge) Construction.

### Explanation of material variances (+/-5%)

- A. The 30 June 2022 result is recorded as having been achieved on the basis that the physical relocation of utility services associated with the 'raising London Circuit' works were commenced during the financial year. The main works contract for 'raising London Circuit' was signed on 1 July 2022.
- B. The timing for the pouring of the platform slab for the future Woden light rail stop was re-scheduled during the year. This reflected the adoption of a revised approach to delivery of the interchange works which will result in a temporary bus interchange opening in 2022-23, with a staged re-opening of the new permanent interchange (including a future Woden light rail stop track slab) in future years.
- C. Four Engineering consultancy packages have been appointed. A further three packages were in active procurement as at 30 June 2022.

## **Major Projects Canberra Statement of Performance For the Year Ended 30 June 2022**

- D. The proposed scope of work for the design consultant is being expanded to align with the Budget Initiative funded in the 2022-23 Budget to include the development of detailed design and planning activities. Consequently, procurement activities have been deferred into 2022-23.
- E. 2034 out of 2089 valid claims for payment were assessed and certified with 10 business days.
- F. 30 out of 43 Tender Evaluation Reports (TERs) and equivalent reports were delivered to the Partner Directorate within 20 Business days of tender closure/fully completed Work Order received. Reasons for this include heightened complexity of some tenders, COVID and other resourcing challenges, the need to request additional information from tenders or other circumstances outside of MPC's control.
- G. 90 eligible contracts were notified in the period 1 July 2021 to 30 June 2022. Only 1 eligible contract did not include prequalification as a requirement for tendering.
- H. Total cost is below the original budget primarily due to actual works related to the 'raising London Circuit' component of the Light Rail Stage 2A Project being capital in nature and therefore not recognised as expense. This is different to the original budget assumptions that assumed a greater proportion of the works would be expensed.
- I. Controlled Recurrent Payments were greater than the original budget due to Treasurer's Advance received to meet supplier payment requirement for the progression of the ACT Government Cladding remediation program up to 30 June 2022.



**OFFICIAL: SENSITIVE**

Mr Duncan Edghill  
Chief Projects Officer  
Major Projects Canberra  
Level 3, Callam Offices  
50 Easty Street  
PHILLIP ACT 2606

Dear Mr Edghill

**LIMITED ASSURANCE REPORT  
MAJOR PROJECTS CANBERRA  
STATEMENT OF PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2022**

The ACT Audit Office has completed the limited assurance engagement on the statement of performance of Major Projects Canberra for the year ended 30 June 2022.

I have attached the statement of performance and independent limited assurance report.

I have provided a copy of the statement of performance and limited assurance report to the Treasurer, Mr Andrew Barr MLA.

Yours sincerely



Ajay Sharma  
Assistant Auditor-General, Financial Audit  
21 September 2022

- c.c. Mr Damon Hall, Executive Group Manager, Project Development and Support  
Ms Nikki Pulford, Executive Branch Manager, Ministerial, Governance & Corporate Support  
Ms Erica Wark, Chief Finance Officer  
Ms Clare Guest, Senior Director, Ministerial, Governance & Corporate Support  
Mr Sarwan Kumar, Head of Internal Audit  
Mr Don Cross, Chair, Audit Committee



# Capital Works

This section describes the progress of MPC's capital works program, which comprises projects for which MPC has direct budget and Ministerial accountability. Other capital works undertaken on behalf of partner directorates are included in those directorates' annual reports.

## Capital Works Tables

The capital works tables provide details of new works, works in progress and completed projects, including those physically but not financially completed.

### New Works Commenced During the Year:

Table 25 shows new works commenced in 2021-22.

Project	Estimated completion date	Original project value \$'000	Revised project value \$'000	Prior year expenditure \$'000	Current year expenditure \$'000	Total expenditure \$'000
Redevelopment of the Canberra Theatre Centre*	TBD	2,779	2,779	N/A	560	560
Northside Hospital Development**	TBD	2,975	2,975	N/A	1,334	1,334

Table 25 New works commenced during 2021-22

Notes:

\* The project funding is in relation to preliminary site investigations and initial analysis into design integration between the Canberra Theatre project and the broader district development.

\*\*This is a project led by the Health Directorate.

## Works Still in Progress at Year End

Works still in progress are described in Table 26.

Project	Estimate construction practical completion	Original project value \$'000	Revised project value* \$'000	Prior year expenditure \$'000	Current year expenditure \$'000	Total expenditure \$'000
Canberra Hospital Expansion**	Jun-24	624,500	624,500	80,364	107,013	187,377
CIT Woden Campus and Bus Interchange***	Dec-24	291,900	322,747	12,902	28,834	41,736
Cladding Rectification - Non-Government Building Scheme Phase 1	Jul-22	3,070	3,070	0	643	643
Cladding Rectification - ACT Government Owned Buildings	Dec-22	16,733	16,733	2,103	9,365	11,468
Mitchell Light Rail Stop	Dec-22	12,000	12,000	11,028	852	11,880
Light Rail Stage 2 including Raising London Circuit****	TBD	NFP	NFP	59,593	69,669	129,262

Table 26 Works still in progress at the end of 2021-22

Notes:

\* Revised project value reflects the total project value published in the 2022-23 Budget.

\*\*Physical completion date relates to the practical completion of construction with operational commissioning to occur thereafter.

\*\*\* Revised Project Value represents funding provided to Major Projects Canberra for the project only. Project funding provided directly to CIT is reported as part of the CIT capital program.

\*\*\*\* The delivery of the entirety of the Light Rail Stage 2 is to be determined following business case, planning approvals and current design activities.

## Completed Projects

There is no completed project in 2021-22.

## The Reconciliation Schedules

A reconciliation of current year financing is detailed in Table 27.

<b>Reconciliation of Total Current Year Financing</b>	<b>\$'000</b>
Original Capital Works Financing	159,817
Add: S18E Capital Works Advance	34,494
<b>Total Approved 2021-22 Capital Works</b>	<b>194,311</b>
<b>Capital Injection from Government per Cash Flow Statement</b>	<b>194,311</b>
Less: Accruals 2020-21	(14,228)
Add: Accruals 2021-22	30,576
Less: Year End Cash Balance related to Capital	(5,528)
Add: Opening Cash Balance related to Capital	885
Less: Capital Injection for the repayment of Overdraft	(8,966)
Add: Capitalised Project Costs Funded via Controlled Recurrent Payments	1,840
<b>Total Current Year Capital Works Expenditure</b>	<b>198,890</b>
Add: Accruals 2020-21	14,228
Less: Accruals 2020-21 Expensed	(2,311)
Less: Accruals 2021-22	(30,576)
<b>Total Purchase of Capital Works as per Cash Flow Statement</b>	<b>180,231</b>

Table 27 current year financing reconciliation

The contact officer for further information about MPC's capital works program is:

**Damon Hall,**  
**Executive Group Manager,**  
**Project Development and Support**  
Ph: 02 6207 0058  
Email: [damon.hall@act.gov.au](mailto:damon.hall@act.gov.au)

## Asset Management

MPC delivers infrastructure for the Canberra community in partnership with other ACT Government directorates and public sector bodies.

As projects are completed, assets are transferred to the relevant directorate. As described in the Financial Statements, MPC holds no assets of material value.

### Assets Managed

In 2021–22, MPC undertook fit out works for a fourth Pod (Pod B2) occupied space in Callam Offices. The value of these works totalled \$0.9 million and are included in capital works in progress as the fitout work is yet to be completed as at 30 June 2022. In 2021–22 MPC entered a financing lease for the accommodation of ACT Government Construction Employment Hub and Woden Renewal Hub, it is included as leased buildings in the below table.

Major Project Canberra assets by type and value are listed in Table 28.

Class of Type	2021-22 Net Book Value \$'000
Leasehold Improvements	729
Leased Buildings	315
Furniture and Fittings	655
Plant and Equipment	8
Motor Vehicles	129
Internally Generated Software	2,834
<b>Total value of assets</b>	<b>4,670</b>

Table 28 Asset by Type and Value

On 30 June 2022, MPC had no properties not being used by MPC or identified as potentially surplus.

### Asset Maintenance and Upgrade

There are no assets on the MPC asset register that required maintenance and upgrade.

### Office Accommodation

As at 30 June 2022, the directorate had 205.7 FTE occupying 3,115.2 m<sup>2</sup>, as shown in Table 29.

Location	Number of Employees	M <sup>2</sup> per Employee
Callam Offices	205.7	15.14
<b>The average area occupied by each employee is</b>		<b>15.14</b>

Table 29 Office accommodation occupancy average by employee

Please note that due to COVID-19, many employees worked remotely throughout the reporting period.

## Government Contracting

MPC undertakes a wide range of procurement and contracting activities in support of infrastructure delivery projects.

All procurement processes within the Directorate are required to comply with the procurement legislative framework, including the Government Procurement Act 2001, *Government Procurement Regulation 2007* and subordinate policy.

Procurement ACT facilitates the procurement of goods and services, and develops and implements procurement policy on behalf of the ACT Government. Procurement ACT is part of the Chief Minister, Treasury and Economic Development Directorate.

MPC facilitates the procurement of works and construction related consultancy services on behalf of Partner Directorates or as part of our delivery of major projects for which it has budget responsibility. MPC is responsible for implementing whole of government procurement policies as developed by Procurement ACT.

MPC's engagement model has been developed to change to facilitate consistent and effective relationships with internal stakeholders and partner directorates to ensure that procurement expenditure is approved by the appropriate delegate.

Any single select procurement processes for MPC funded procurement activities are to be approved by the Chief Projects Officer or for Partner Directorate projects, the relevant Delegate; and completed in accordance with the provisions of the Government Procurement Regulation 2007.

The Procurement ACT website contains a range of fact sheets and resources for individuals and

teams delivering procurements. The MPC Project Delivery Framework contains a range of tools which support Officers in delivery procurement as a service.

The ACT Government uses a suite of standard construction related contracts for both works and construction related consultancy services. The standard terms of contract can be found on the MPC website. The Project Delivery Framework includes tools which support the use of the standard forms of contract. The standard suite of contracts are managed by the MPC Project Management Office who also provides contract creation and execution support.

MPC manages contracts which support the delivery of Designated Projects and Partner Directorate Projects.

Procurement ACT is responsible for TendersACT, the platform MPC uses to release approaches to market and receive responses from tenderers. They also are responsible for the ACT Government Notifiable Contracts Register which provides public access to contracts with suppliers with a value over \$25,000 or more. Notifying eligible contracts is an obligation under the Government Procurement Act. Procurement and contract management training can be sourced through HRIMS or through MPC's learning and development approach.

The online ACT Government Contracts Register records contracts with suppliers of goods, services and works, with a value of \$25,000 or more. A full search of MPC contracts notified with an execution date from 1 July 2021 to 30 June 2022 can be made at <https://www.tenders.act.gov.au/contract/search>.





## Prequalification Schemes

MPC manages the Territory's Prequalification Scheme to support a more effective, efficient and safe procurement system to support the outcomes of the Government Procurement Act 2001 and Government Procurement Regulation 2007.

Table 30 shows the number of contractors approved for prequalification in 2021–22.

Prequalification Category	Number of Prequalified Contractors as at 19 December 2020	Number of Prequalified Contractors as at 30 June 2022
Contractors ACT	83	85
NPS Contractors Civil Road and Bridge	41	44
NPS Contractors – Construction >\$50m	9	9
ACT Consultants	143	151
Senior Auditors	7	10
Fire Trails Construction and Maintenance	4	4
Footpath Contractors	12	17
MPCed Control Contractors	15	17
Small Architects and Landscape Architects in Registration Scheme	7	10
	<b>322</b>	<b>347</b>

Table 30 Number of Prequalified Contractors

MPC received 337 applications for prequalification between 1 July 2021 and 30 June 2022. Of these:

- > 148 assessments were completed within the benchmark of 30 days; and
- > 4 assessments were placed on hold, pending further action from the applicant and are expected to be assessed in 2022–23.

Between 1 July 2021 and 30 June 2022, 193 annual financial assessments of prequalified suppliers MPCre completed.

### Secure Local Jobs Code

No exemptions were sought under the Secure Local Jobs Code in 2021–22 for MPC funded capital works projects.

## Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP)

Under the ATSIPP, entities must report performance against three measures:

- > The number of unique Aboriginal and Torres Strait Islander Enterprises that respond to the reporting entity's tender and quotation opportunities that were issued from the Approved Systems.
- > The number of unique Aboriginal and Torres Strait Islander Enterprises attributed a value of addressable spend in the financial year.
- > Percentage of the financial year's addressable spend which is spent with Aboriginal and Torres Strait Islander Enterprises.

No.	ATSIPP Performance Measure	Result
1	The number of unique Aboriginal and Torres Strait Islander Enterprises that respond to Territory tender and quotation opportunities issued from the Approved Systems.	0
2	The number of unique Aboriginal and Torres Strait Islander Enterprises attributed a value of Addressable Spend in the financial year.	9
3	Percentage of the financial year's Addressable Spend of \$107,630,050 that is spent with Aboriginal and Torres Strait Islander Enterprises – target 2.0%.	1.4%

Table 31 Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP) Performance Measures in the financial year 2021-22.

MPC has developed a Diversity and Inclusion Procurement Guidelines (the Guideline). Achieving diversity and inclusion outcomes through our infrastructure delivery activities is a priority for MPC. The Guideline has been developed to inform the procurement of MPC contracts in relation to diversity and inclusion outcomes. It has been

developed in consultation with Procurement ACT and other stakeholders across the ACT Government to ensure consistency with relevant policies and legislation, including the Government Procurement Regulation 2007 and Government Procurement (Charter of Procurement Values) Direction 2020.



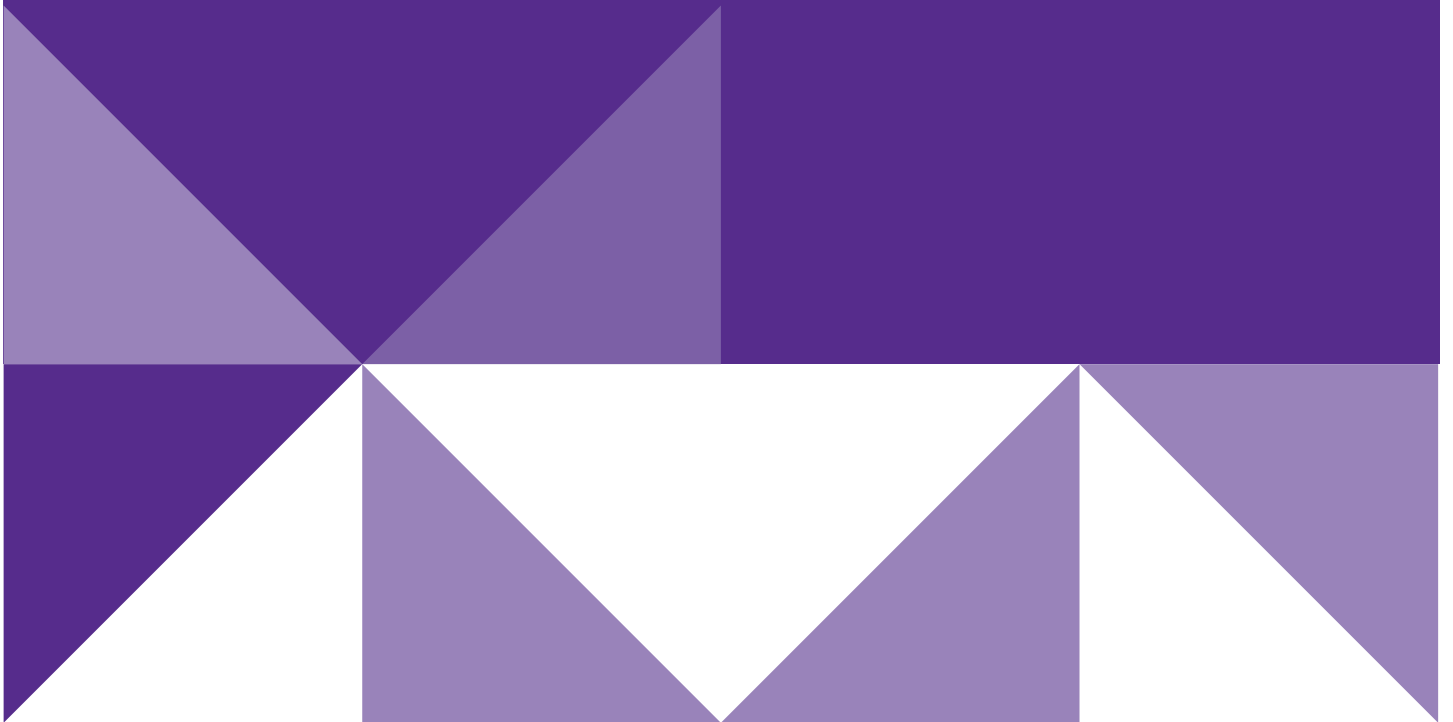






# 3

## Part 3 Reporting By Exception





# Reporting by Exception

No Dangerous Substances or Medicines, Poisons  
and Therapeutic Goods non-compliance notices  
were issued to MPC in 2021-22.

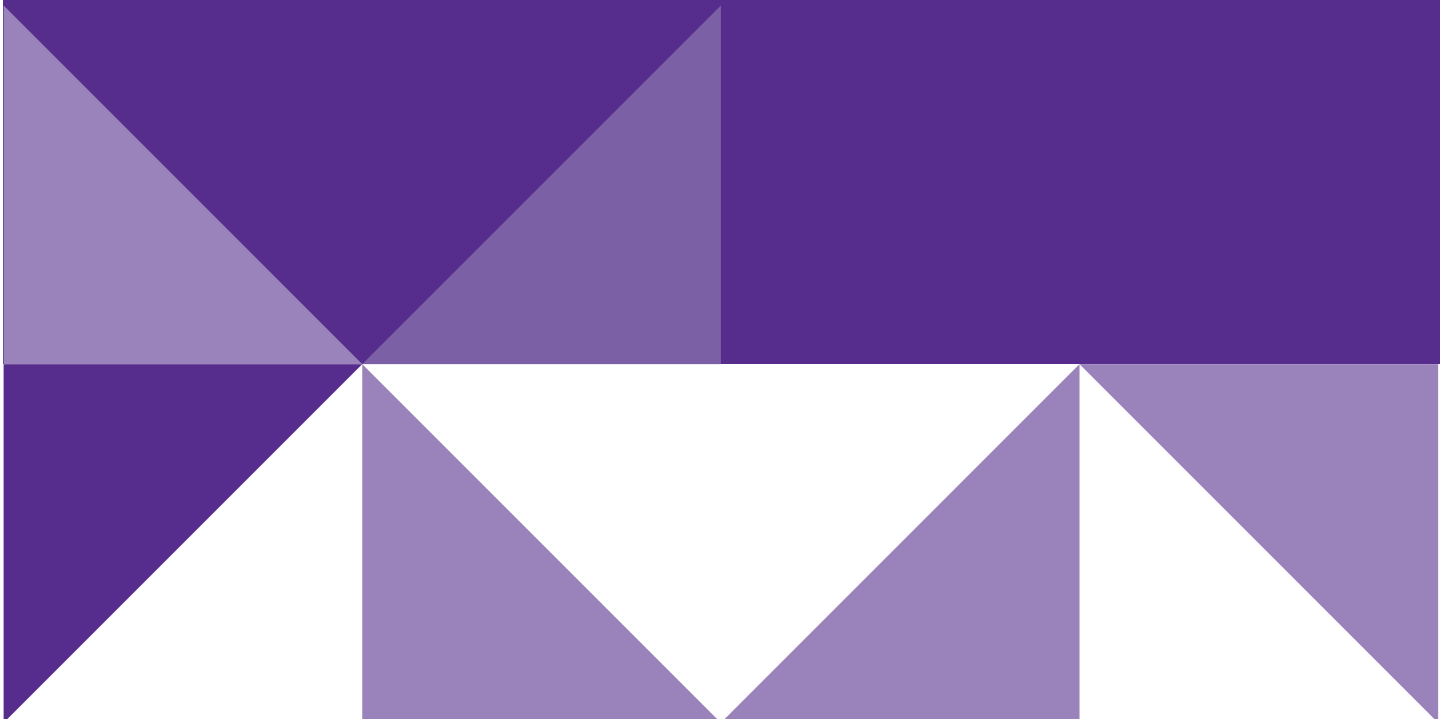






# 4

## Part 4 Whole of Government Annual Reporting





# Whole of Government Annual Reporting

The ACT Government has assigned responsibility for whole of government annual reporting to other Directorates.

Consistent with the Directions, information relevant to MPC and satisfying these requirements is reported in the one place for all ACT Public Sector (ACTPS) Directorates:

- > **Bushfire Risk Management.** See the Annual Report of the Justice and Community Safety Directorate.
- > **Human Rights.** See the Annual Report of the Justice and Community Safety Directorate.
- > **Legal Services Directions.** See the Annual Report of the Justice and Community Safety Directorate.
- > **Public Sector Standards and Workforce Profile.** See the annual State of the Service Report.
- > **Territory Records.** See the Annual Report of Chief Minister, Treasury and Economic, Development Directorate.



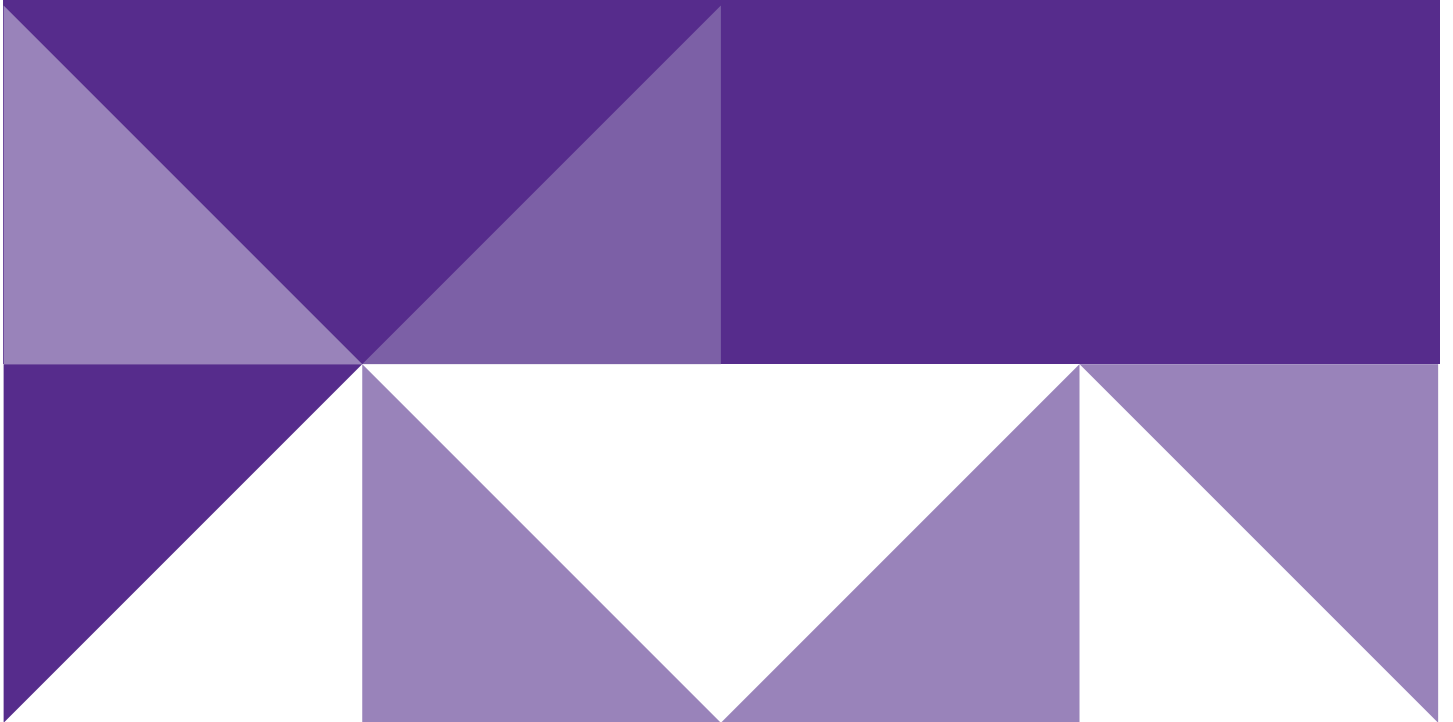






# 5

**Part 5**  
**Additional Input**  
**into State of The**  
**Service Report**





## **Additional Input** into State of the Service Report

MPC provided requested input for the State of the Service report, which is published by the Chief Minister, Treasury and Economic Development Directorate.

[cmtedd.act.gov.au/functions/publications](https://cmtedd.act.gov.au/functions/publications)

# List of **Abbreviations and Acronyms**

<b>ACT</b>	Australian Capital Territory
<b>ACTHD</b>	ACT Health Directorate
<b>ACTPS</b>	ACT Public Service
<b>ANU</b>	Australian National University
<b>AS ISO</b>	Australian International Standards Organisation
<b>ATSIPP</b>	Aboriginal and Torres Strait Islander Procurement Policy
<b>CHS</b>	Canberra Hospital Services
<b>CIT</b>	Canberra Institute of Technology
<b>CMTEDD</b>	Chief Minister, Treasury and Economic Development Directorate
<b>COVID</b>	Corona virus disease
<b>CRA</b>	City Renewal Authority
<b>EAP</b>	Employee Assistance Program
<b>EPBC Act</b>	Environment Protection and Biodiversity Conservation Act 1999
<b>EPSDD</b>	Environment, Planning and Sustainable Development Directorate
<b>FOI</b>	Freedom of Information
<b>FTE</b>	Full-time equivalent
<b>IDP</b>	Infrastructure Delivery Partners
<b>IRE</b>	Industrial relations and employment
<b>JACS</b>	Justice and Community Services
<b>MPC</b>	Major Projects Canberra
<b>PMARS</b>	Project Management and Reporting System
<b>PPP</b>	Public Private Partnership
<b>PMO</b>	Project Management Office
<b>SERBIR</b>	Senior Executive Responsible for Business Integrity Risk
<b>SOW</b>	Superintendent of Works
<b>TCCS</b>	Transport Canberra and City Services
<b>Territory</b>	Australian Capital Territory
<b>WHS</b>	Work health and safety

# Glossary of Technical Terms

<b>ACT Government Engineering Workforce Plan</b>	A plan to deliver an innovative and skilled engineering workforce to support the delivery of Territory infrastructure.
<b>Completed works</b>	The date when all actions on the project are designated as completed by the client.
<b>Construction project</b>	The Work Health and Safety Regulation 2011 (WHS Regulation) defines a construction project as any project that involves construction work where the cost is \$250,000 or more. This is an increase from the previous value of \$80,000. Work valued at less than \$250,000 is not deemed to be a construction project.
<b>Construction work</b>	Construction work is any work carried out in connection with the construction, alteration, conversion, fitting-out, commissioning, renovation, repair, maintenance, refurbishment, demolition, decommissioning or dismantling of a structure, or preparation of a building site. Under the model WHS Act, the term 'demolition' includes 'deconstruction'.
<b>Early contractor involvement</b>	A method of contracting that allows a construction contractor to become involved, and potentially start work, before the design has been completed.  <i>Note: a procurement option for complex major infrastructure projects, where there is significant unknown scope, risks or interfaces, or a need for accelerated delivery timeframes.</i>
<b>Financial completion</b>	The date at which all financial transactions required to complete the project have been finalised.  <i>Note: A period may elapse between practical and financial completion.</i>
<b>Panel arrangements</b>	In principle, Panel arrangements are a form of Standing Offer. They usually involve running a competitive process to select suppliers who are considered suitable to provide a particular type of service commonly required by an agency. Purchasers requiring those services can then either directly engage any supplier on that panel or can run a competitive process restricted to all or some selected panel members.  Panel arrangements are often used as a method of prequalifying suppliers so that lengthy open tendering processes are not required every time an area within the agency requires those services.
<b>Practical completion</b>	Practical Completion refers to the contractual date, as revised from time to time, for completion.
<b>Prequalification</b>	The prequalification process for suppliers is characterised as the initial stage of a two-stage tender process. Prequalification is a capability framework that allows firms to tender within stated prequalification limits as set out in criteria to be satisfied. A two-stage process is more administratively efficient because it can be used to identify suppliers that have already met a summary group of evaluation criteria.
<b>Principal contractor</b>	Each construction project will have a principal contractor who has specific duties under the WHS Regulation, in addition to their duties as a PCBU.  <i>Notes: A client can authorise a contractor to have management or control of a workplace for construction work that is valued less than \$250 000 (and is therefore not a construction project). However, in this situation the contractor would not inherit the additional duties of a principal contractor under part 6.4 of the WHS Regulation.</i>  Section 293 of the WHS Regulation states that a construction project can have only one principal contractor at any specific time.



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# Annual Report **21** **22**

Major Projects Canberra