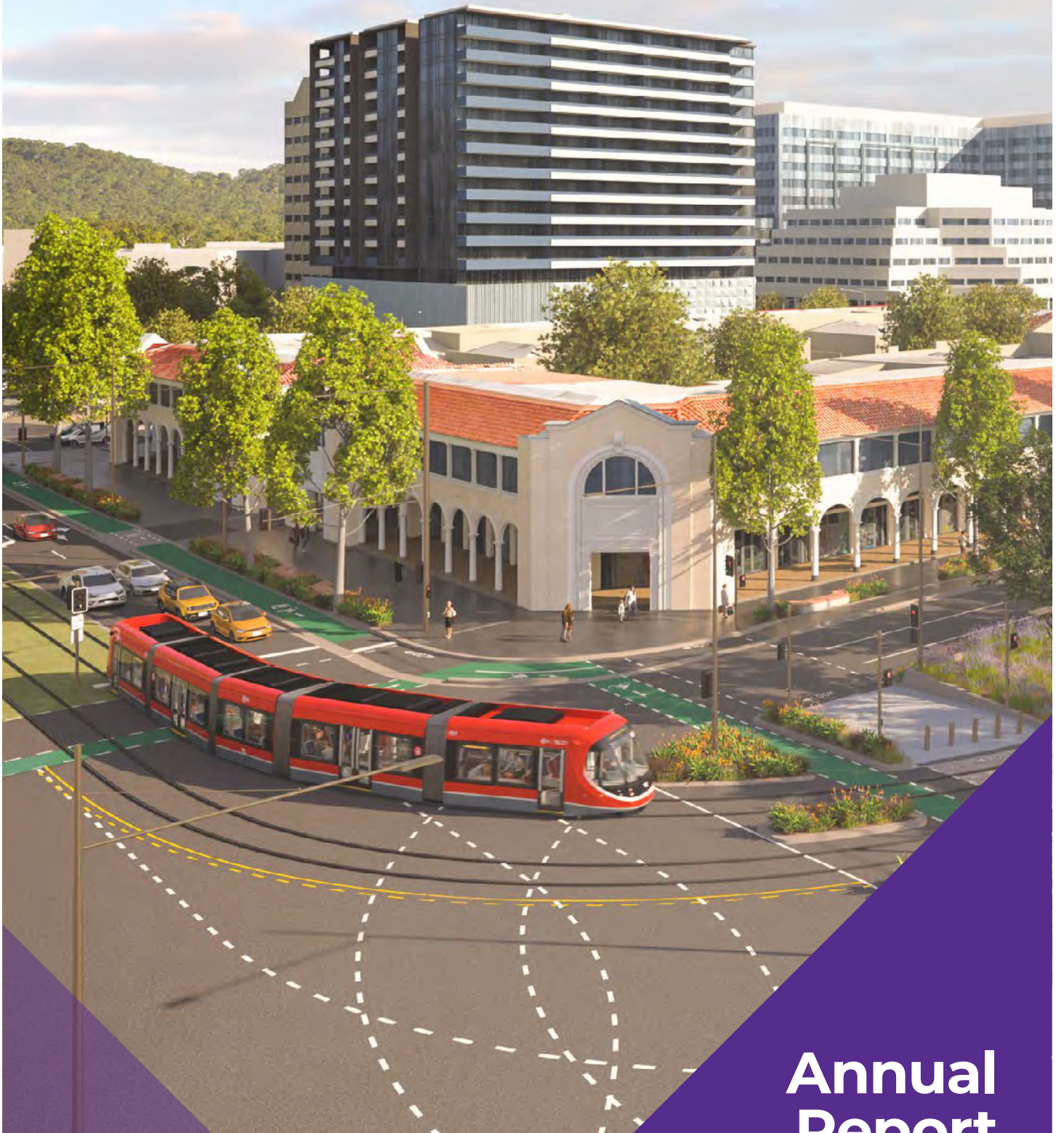




**ACT**  
Government



# Annual Report 2022–23

Major Projects Canberra

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ISBN: 978-0-6450478-7-5

Publication reference: A38661868

First published October 2023

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 acknowledges the Ngunnawal people as traditional custodians of the land we are meeting on and recognise any other people or families with connection to the lands of the ACT and region. I/We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region. I/We would also like to acknowledge and welcome other Aboriginal and Torres Strait Islander people who may be attending today's event.

## Contact for This Report

For information regarding the *Major Projects Canberra Annual Report 2022–23*, 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](https://act.gov.au/majorprojectscanberra/home).





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# Part 1

Direction Overview





RECEPTION



# Compliance Statement

The Major Projects Canberra (MPC) Annual Report must comply with the *2023 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 10; and
- > **Section C.** Financial Management Reporting, inclusive of all subsections, see page 72.

## Directions Part 3 – Reporting by Exception

In the 2022–23 reporting year, MPC had no information to report by exception under Part 3 of the Directions.

## Directions Part 4 – Annual Report Requirements for Specific Reporting Entities

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 Chief Projects Officer



Major Projects Canberra is entrusted to plan and deliver transformative facilities and infrastructure to enable and support a growing and diversifying population in one of the worlds' most liveable cities.

Major Projects Canberra (MPC) leads and supports the delivery of infrastructure projects across Canberra. We do this in close collaboration with our directorate partners across government. We are a team of professionals specialising in project planning and delivery, contract administration and technical advice.

MPC is also responsible for supporting an expansive and diverse capital works program across government, extending into health services, school programs, community, arts and cultural programs, sports and recreational facilities, major highways, roads and connected transport routes, the rehabilitation of waterways and wetlands and critical emergency and corrective service buildings.

Since establishment in 2019, MPC has consistently delivered on performance indicators. This includes the well progressed Canberra Hospital Expansion and Raising London Circuit projects that are on track to meet timeframes and expectations.

Our vision, values and priorities are interlinked. Our values define the way we work together, with industry, our communities and across the ACT Government. Our priorities are to deliver infrastructure and facilities safely and sustainably, supporting diversity and inclusion, incorporate energy efficiency and environmental initiatives and consistently deliver outstanding outcomes for the community.

The infrastructure industry has been undergoing considerable change over the last two years. MPC consult and collaborate to strive for our projects to encompass latest thinking and innovation and provide flexibility and capacity for the future. The ACT Chief Engineer is an integral part of MPC and provides invaluable insight and technical advice across government and industry.

The next year will involve MPC reviewing and updating our strategic plan in consideration of the ACT Government Infrastructure Strategy and the changing industry and society. At the heart of MPC remains the enthusiasm to deliver and renew infrastructure intrinsically linked to economic growth and community wellbeing.

It is a privilege for MPC to lead the construction of complex infrastructure projects across Canberra as part of the ACT Government's broader infrastructure program. This work is achieved through the expertise and support of our people, cross government collaboration, committed industry partners and the support of our communities.

I am looking forward to the next year and thank the team at MPC for their commitment to building towards Canberra's future.

**Gillian Geraghty**  
*Chief Projects Officer*

October 2023









# Part 2

Agency Annual Report  
Requirements





# 2A Transmittal Certificate



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

Dear Minister,

## **2022–23 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 2023*.

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 2022 to 30 June 2023.

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.

A handwritten signature in black ink, appearing to read 'Gillian Geraghty', written over a light grey grid background.

Gillian Geraghty  
Chief Projects Officer  
Major Projects Canberra  
27 September 2023



## 2B Organisational Overview and Performance Overview



Respect



Integrity



Collaboration



Innovation

### Our Vision

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

### Our Values

In line with the ACT Public Service values, MPC has adopted the values '**Respect**', '**Integrity**', '**Collaboration**' and '**Innovation**'. It also has adopted two additional values – 'Safety' and 'Strive for Excellence'. All of these values define MPC and are at the centre of its business and operations.



## Highlights in 2022–23

MPC's performance highlights for 2022–23 are outlined below.

### Canberra Hospital Expansion Project

The Canberra Hospital Expansion (CHE) project is the largest health care infrastructure project ever undertaken by the ACT Government. The project will deliver a bigger and better health care facility for all Canberrans, helping to boost health care capacity for our city and region. The new Critical Services Building has been designed in consultation with hospital staff, health care consumers and the Canberra community. The design is open, light and modern connecting seamlessly with existing hospital buildings providing a better experience for all hospital users.

#### *Patients will benefit from:*

- > Improved access to the emergency department;
- > Increased operating rooms, treatment spaces and intensive care beds;
- > New and improved intensive care facilities;
- > Dedicated paediatric beds and spaces for children within the new emergency department and intensive care unit; and
- > Multiple outdoor spaces, courtyards and improved public facilities to make the hospital experience better for staff, patients, their carers and families.

#### *Project benefits include:*

- > 5 Star Green Star Rating;
- > Creation of hundreds of construction jobs;
- > Reducing the new building's emissions and carbon footprint by being 100% electric; and
- > Assisting in attracting health care staff to train and stay in Canberra.



#### *Social outcomes include:*

- > To date the project has provided employment opportunities for 20 candidates as a direct result of the Multiplex Connectivity Centre (the 20 candidates include 17 Aboriginal or Torres Strait Islander candidates, three of which are female); and
- > In 2022, in consultation with the Territory, Multiplex ran the Jump Start Program, which is a unique mentoring initiative, designed by Multiplex women, to give female high school students a holistic view of the construction industry and the diverse range of career pathways it has to offer.

#### *Key achievements during the 2022–23 reporting period include:*

- > Completed the prototype shed at the old CIT Woden site, which has been used to demonstrate to clinicians and consumer representatives the look and feel of the new hospital building;
- > Achieved superstructure topping off, marking the completion of the building's highest point at just over 40 metres; and
- > Procured four artists, including three locally based artists, to produce works to enrich the public spaces of the Critical Service Building.

## Light Rail

The light rail network is delivering on the ACT Government's commitment to build a better public transport system that will meet our growing city's needs. Building upon Stage 1 Gungahlin to City, Stage 2 of the light rail to Woden will provide high-quality public transport services to more Canberrans via a central mass-transit spine.

Light Rail Stage 2 to Woden is being constructed over two Stages. This first stage (Stage 2A) will extend the light rail network from its current southern terminus at Alinga Street to a new stop at Commonwealth Park. The second stage (Stage 2B) will then take the light rail network from Commonwealth Park to Woden.



### *Key achievements during the 2022–23 reporting period include:*

- > Commencement of main works activities for the Raising London Circuit project in September 2022. These works include staged demolition and removal activities, construction of a temporary side track and infilling the London Circuit Road reserve;
- > Progression of the light rail Stage 2A design with lodgement of a Works Approval Submission to the National Capital Authority, and Development Application to the ACT Land and Planning Authority for light rail Stage 2A in December 2022;
- > Community consultation on the light rail Stage 2A Works Approval and Development Application from March to May 2023;
- > Progression of design works and planning approvals for the expansion of the light rail vehicle depot in Mitchell; and
- > The Infrastructure Sustainability Council awarded Raising London Circuit Project with a 'Leading' rating (the highest rating) for design work.





## Canberra Institute of Technology (CIT) – Woden

The CIT Woden Campus Project will deliver a purpose-built CIT Campus, Youth Foyer and a new public transport interchange in the Woden Town Centre. It will also deliver CIT Yurauna, which is a new dedicated Aboriginal and Torres Strait Islander Educational Centre of Excellence, located at the CIT Bruce Campus.

The CIT Woden Campus Project represents a significant investment in Canberra. It will create modern education and community facilities in a central, well-connected part of Woden. The project includes the development of a new public transport interchange, which will improve connections to the new facilities from across Canberra. The new state-of-the-art campus has been designed with environmental sustainability and innovative contemporary digital and face-to-face learning capabilities at the forefront.

The project will create a place that welcomes students, commuters and Woden residents, whether to study, use public transport, access local shops and services co-located with the CIT Campus, or utilise public plazas and green spaces. It will revitalise the eastern side of the Woden Town Centre, while better connecting it to the popular green spaces in Eddison Park and beyond.

*Partnering with CIT and other ACT Government directorates, the project benefits include:*

- > Delivering excellence in outcomes for the stakeholders in the vocational education and training sector; and
- > Shaping the Woden Town Centre.

*Social Outcomes:*

- > The project continues to exceed its social procurement targets around increasing participation of women in construction and encouraging the economic participation of First Nations people across the project; and
- > The project provides more employment opportunities for local trainees and apprentices.

*Key achievements during the 2022–23 reporting period include:*

- > Opening of both Easty Street and Launceston Street bus layovers and drivers' amenities;
- > Opening of the temporary bus interchange in Woden;
- > Demolition of the former Woden Bus Interchange;
- > Progress on the design development for the main CIT Building; and
- > Submission of and approval of the Development Application for the main CIT Building, Youth Foyer and Urban Realm.





## Canberra Theatre Redevelopment Project

In the 2022–23 ACT Budget, the ACT Government committed funding to progress the Canberra Theatre Redevelopment project, commencing the detailed design and planning of the new Canberra Theatre Centre. This also includes the start of stakeholder and community consultation.

A transformed Canberra Theatre Centre is a city-shaping project that will create a performing arts centre of national importance and global significance. It will be a world-class destination for arts organisations, artists and audiences in the heart of the Canberra Civic and Culture District.

### *Once complete the Canberra Theatre Centre will encompass:*

- > A new 2,000 seat lyric-style theatre, increasing its capability to provide a growing territory and regional population with a more diverse range of shows;
- > A refurbishment of The Playhouse;
- > Adapting the existing Canberra Theatre to become a contemporary flexible venue able to host a broad range of performances, concerts and events; and
- > Significant expansion of the Courtyard Studio to accommodate a diverse range of activities with flexible seating and open plan theatrical space able to host performances, workshops and open plan creativity.

### *Social Outcomes:*

- > The project will create a diverse and inclusive Canberra Theatre Centre with a focus on equitable access and participation for all members of the community; and
- > The project will champion the importance of designing safe and inclusive environments, including recognising the principles of Universal Access and the needs of members of the LGBTQIA+ community.

### *Community Benefits:*

- > The redeveloped Canberra Theatre Centre has an important role to play by creating an environment where all members of the community – from staff, artists, audience and visitors – feel welcomed, safe and included.

### *Key achievements during the 2022–23 reporting period include:*

- > Appointment of the Design Partner consortium led by Architectus, Danish architects Henning Larsen and international theatre designers Arup to deliver the design for the Canberra Theatre Centre redevelopment;
- > Establishment of the Canberra Theatre Redevelopment Project Board, Project Control Group and Risk Management Committee; and
- > Formation of the Performing Arts Reference Group.



## Infrastructure Delivery Partners

Infrastructure Delivery Partners (IDP) is the division of MPC 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 \$300 million.

**Key achievements during the 2022–23 reporting period include:**

- Completion of the Margaret Hendry School Expansion Project to cater for up to 600 primary school places for students in Canberra’s rapidly growing community of North Gungahlin;
- Progression of North Gungahlin High School to construction phase, with initial site works underway. When complete, this school will cater for up to 800 High school students in Canberra’s North;
- Delivered the Common Ground Social Housing Project, which includes construction of the Stepping Stone Café. Due to be formally opened in August 2023, the café will support the local community by providing residents with opportunities for skill development, training, and employment;
- Opened the final stage of the Gold Creek Senior School Expansion new learning community in August 2022. The completion of this work accommodates an additional 200 senior students, raising the overall capacity to over 1000 student places. The project supported implementation of the Aboriginal and Torres Strait Islander Procurement Policy and exceeded its minimum contractual requirement of 25% spend on Aboriginal and Torres Strait Islander Enterprise. The Contractor reported a 30.32% spend.
- Opened the 14-bed Adolescent Mental Health Unit and Day Service at the Canberra Hospital in June 2023, including six dedicated mental health beds, bariatric and treatment rooms, interview spaces, family lounge, courtyard, a dedicated place for recreation and therapeutic activities, and a specialist sensory room within the unit;
- Delivered a new Road Policing Centre to support all Road Policing operations; the new site enables Road Policing officers immediate access to major roads across Canberra to help maintain effective response times in emergencies.
- Opened the new medical imaging service at the Weston Creek Health Centre in May 2023. Works included new CT, X-ray and Ultrasound machines that provide improved publicly available imaging services within the community, reducing demand on hospital operations;



- Implemented upgrades to the Calvary (now North Canberra) Hospital carpark in March 2023, to improve the overall safety of the facility;
- Implemented upgrades to City and Woden Police Stations. The latest stage was completed in June 2023 and included new fire control panels, modern emergency lighting; new switchboards and building compliance upgrades;
- Delivered the Jarramlee Nature Reserve. This included the remediation and restoration of approximately two Hectares of the West Belconnen Sewerage Treatment Plant, 25,000 plantings and 130kg native seeding to restore impacted habitat. A landscaped entry garden was also developed that showcases the Aboriginal connection to the Country;
- Upgraded various sporting fields across the Territory including Kippax, Watson, Dickson Pool and Kingston Oval to improve lighting, irrigation, and female friendly facilities to provide greater access for the community; and
- Completed upgrades to Gundaroo Drive between Barton Highway and Chuculba Crescent and Baldwin Drive to Ginninderra Drive, improving connectivity between Belconnen and Gungahlin.

#### **Project Outcomes:**

In addition to the achievements listed above, a number of IDP projects were nominated as finalists in the 2023 ACT Master Builders and Asset Construction Hire Excellence Awards. These included:

- Completion of Parkes Way / Coranderrk Street Roundabout Signalisation to better regulate traffic flow and improve the capacity of the intersection. It also supports the construction of Light Rail and the raising of London Circuit projects;
- Completion of East Gungahlin High School Supporting Road Infrastructure to provide access to the Canberra's newest public high school in the East Gungahlin suburb of Kenny;
- Upgrades to Ginninderra Dam and Tuggeranong Dam as part of the Safety Upgrades Program; and
- Installation of floating wetlands at Yerrabi Pond to improve the water quality of Yerrabi Pond.

## **COVID-19 Projects**

2022–23 has seen the easing of COVID-19 restrictions and the lifting of public health directions in Canberra. In light of this, MPC has supported the ACT Government's decommissioning of spaces established to support the COVID-19 response. This included the decommissioning of the temporary testing centres established across Canberra and planning to decommission and disassemble the Garran Surge Centre.

Ongoing stimulus for small to medium enterprises across the construction industry recovering from the challenges of the COVID-19 pandemic has continued to receive support from MPC in 2022–23. This support has been provided through the delivery of Partner Directorates Better Infrastructure Funding projects.





## Cladding Rectification Program

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

The Private Buildings Cladding Scheme (the Scheme) provides financial assistance to eligible owners corporations to identify if their building has combustible cladding and to remove the cladding if necessary to lower risks. The Scheme is being delivered in two phases:

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

The testing and assessment phase, open between 21 July 2021 and 21 July 2022, offered owners corporations a 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, was offered under the Scheme. The ACT Government assistance during the testing and assessment phase has resulted in apartment owners receiving advice on the level of risk posed by the cladding on their building, the remediation works they can take to reduce fire risk and better manage fire safety in the building, the estimated

cost of these remediation works, and any interim risk mitigation measures they can take while waiting for remediation works to be completed.

Applications for the second phase of the Scheme opened on 29 August 2022, and will close on 29 February 2024. Under this phase, the ACT Government offers loans at a concessional interest rate to eligible owners corporations of buildings with higher risk cladding to support them to remove and replace combustible cladding from their buildings. The ACT Government hosts a Register of Suppliers who have the qualifications, experience, insurance and licences to undertake cladding work. This Register may be accessed by all owners who may have cladding on their buildings, regardless of whether they are participating in Scheme.

The ACT Government also undertook an investigation of its own buildings. These investigations involved a multistage 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. The investigation identified 23 buildings that required combustible cladding to be removed, including schools, health facilities and public housing across the ACT. Remediation of these buildings was completed by December 2022, meeting project timeframes and budgets.





## Developing the Territory's Engineering Workforce

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

The Workforce Plan contains 19 actions designed to:

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

### *Key achievements during the 2022-23 reporting period include:*

- > Championed and supported consultation on the *Professional Engineers Act 2023* (PE Act). The PE Act, passed in the ACT Legislative Assembly on 23 March 2023, establishes a mandatory registration scheme for professional engineers with monitoring and enforcement powers. The object of the PE Act is to maintain confidence in the services provided by professional engineers and uphold standards of practice across the industry;
- > Hosted the Chief Engineer's Innovation Forum exploring data-led infrastructure. A range of industry experts shared their insights on the digital infrastructure sector focusing on what is currently happening in the space, the emerging technologies that will support our future infrastructure, and how data can be utilised to create sustainable outcomes;

- > Hosted a community of practice that allows the 250+ engineers across the service to share ideas and collaborate on projects;
- > Sponsored the infrastructure stream of the ACT Government graduate program, with the number of engineers in the service continuing to increase;
- > Hosted a government to industry engineering secondment program. The secondment program allows an early career engineer from the ACT Government, a consultancy firm and/or a construction firm to undertake job swap placements. This has allowed professional development opportunities for staff, while strengthening working relationships between government and industry;
- > Hosted 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 careers;
- > Hosted an engineer mentoring program across the ACTPS that has seen over 56 partnerships put in place to develop skills, share knowledge, encourage the formation of networks and work towards future goals; and
- > Hosted the annual ACT Chief Engineer Awards promoting excellence, leadership and innovation, both within the profession and the community. A strong field of nominations was received with awards given for the Engineer of the Year and Engineering Project of the Year from within the service.



## Project Management Office (PMO)

In 2022–23, the PMO continued to provide the following services to support the delivery of the Territory’s construction related projects:

- Administering the ACT Government and National Prequalification Schemes;
- Providing contract creation and execution services, including supporting the ACT Government Solicitors Office in maintaining the standard suite of construction related contracts used by the Territory;
- Providing helpdesk support for users of the Project Management and Reporting System (PMARS);
- Implementing the Active Certification Policy on eligible contracts managed by MPC and Partner Directorates; and
- Supporting the delivery of construction related projects managed by MPC through the ongoing review, update and implementation of the MPC Project Delivery Framework and the MPC Work Health and Safety Management System.

The PMO also rolled out a suite of updated procurement templates which support procurement planning and evaluation. Regular toolbox training sessions were delivered with an emphasis on procurement best practice, work health and safety, and implementing whole of government changes and initiatives.

## MPC’s collaboration and engagement with industry

Achieving great outcomes through infrastructure delivery activities is a priority for MPC. Engaging and collaborating with industry is critical to the successful delivery of the Territory’s significant infrastructure program.

Over 2022–23, MPC, in collaboration with industry groups, sought to better understand and respond to the challenges experienced across the lifecycle of a construction project. This included collaborating on approaches to respond to several years of La Niña weather, supply chain issues, labour shortages and escalation. Despite these challenges, industry partners, in conjunction with the ACT Government, have demonstrated resilience and agility to find ways to solve problems and achieve effective outcomes in project delivery that will ultimately have a positive impact on the community.

To support the construction industry in planning for construction related procurement activities, MPC facilitates the whole of government project pipeline. The project pipeline is available on the MPC website and is updated and reviewed monthly.

Collaboration and engagement with industry extends into our working relationships across directorates and through the Office of the ACT Chief Engineer.

The ACT Chief Engineer engages actively and regularly with not-for-profit peak body organisations, building and construction industry advisory associations, tertiary education facilities and technical further education and training groups, in support of the engineering cohort of the ACTPS.





## Future Priorities

In 2023–24, MPC will continue to deliver infrastructure for our community to make Canberra one of the world’s most liveable cities. This is to be achieved whilst maintaining safety as the directorate’s highest priority and promoting other key ACT Government policies, particularly in relation to local industry participation, diversity and sustainability.

### *Priorities for 2023–24 include:*

- Continue to deliver our infrastructure program amid ongoing construction industry uncertainties, international events and the demand for infrastructure delivery resources across Australia;
- Complete construction of the Critical Services Building and Welcome Hall of the Canberra Hospital Expansion project;
- Progress the Canberra Light Rail network with light rail to Woden, creating a public transport spine connecting Canberra’s north and south and meeting our city’s future transport needs;
- Achieving substantial progress in the delivery of the Canberra Institute of Technology (CIT) Woden Campus and public transport interchange project;
- Progressing the Preliminary Sketch Plans Design Report for consideration by Canberra Theatre Redevelopment Project Board for the Canberra Theatre Redevelopment project;
- Working with other ACT Government directorates to assist them in planning new projects and delivering other key projects across the ACT, including schools, health infrastructure, major roads and other transport infrastructure;
- Liaising closely with community, industry, union and other stakeholders to promote great local community and local industry participation, employment, sustainability and diversity outcomes;
- Continuing to administer the ACT Government’s scheme for the rectification of potentially combustibile cladding on eligible private buildings; and
- Continuing 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 through the ACT Chief Engineer.

## Our Role, Function and Services

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

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

MPC is directly responsible for delivering designated major infrastructure projects. MPC also delivers capital works projects with Partner Directorates as part of the Territory's infrastructure program. Support is provided by MPC to Partner Directorates by providing planning, procurement, contract management and delivery services for their projects.

MPC's designated projects include the expansion of the Canberra Hospital, the extension of light rail to Woden, the delivery of a new CIT Campus and public transport hub in Woden, and more recently the commencement of Canberra Theatre Redevelopment project.

MPC is also responsible for the ACT Government's Cladding Program and the ACT Chief Engineer.

Funding provided to MPC is predominantly through direct capital and controlled recurrent appropriation. It also receives fees for services provided in the delivery of the ACT Government infrastructure program.

In delivering infrastructure projects for the Territory, MPC also supports the implementation of legislation and whole of government policy, procedures and guidelines. Some of these include the *Work Health and Safety Act 2011* obligations, whole of government work health and safety policies, Secure Local Jobs Code requirements, Local Industry Participation Policy, Sustainability Strategies, Aboriginal and Torres Strait Islander Procurement Policy and Women in Construction policies and plans. MPC further manages and administers ACT Government Prequalification Schemes and provides helpdesk and system administration support for the Project Management and Reporting System (PMARS).



The key outputs MPC delivers include:

- > Procuring and delivering infrastructure projects designated by the ACT Government as major projects;
- > Providing procurement and contract administration 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.





Provided below is information on some of the additional functions managed and provided by MPC.

### **ACT Chief Engineer**

The ACT Chief Engineer is part of the MPC executive. Their role 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 functions of the Chief Engineer includes:

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

### **Project Management and Reporting Systems (PMARS)**

PMARS is used to support delivery of the Territory's capital works program. It provides a project monitoring and reporting capability and workflows which enable the timely payment of invoices associated with construction related contracts.

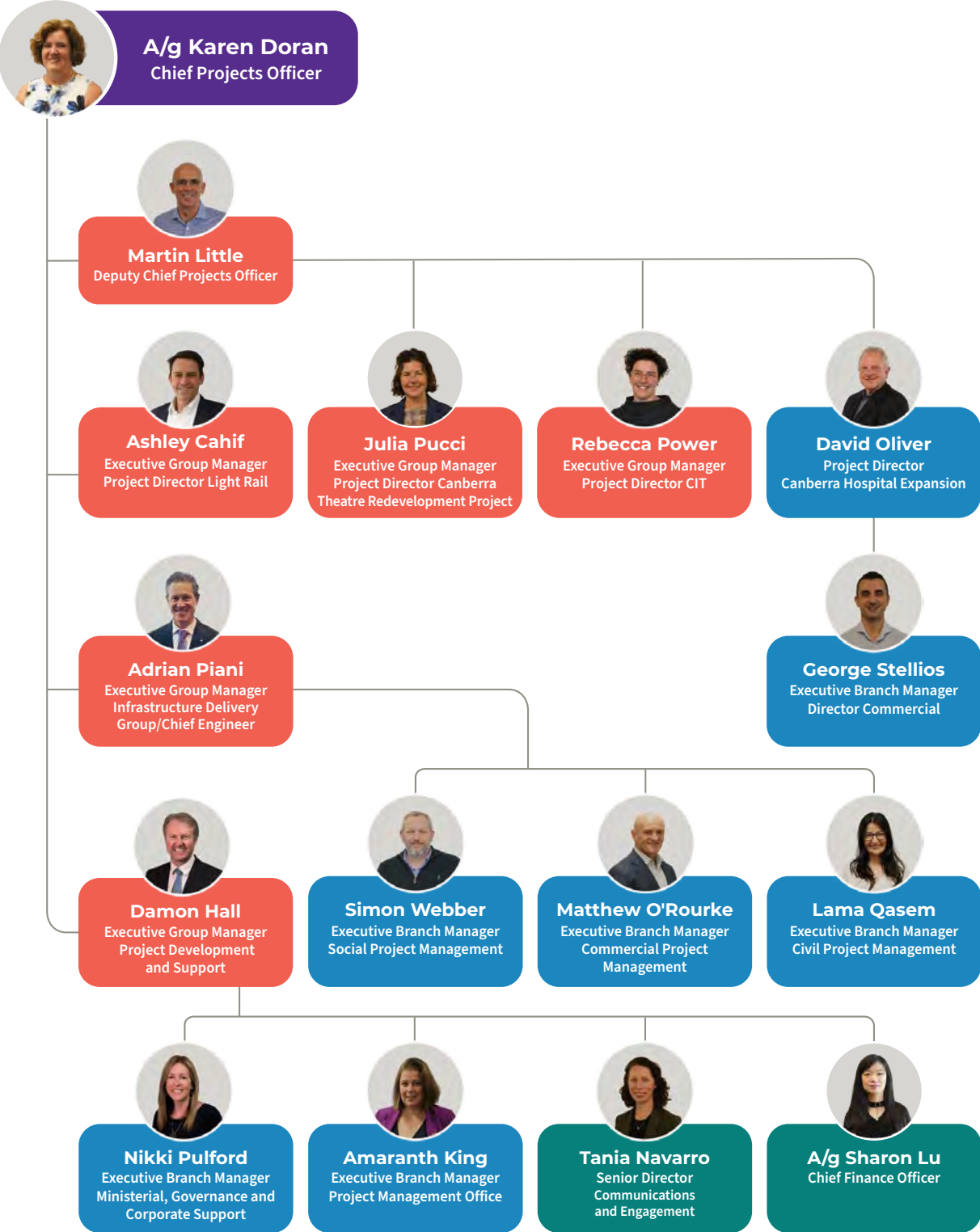
In 2022–23, the project and contract level financial information modules were used to track the delivery of ACT Government directorate capital works projects. In addition, PMARS enabled the assessment and certification of invoices within 10 business days.

### **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 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.

# Organisational Structure (As at 30 June 2023)





## MPC Executives – descriptions



### **A/g Director-General, Chief Projects Officer**

*Karen Doran*

The CPO is responsible for the leadership and strategic direction of MPC, ensuring efficient and effective financial management and robust organisational governance. The CPO also provides advice and reporting to Ministers on the directorate's activities in delivering the Territory's infrastructure program, including designated major infrastructure and other capital works. As a member of the ACTPS Strategic Board, the CPO contributes to whole of government initiatives for the ACTPS and is responsible for the implementation of whole of government initiatives on behalf of MPC.

As at 30 June 2023, the senior executives reporting to the CPO were:



### **Deputy Chief Projects Officer**

*Martin Little*

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 CIT Woden Campus project team, the Canberra Theatre Redevelopment project and the Canberra Hospital Expansion 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 (resigned 16 June 2023)*

The Executive Group Manager (EGM), Project Development and Support is responsible for working with directorates 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 contract and procurement advice. 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. The EGM position is currently vacant as at 19 June 2023.



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

*Adrian Piani*

The EGM, Infrastructure Delivery Partners is responsible for supporting directorates with the delivery of their capital works programs, 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. This is achieved through the delivery of the ACT Government Engineering Workforce Plan.



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

*David Oliver*

The Project Director, Canberra Hospital Expansion 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 CHE 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 strategic leadership to the project team.



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

*Ashley Cahif*

The Project Director, Light Rail Project is responsible for planning and approvals, procurement and the construction and delivery of Stage 2 of Canberra’s light rail network. Key Priorities for the position in 2022–23 included commencement of main works activities for the Raising London Circuit project, the procurement and delivery of additional Light Rail Vehicles, retrofit of the existing fleet and expansion of the depot, and progression of the Light Rail Stage 2A design and subsequent lodgement of a Works Approval Submission and Development Application. 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 Campus**

*Rebecca Power*

The Project Director, CIT Woden Campus, is responsible for delivering a new, state-of-the-art smart CIT campus, Youth Foyer and Woden public transport interchange in the Woden Town Centre. The new CIT Woden Campus will cater for over 6,500 students every year. Delivered within a surrounding urban realm, the Project will deliver significant renewal to the town centre. The Project also includes the delivery of a new facility for Yurauna, The CIT Aboriginal and Torres Strait Islander Educational Centre of Excellence at the CIT Bruce Campus. 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 Redevelopment**

*Julia Pucci*

The Project Director, Canberra Theatre Redevelopment, is responsible for overseeing the planning, procurement and delivery of the project, which will create a nationally significant destination for artists and audiences in the heart of Canberra’s Civic and Culture District. The focus for the position in 2022–23 was the appointment of the Design and Technical Advisor and progressing designs for the redeveloped theatre. The design will include a new 2,000 seat theatre as well as expansion and adaptation of existing venues. 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 in MPC

MPC’s Governance Framework supports the organisation to uphold ACT Government and community expectations. It does this by assisting in the management of the organisation, setting of strategic direction and overseeing of operations, including the management of operational and

enterprise risk through compliance activities and auditing.

Good governance enables effective and efficient decision making by providing clear lines of responsibility and levels of delegated authority and facilitates the escalation and resolution of issues. It further enables leaders to manage and guide our projects.

The CPO has overall accountability for the performance of MPC in meeting the ACT Government’s strategic objectives and policy frameworks. The following committees support the CPO, and delegates, in exercising their authority:

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

Figure 2 MPC senior committee structure as at 30 June 2023



## Committees and their Roles

Table 1 details MPC committees as at 30 June 2023 and their role in overseeing our governance and strategic management.

Table 1: MPC Committees as at 30 June 2023

Committee	Chaired by	Membership	Purpose
Executive Committee	CPO	DCPO; PD, Canberra Hospital Expansion; PD – Light Rail; PD – CIT Woden; EGM, Project Development and Support Group; EGM, IDP Group; EBM, Ministerial, Governance and Corporate Support; Senior Director, Communications and Engagement; EO, Office of the CPO; CFO	The key decision-making forum for MPC. The committee is a key body in setting and promoting MPC's strategic direction, overseeing MPC's governance arrangements and reviewing business performance to ensure MPC is operating efficiently and effectively.
Finance and Risk Subcommittee	EGM, Project Development and Support Group	CFO; CPO; EGM, IDP; PD – Canberra Hospital Expansion; PD – Light Rail; PD – CIT Woden; PD – Canberra Theatre Redevelopment; EBM, Ministerial, Governance and Corporate Support; SD, Communications and Engagement; SD, Governance	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 (Internal), Danielle Krajina (External), Craig Jordan (External), Simon Webber (Internal).	The committee is established as an independent entity that reports directly to the CPO. Its role is to advise the CPO on the effectiveness of MPC's financial management, risk management, governance, and systems of internal controls. The committee meets the requirements of the <a href="#">ACT Government Framework for Internal Audit Committee and Function</a> .
Corporate and Communications Committee	EBM, Ministerial, Governance and Corporate Support	SD, Communications; CFO; EBM Commercial – Canberra Hospital Expansion; EBM, Commercial IDP; SD, Project Controls – Light Rail; SD, Corporate; ATSI Engagement Champion; SD, Governance; Director, Ministerial; Director, Project Controls, PMO	The committee reviews corporate and communication issues that impact the directorate. It manages and reviews MPC governance and guidance material, communicates and communications programs.
Design, Sustainability and Environment Committee	EGM and ACT Chief Engineer	A representative from each MPC Branch/ Division.	An advisory body to the CPO that provides advice on matters relating to the quality of infrastructure projects MPC is delivering.



Committee	Chaired by	Membership	Purpose
Procurement, Contract Management and Commercial Group	DCPO	EGM, Project Development and Support Group; EBM, Project Management Office; EGM, Infrastructure Delivery Partner Group; EBM, Infrastructure Delivery Partner; SD – Commercial, Light Rail Projects; Women’s Action Champion	A primary advisory body regarding procurement, contracts, and commercial matters across MPC.
Work Health and Safety Committee	EGM, Project Development and Support	PD, Canberra Hospital Expansion project and Executive Safety Champion; EBM, Project Management Office; MPC Superintendent of Works; PD, Light Rail and Executive Mental Health and Wellbeing Champion; EBM, Infrastructure Delivery Partner Group; Senior Project Manager, CIT Woden Project; HSR representative	The committee provides a consultative forum to address workplace health and safety matters and meets monthly.
Directorate Consultative Committee	EGM, Project Development and Support Group	EBM, Ministerial Governance and Corporate support; Union Representative – CPSU; Union Representative – Professionals Australia.	The committee is focused on developing stronger, co-operative relationships among management, staff and the unions bound by the respective Enterprise Agreements.
Senior Executive Group	CPO	All executives, CPO, CFO, SD, Communications	The group is a discussion forum for MPC executive leadership team to support the provision of advice and information to the CPO and the group and assist in the development and implementation of MPC’s vision, purpose and strategic objectives.

## Project Advisory Boards

MPC has established project advisory boards to oversee the governance arrangements and delivery of each designated project for which MPC has direct budget and ministerial accountability. The project advisory boards are advisory in nature and are not established under statute.

The boards include members from relevant ACT Government agencies and at least one independent member (the Chair) who brings specialist expertise. Independent members are appointed by the relevant portfolio Minister.

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

In 2022–23, MPC had four project advisory boards:

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

At the end of the reporting period, the Board comprised 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.

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

Table 2: Light Rail Project Board membership at 30 June 2023

Position	Member	Appointment Expiry
Independent Chair	Greg Wilson	10/03/2025
Deputy Chair	Under Treasurer, Chief Minister, Treasury and Economic Development Directorate (CMTEDD)	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

In 2022–23, the Board met on 12 occasions with attendance outlined in Table 3. This does not include out-of-session activity. Note: the

August meeting was rescheduled and held on 2 September, resulting in two meetings in September.

Table 3: Light Rail Project Board attendance

Member	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Greg Wilson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Treasury	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓*	✓
Ian Hunt	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
TCCS	✓*	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓*	✓
EPSDD	X	✓*	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
CEO CRA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Note: \* Proxy attended meeting



## Canberra Hospital Expansion Project Board

The CHE Project Board was established 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 Chair was re-appointed for a further three years from 11 January 2023, or less should the Board be dissolved before this time. The CPO has a standing invitation to attend meetings.

The composition of the Board is shown in Table 4.

Table 4: Canberra Hospital Expansion Project Board membership at 30 June 2023

Position	Member	Appointment Expiry
Independent Chair	Tony Michele	11/01/2026
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 (or delegate), 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	N/A
Independent Member	Vacant	N/A

NOTE: The membership was amended in January 2023 to allow the Director-General ATHD (ACTHD DG) to delegate their role on the Board to another officer.

The Board met on 11 occasions in the 2022–23 reporting period with member attendance outlined in Table 5. This does not include out-of-session activity.

Table 5: Canberra Hospital Expansion Project Board attendance

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

Note: \* Proxy attended meeting

## CIT Woden Campus Project Board

The CIT Woden Campus Project Board was established 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.

At the end of the reporting period, the Board comprised eight members with two independent members appointed by the Minister for Skills and six determined by their positions within ACT Government agencies. The Chair was re-appointed for a further three years from 25 February 2023, or less, should the Board be dissolved before this time. The CPO has a standing invitation to attend board meetings.

The composition of the Board is shown in Table 6.

Table 6: CIT Woden Campus Project Board membership at 30 June 2023

Position	Member	Appointment Expiry
Independent Chair	Diane Joseph	25/02/2026
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	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

The Board met on ten occasions in the 2022–23 reporting period. This does not include out-of-session activity. Board member attendance is outlined in Table 7.

Table 7: CIT Woden Project Board attendance

Member	Jul	Aug	Sep	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun
Diane Joseph	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEO CIT	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CIT Board Member	✓*	X	X	X	✓	X	✓	X	✓	X	✓
Treasury	✓	✓	✓	✓*	✓*	✓	✓	✓	✓	✓	✓
EPSDD	✓	X	✓	X	✓	X	✓	X	X	X	✓
TCCS	✓*	✓*	✓	✓	✓*	✓*	✓	✓	✓	✓	✓*
Shelley Penn	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	✓

Note: \* Proxy attended meeting



## Canberra Theatre Redevelopment Project Board

The Canberra Theatre Redevelopment Project Board was established in August 2022 to provide strategic decision-making advice and guidance to the ACT Government in relation to the planning, procurement, design and delivery of a redeveloped performing arts complex in the Canberra city.

At the end of the reporting period, the Board comprised eight members with one independent member appointed by the Minister for Arts and seven determined by their positions within ACT Government agencies. The CPO has a standing invitation to attend board meetings.

The composition of the Board is shown in Table 8.

Table 8: Canberra Theatre Redevelopment Project Board membership at 30 June 2023

Position	Member	Appointment Expiry
Independent Chair	Annette Pitman	30/11/2025
Deputy Chair	Chief Executive Officer, Cultural Facilities Corporation (CFC)	N/A
Member	Chief Executive Officer (or delegate), City Renewal Authority	N/A
Member	Under Treasurer (or delegate), Chief Minister, Treasury and Economic Development Directorate (CMTEDD)	N/A
Member	Deputy Director-General (or delegate), 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
Member	Director, Canberra Theatre Centre (CTC)	N/A
Independent Member	To be appointed	N/A

The Board met on eight occasions in the 2022–23 reporting period with member attendance outlines in Table 9. This does not include out-of-session activity.

Table 9: Canberra Theatre Redevelopment Project Board attendance

Member	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun
Annette Pitman	N/A	N/A	✓	✓	✓	✓	✓	✓
CEO CRA	✓	✓	✓	✓	✓	X	✓	✓
CEO CFC	✓	✓	✓	✓	✓	✓	✓	✓
Treasury	✓	✓	✓*	✓	✓	✓	✓	✓
EPSDD	✓	X	✓	✓	✓	✓	✓	✓
TCCS	N/A	N/A	N/A	N/A	N/A	N/A	✓*	✓
CMTEDD	✓	✓	✓	X	✓	✓	✓	✓
Director CTC	✓	✓	✓	✓	✓	✓	✓	✓

Note: \* Proxy attended meeting



## Project Board Governance

Each project board has 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. Members 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.

## 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 priorities. The plan describes how MPC will achieve its purpose and manage risk in a unique operating environment. The plan is structured around three objectives, which are listed below.

- > **Community, Clients and Projects:** to ensure that MPC projects are helping Canberra to be the world's most liveable city.
- > **Government and Industry:** to ensure MPC works with colleagues in government and industry to deliver the Territory's infrastructure program.
- > **Organisational Health:** to ensure MPC's workforce 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 provides regular and effective performance feedback to employees. This process helps MPC to identify development needs and opportunities for its workforce, in line with broader business objectives.

The CPO is responsible for ensuring all employees have a performance plan in place that is linked to the achievements of their business unit objectives as well as MPC's objectives. The CPO, supported by MPC's Human Resources team, ensures that these plans are reviewed bi-annually. For MPC executives, these agreements are formalised through their executive contracts.



## 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 designated 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.

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

MPC’s IDP team works with Partner Directorates on setting and meeting diversity and inclusion commitments for their projects.

## Performance Analysis

### Strategic Indicators

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

- > Over 2022–23 MPC continued to deliver on its designated infrastructure projects for the ACT Community with significant construction works progressing across a number of projects. MPC’s performance over the year was measured against its milestones established for 2022–23. These can be seen in the Statement of Performance contained within this Annual Report.

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

- > Over 2022–23 MPC continued to deliver infrastructure projects with Partner Directorates. MPC’s IDP delivered a number of significant school, traffic and hospital capital works projects for the ACT community. MPC’s performance over the year can be seen through the Statement of Performance contained within this Annual Report.

**Strategic Indicator 1c:** Capital works projects procured and delivered by Major Projects Canberra comply with work health and safety (WH&S) 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 **and** remained a focus throughout the reporting period.



### Output Class

Major Projects Canberra builds infrastructure for our community that helps make Canberra the world’s most liveable city.

Major Projects Canberra will:

- > Procure and deliver infrastructure projects designated by the Government as major projects;
- > Deliver capital works projects in partnership with other ACT Government directorates and agencies;
- > Provide the project management and reporting system, and implement the WHS Active Certification Policy on eligible contracts;
- > Enable the Office of the ACT Chief Engineer and develop the ACT Government’s engineering workforce; and
- > Deliver whole of government services, including the administration of the Territory’s Prequalification Schemes and the National Prequalification Schemes for Building Non Residential (\$50m and greater) and Civil Road and Bridge.

## Output Class 1: Major Projects Canberra

Table 10: Output Class 1: Major Projects Canberra

	2022-23 Target	2022-23 Result	Variance %	Note
<b>a. Canberra Hospital Expansion project milestones achieved:</b>				
Main Core/stair cores construction to Level 7	100%	100%	0	
Welcome Hall tunnel walls erected, and roof commenced	100%	100%	0	
Structure topping out	100%	100%	0	
Façade commencement	100%	100%	0	
Fit-out commenced	100%	100%	0	
Services rough-in	75%	75%	0	
<b>b. Light Rail Stage 2A Project milestones achieved:</b>				
Commence main works for the 'raising London Circuit' project	100%	100%	0	
Progress the design for the Light Rail Stage 2A (LRS2A) project to a Works Approval level of design	100%	100%	0	
Lodge Works Approval with the National Capital Authority(NCA) for LRS2A project	100%	100%	0	
<b>c. Canberra Institute of Technology Campus – Woden Project milestones achieved:</b>				
Platform slab for Woden light rail stop poured	100%	0%	100%	A
Open temporary public transport interchange	100%	100%	0	
Complete construction for the Woden bus layovers and associated road works	100%	100%	0	
Obtain development approval for the new CIT Campus – Woden	100%	100%	0	
Commence demolition of existing Woden bus interchange	100%	100%	0	
Commence excavation for new CIT Campus Woden	100%	100%	0	
Release of Design RFT for Yurauna Centre, a dedicated Aboriginal and Torres Strait Islander Educational Centre of Excellence at the CIT Campus – Bruce	100%	100%	0	



	2022-23 Target	2022-23 Result	Variance %	Note
<b>d. Redevelopment of the Canberra Theatre Centre Project milestones achieved:</b>				
Design consultant appointed	100%	100%	0	
Commence work on masterplans and project concept design	100%	100%	0	
<b>e. ACT Cladding Rectification Program milestones achieved:</b>				
Commencement of the private buildings – concessional loan scheme <sup>1</sup>	100%	100%	0	
Government Buildings Program – 100% of physical works completed <sup>1</sup>	100%	100%	0	
<b>f. Capital Works delivered by Infrastructure Delivery Partners Group (a division of Major Projects Canberra) on behalf of other ACT Government Directorates:</b>				
Per centage of valid claims for payment assessed and certified within 10 business days <sup>2</sup>	85%	96%	13%	B
Per centage of Tender Evaluation Reports delivered to the Partner Directorate within 20 business days of tender closure <sup>3</sup>	85%	84%	-1%	
Per centage of contracts awarded to prequalified contractors/consultants <sup>4</sup>	>95%	97%	2%	

## Explanation of the accountability indicators

1. These accountability indicators relate to the ACT Government's Cladding Rectification Program, which Major Projects Canberra is responsible for delivering. This includes the rectification of potentially combustible cladding on government buildings and the management of a concessional loan arrangement for private buildings.
2. This accountability indicator relates to ACT Government payment terms and includes all capital works contracts under direct management by Infrastructure Delivery Partners, 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. The terminology for this accountability indicator has been revised in 2022–23 to represent that the underlying data relates more accurately to Procurement Evaluation Reports, not limited to Tender Evaluation Reports.

This accountability indicator applies to capital works procurements where Infrastructure Delivery Partners (IDP), Major Projects Canberra is the Evaluation Team Chair on behalf of other ACT Government Directorates. It excludes procurements with a contract value of less than \$250,000 and more than \$20 million at the time of procurement. This criteria has been amended from the 2021–22 indicator which included all contracts except those with a contract value of less than \$1 million. The measure is the number of business days elapsed between the close of the tender period and the delivery by Infrastructure Delivery Partners of the Procurement Evaluation Report to the Partner Directorate.

This indicator also excludes procurements for projects funded through maintenance/renewal budgets and any procurement evaluation delayed due to circumstances outside of IDP control.

4. This measure 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 and Construction over \$50 million. This measure may not be limited to Capital Works Projects delivered by Infrastructure Delivery Partners on behalf of other ACT Government agencies.

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

- A. The Platform Slab for Future Woden Light Rail Stop Poured' – accountability indicator was 0% due to this element of work, which was originally a part of Package 2 of the project, being re-sequenced and combined with Package 3. It's now scheduled for completion in 2024. To keep things running smoothly and in a timely manner, a temporary bus interchange has been constructed next to the site. This enables the CIT Woden Campus works to move forward, while also ensuring that the bus operations can continue as usual.
- B. 2037 out of 2114 valid claims for payment were assessed and certified with 10 business days. This is due to implementation of a project management system that utilises a workflow to receive and assess applications, streamlining efficiencies in the payment process.

## Scrutiny

### ACT Auditor-General

There were no ACT Auditor-General performance audit reports with subsequent recommendations relevant to MPC in 2022–23.

### ACT Ombudsman

There were no ACT Ombudsman recommendation relevant to MPC in 2022–23.

## Legislative Assembly Committees

Table 11: Select Committee on Estimates 2022–23

Select Committee on Estimates 2022–23- Inquiry into the Appropriation Bill 2022–23 and Appropriation (Office of the Legislative Assembly) Bill 2022–23		
Recommendation No. and summary	Action	Status
<p><b>Recommendation 129</b></p> <p>The Committee recommends that the ACT Government continue to work with Woden businesses to ensure that local business developments are integrated into ACT Government developments.</p>	<p><b>AGREED</b></p> <p>Stakeholder engagement has been ongoing since early 2020 with various businesses providing feedback on the project. Local businesses and stakeholders have been invited to be part of formal feedback processes, including the Community Information Group (CIG). Engagement with local businesses will be ongoing throughout the project, including meetings, regular project updates and lookaheads.</p> <p>CIG membership for the CIT Woden Project includes town centre residents and small business owners, and representatives from:</p> <ul style="list-style-type: none"> <li>&gt; Hellenic Club</li> <li>&gt; Abode Hotel</li> <li>&gt; Woden Community Services</li> <li>&gt; Scentre Group</li> <li>&gt; Canberra College</li> <li>&gt; Woden Valley Community Council</li> <li>&gt; Public Transport Association of Canberra</li> <li>&gt; Grand Central Towers</li> <li>&gt; Pedal Power</li> <li>&gt; Koomarri</li> <li>&gt; The Smith Family</li> <li>&gt; CIT Student Association</li> </ul>	<p>In progress-work ongoing throughout the project</p>
<p><b>Recommendation 130</b></p> <p>The Committee recommends that the space available for community hire in the new CIT Woden facility:</p> <ul style="list-style-type: none"> <li>&gt; is suitable for live music including consideration on whether it should be a live entertainment precinct; and xxvi Inquiry into the Appropriation Bill 2022–2023 and Appropriation (Office of the Legislative Assembly) Bill 2022–2023</li> <li>&gt; includes kitchen facilities which are available for community groups to prepare food for events.</li> </ul>	<p><b>AGREED IN PART</b></p> <p>The Committee report states that the Parliamentary Agreement for the 10th Legislative Assembly provides the “Government will include a live music and arts precinct in the construction of the new Woden CIT campus”. This is not entirely correct. The commitment referred to sits in Appendix 4 to the Agreement which lists those ACT Greens’ distinct election commitments and policy platform that are policy priorities to progress this term, subject to budget considerations. It is not a commitment of the ACT Government.</p> <p>The CIT Woden Multi-Purpose Space is a large adaptable space that will be capable of supporting various functions, including music performances and public events. This space will be suitable for utilisation for some live music events. It includes an adjacent simulation kitchen. Whether the kitchen facilities may be made available for use by community groups is a matter for future operational consideration by CIT noting its core purpose is for the delivery of high quality education to students.</p>	<p>Complete</p>



Select Committee on Estimates 2022–23- Inquiry into the Appropriation Bill 2022–23 and Appropriation (Office of the Legislative Assembly) Bill 2022–23

Recommendation No. and summary	Action	Status
<p><b>Recommendation 131</b></p> <p>The Committee recommends that the ACT Government consider student safety at the forefront of design and during construction of CIT campus in Woden, with further consideration being given to implement student safety plans on the campus from the outset.</p>	<p><b>AGREED</b></p> <p>Student and community safety will be a key consideration during the design and construction of the new CIT campus in Woden.</p> <p>During construction, WHS features incorporated by Lendlease ensure improved site safety for the general public with the provision of solid site fencing to the main works, CCTV, improved signage and increased site personnel for pedestrian and vehicular traffic control. Education sessions have also been undertaken at Canberra College to explain the WHS requirements.</p> <p>Security mechanisms in the design of CIT Woden will include external lighting and continuous CCTV surveillance across the Campus and Youth Foyer, as well as activated frontages to maximise passive surveillance.</p> <p>Currently proposed design elements for the Youth Foyer also include: passive surveillance through the location of windows; an identifiable main entrance off the east-west boulevard; an elevated ground level terrace; and a connected pedestrian and cycle network around the perimeter of the building with clear visibility to the building entry and exit points.</p> <p>The final design will reflect requirements for Safety In Design (SID) review. The SID review identifies potential risks for students and the general public travelling through the urban realm and exiting buildings, particularly at night. Design of the building and urban spaces have taken into account Crime Prevention Through Environmental Design (CPTED), as is required to be addressed through the Development Application. The design will also be mindful of a gender sensitive review of safety and the consideration of the vulnerable age and stresses of young adults in the review of safety in design elements throughout the design.</p>	<p>In progress- Work ongoing throughout the project</p>
<p><b>Recommendation 132</b></p> <p>The Committee recommends that the ACT Government update its website for the expected completion and opening date for the CIT Woden campus.</p>	<p><b>AGREED</b></p> <p>The website will be updated to reflect currently estimated dates.</p>	<p>Complete</p> <p><a href="https://act.gov.au/cit-campuswoden">act.gov.au/cit-campuswoden</a></p>

Select Committee on Estimates 2022–23- Inquiry into the Appropriation Bill 2022–23 and Appropriation (Office of the Legislative Assembly) Bill 2022–23

Recommendation No. and summary	Action	Status
<p><b>Recommendation 133</b></p> <p>The Committee recommends that the ACT Government details the elements of the \$31 million expenditure for the Woden CIT Major Project within the Annual Report.</p>	<p><b>AGREED IN PRINCIPLE</b></p> <p>The \$31 million expenditure is appropriated for works across 3 years from 2022–23 to 2024–25. Updates against total appropriation for the project will be included in project reporting in the MPC Annual Reports.</p>	<p>In progress</p> <p>CIT Woden and bus interchange project expenditure is included in this, MPC’s 22–23 Annual Report in Part C.</p>
<p><b>Recommendation 135</b></p> <p>The Committee recommends that the ACT Government review the impact of workforce capacity limits in MPC and private industry on its ability to deliver the program of infrastructure projects.</p>	<p><b>AGREED IN PRINCIPLE</b></p> <p>Workforce management in the current environment is an ongoing activity of MPC.</p>	<p>MPC continues to monitor workforce capacity limits both within the ACT Government construction related project delivery and across private industry.</p>

Link: [parliament.act.gov.au/parliamentary-business/in-committees/committees/select-committee-on-estimates-2022-2023#tab2002332-6id](https://parliament.act.gov.au/parliamentary-business/in-committees/committees/select-committee-on-estimates-2022-2023#tab2002332-6id)

Table 12: Standing Committee on Public Accounts

Standing Committee on Public Accounts-Report 15- Inquiry into Auditor-General’s Report No. 8 of 2021: Canberra Light Rail Stage 2A: Economic Analysis		
Recommendation No. and summary	Action	Status
<p><b>Recommendation 2</b></p> <p>The Committee recommends that the ACT Government proceed with construction of the Light Rail Stage 2A.</p>	<p><b>AGREED</b></p> <p>The ACT Government is committed to bringing light rail to Woden which is being delivered in two stages for a faster project delivery given Commonwealth Government planning requirements through the Parliamentary Triangle and Parliamentary Zone.</p> <p>The first stage, Stage 2A will extend the line from the City to Commonwealth Park. As part of Stage 2A, three new stops at Edinburgh Avenue, City South and Commonwealth Park, will extend the light rail network by 1.7 kilometres. In relation to these three stops the:</p> <ul style="list-style-type: none"> <li>&gt; Edinburgh Avenue Stop will service residents and major businesses in the area, along with the Australian National University;</li> <li>&gt; City South Stop will improve access to the eastern and southern areas of the city and provide additional access to the city’s west; and</li> <li>&gt; Commonwealth Park Stop will offer a convenient way to reach lakeside events, attractions and parks.</li> </ul> <p>Stage 2A is jointly funded by the Commonwealth and ACT Governments.</p> <p>As part of the planning approval process, a works approval was submitted to the National Capital Authority (NCA) and a development application to the ACT Planning and Land Authority (ACTPLA). The documentation submitted as part of the works approval and development application included plans, designs and an environmental assessment.</p> <p>The ACT Government will proceed with finalising the procurement, contracting and construction of Stage 2A following works approval</p>	<p>The ACT Government is progressing the delivery of Light Rail Stage 2A with the National Capital Authority granting works approval to proceed with construction.</p>



**Standing Committee on Public Accounts-Report 15- Inquiry into Auditor-General’s Report No. 8 of 2021: Canberra Light Rail Stage 2A: Economic Analysis**

Recommendation No. and summary	Action	Status
<p><b>Recommendation 3</b></p> <p>The Committee recommends that the ACT Government provide an explanation of the methodology, and explicit definitions of costs and benefits included in the Light Rail Stage 2A Economic Analysis and make all non-commercially sensitive information publicly available.</p>	<p><b>AGREED</b></p> <p>The economic analysis was developed in accordance with established national guidance and used to inform the Business Case and ACT Government’s investment decision in 2019 for Stage 2A. Under the ACT Government’s Capital Framework, various detailed technical guidelines are applied in the economic appraisal of projects.</p> <p>These established and nationally accepted methodologies were adopted for the economic appraisal of Light Rail Stage 2, a summary of which can be found in section 7.2 (Methodology) of the Business Case. Further information on costs and benefits included in the economic analysis are found in section 7 (Economic Analysis) of the Business Case on pages 123-145</p> <p>All information which is not commercially sensitive has been made publicly available through the publication of the 185 page (redacted) Business Case which can be found on the Major Projects Canberra website at <a href="https://act.gov.au/_data/assets/pdf_file/0010/1758178/Stage-2A-Light-Rail-Business-Case-redacted.pdf">act.gov.au/_data/assets/pdf_file/0010/1758178/Stage-2A-Light-Rail-Business-Case-redacted.pdf</a>.</p>	<p>Complete</p> <p>The ACT Government publicly released a redacted version of the Light Rail Stage 2A Business Case.</p>
<p><b>Recommendation 5</b></p> <p>The Committee recommends that the ACT Government reduce its reliance on external consultants by developing more specialist in-house capacity.</p>	<p><b>AGREED</b></p> <p>In July 2019 the ACT Government established Major Projects Canberra to procure and deliver infrastructure projects designated by the Chief Minister. This includes Light Rail Stage 2. Major Projects Canberra procures specialist technical skills where required to support the delivery of projects, drawing on international and national capabilities and experiences in specific infrastructure sectors.</p>	<p>Complete</p> <p>Major Projects Canberra will continue to reduce reliance on consultants where able however, during the development of complex major infrastructure there may be a need to draw on capabilities and experience that is not available within the ACT Government.</p>

[Link: 15. Inquiry into Auditor-General’s Report: 8/2021 – Canberra Light Rail Stage 2A: Economic Analysis – ACT Legislative Assembly](#)



## Risk Management

Prioritising and harnessing risk management practices is crucial for effective governance of MPC and its projects. It facilitates MPC's ability to plan for and respond to risks and emerging issues. It further ensures risk-based decision making is integrated with MPC's strategic objectives and embedded into the directorate's processes at every level.

Risk in MPC is managed in accordance with the ACT Government Risk Management Policy 2021, the MPC Risk Management Framework, the MPC Governance Framework, with oversight provided by the Finance and Risk Subcommittee.

In 2022–23, following an internal review and consultation, MPC implemented a new Risk Management Framework. The framework was developed in line with the ACT Government Risk Management Policy 2021, ACT Government Risk Management Policy 2021 Implementation Guide and AS/ISO 31000:2018 Risk Management Guidelines. The framework is a crucial process in guiding both enterprise and project risk management in MPC.

The MPC Risk Management Framework:

- > Supports building a positive risk culture and risk aware organisational culture in MPC;
- > Shapes strategic and business planning;
- > Builds organisational capacity by developing skills in people to better identify and manage risk; and
- > Improves awareness and compliance with relevant legislation.

The MPC Governance team coordinates and manages the MPC Risk Assessment process as defined in the MPC Risk Management Framework for the CPO. The assessment is used to identify and consider risks facing MPC to help inform enterprise and project planning. Areas of significant risk are managed and investigated through MPC's internal risk treatment plans, audit programs, compliance assurance activities and management-initiated reviews.

MPC maintains an enterprise risk register as a directorate, whilst designated major projects and IDP projects maintain independent risk management registers. Project Directors are responsible for managing and escalating project risks to the enterprise level and project advisory boards when appropriate.

In February and March 2023, MPC held two enterprise risk workshops to close out on the 2022 Enterprise Risk Register, 2022 Risk Treatment Plans and develop the 2023 Enterprise Risk Register. The purpose of the workshops was to find, recognise and describe risks that might help or hinder the achievement of objectives for MPC based on the current operating environment. In line with the MPC Risk Management Framework, risks are managed according to their ratings, with high and extreme rated risks requiring the development and management of risk treatment plans. The MPC Finance and Risk Subcommittee monitors the management and implementation of these plans over the year at its monthly meetings.



## Internal Audit

The Audit Committee’s membership during 2022–23 comprised three external independent members (including the Chair) and two internal members. The CPO appoints all members of the Audit Committee and approves remuneration for the Chairperson.

The Audit Committee held four meetings in 2022–23. An additional meeting was held to review the Financial Statements and Statement of Performance for the financial year 2023–24. The Audit Committee’s membership and attendance are displayed in the table provided below:

Table 13: Audit Committee’s membership and attendance

Name of Member	Position	Meetings attended
Don Cross	Independent Chair	5
Craig Jordan	Deputy Chair	4
Damon Hall	Internal Member	5
Simon Webber	Internal Member	4
Danielle Krajina	Member	4

The following four internal audits were completed during the financial year. The reports were reviewed and accepted by the Audit Committee.

Table 14: Internal audits completed 2022–23

Internal Audit Title	Date presented to Audit Committee
Records Management	19/10/2022
Capital Projects Procurement Integrity (Probity)	8/12/2022
IDP Timing of Procurement Evaluation Process	15/06/2023
Fraud and Corruption Control Plan	15/06/2023

During 2022–23, the Audit Committee Charter, Internal Audit Charter and the Head of Internal Audit Charter were reviewed by the Audit Committee and approved by the CPO. These charters reflect ACT Government requirements under the Framework for Internal Audit Committee and Function and the Institute of Internal Auditors better practice guidance. During the year, the Audit Committee also approved MPC’s two-year Internal Audit Program for 2023–25.

Outcomes from the MPC Risk Management program formed the basis for developing MPC’s risk based internal audit program for 2023–25. Outcomes from internal audit activities will be used to inform the CPO 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 CPO on the operation of the internal audit function.



## Fraud Prevention

Preventing fraud and corruption in MPC was a significant priority over 2021–22. This included the implementation of the Fraud and Corruption Plan that details the four controls for fraud mitigation — prevention, detection, reporting and investigation. The plan gives a clear and unambiguous line of sight to each of the complementing policies and legislation that sit outside the framework, from the ACTPS Code of Conduct through to the ACTPS Values and Signature Behaviours policy.

Work to prevent fraud and corruption in MPC has continued over 2022–23 with a focus on continuous improvement. The release of the Fraud and Corruption Plan was followed by the development of a comprehensive suite of integrity processes to further guide the management and awareness of integrity matters that MPC could face. These processes were supported by the development of an intuitive and dynamic addition to the intranet that created pages on all aspects of fraud and corruption prevention. This includes MPC policies and processes, as well as links to external stakeholders in ACT Government, such as the Integrity Commission.

Fraud and corruption controls currently in place in MPC include:

- > MPC Policy – Integrity;
- > Fraud and Corruption Plan;
- > MPC Core Process – Misconduct and Complaints Management;
- > MPC Core Process – Senior Executive Responsible for Business Integrity Risk (SERBIR);
- > MPC Core Process – Conflict of Interest Declarations;
- > Financial delegations;
- > Human Resources delegations;
- > Probity guidelines;
- > Mandatory fraud and ethics training;
- > Appointed SERBIR;
- > Appointed disclosure officers;

- > 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. All the above documents were communicated to MPC staff via Whole of MPC staff emails, were included in the MPC Induction Manual and were made available on the MPC Intranet. CMTEDD provided whole of MPC training on integrity and appropriate workplace behaviours in November and December 2022.

Reviews of MPC’s integrity processes have started in 2022–23 to ensure they reflect current requirements, developments and changing environments. MPC also reviewed its appointed disclosure officers to ensure staff have a wide range of people they can safely and comfortably disclose suspected wrongdoing to.

No Public Interest Disclosures were received during the reporting period 2022–23.

### Senior Executive Responsible for Business Integrity Risk

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 assessment in 2022–23, which was referred to the ACT Integrity Commission.

## Freedom of Information

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). Details on MPC's Freedom of Information requests and Open Access activities are provided below:

- > In addition to three requests on hand at the beginning of 2022–23, MPC received 26 Freedom of Information (FOI) access requests;
- > Eighteen were closed with some or all information provided to the applicant; and
- > No requests remained in progress as at 30 June 2023.

Detailed information about access requests actioned in the reporting period is in the table below.

Table 15: Access Information

Open Access Information	
<b>Section 96 (3) (a) (i), (ii) and (iii)</b>	
Number of decisions to publish Open Access information	51
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 2022	3
Number of access applications received	26
Number of applications where access to all information requested was given	2
Number of applications where access to only some of the information requested was given (partial release)	16
Number of applications transferred to other directorates	2
Number of applications withdrawn by applicant	1
Number of applications where information was not held	5
Number of applications finalised outside a formal FOI process as the information sought was already publicly available	3
Number of applications on hand as at 30 June 2023	0
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	16
Applications not decided within the time to decide under section 40	7
Number of days taken to decide over the time to decide in section 40 for each application	<20 (7)
	>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	3
Review withdrawn after successful informal resolution	1
Decision was varied by the Ombudsman	1
Review yet to be decided at the end of the reporting period	1
<b>Fees</b>	
<b>Section 96 (3) (f)</b>	
Total charges and applications fees collected from access applications	\$0

## Making an Access Application

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

MPC can assist to locate the information you are seeking. Please contact the Freedom of Information Coordinator on 02 6205 1757 or email [MPCFOI@act.gov.au](mailto: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 [www.act.gov.au/majorprojectscanberra](http://www.act.gov.au/majorprojectscanberra).







## Community Engagement and Support

### Canberra Hospital Expansion

In 2022–23, as construction continued on the Canberra Hospital Expansion (CHE) project, consultation progressed with consumer and user groups to refine the building’s detailed design.

This was done through ongoing clinical user group meetings held throughout the year, and through the Consumer Reference Group (CRG), which continued to meet regularly. Nine CRG meetings were held in the reporting period.

The project also continued to meet with and regularly inform nearby neighbours and stakeholders through the Local Community Reference Group (LCRG). Three meetings were held, and nine written updates were sent to the LCRG to keep them informed on project progress.

Two project updates were produced that provided the local community with project information and an update on construction progress. These were distributed to local neighbours and stakeholders, distributed via email to project subscribers and published online. Regular content

about the project was also published online, in ACT Government Our Canberra channels and on social media.

Through the CHE project, ongoing community participation is also being driven out of the ACT Government’s Construction Employment Hub in Woden. The project’s Design and Construction partner, Multiplex, continued to leverage the Construction Employment Hub to drive employment and engagement initiatives via its Connectivity Centre initiative. During this period Lendlease, the construction partner on the CIT Woden Campus, also began to use the space for training, employment and engagement initiatives related to the CIT Woden Campus project.

Multiplex continued to run its Jump Start Program, contributing to its commitment and targets on the CHE project to encourage young women into the construction industry.

The project continued First Nations engagement by meeting with the United Ngunnawal Elders Council, the Aboriginal and Torres Strait Islander Elected Body and the Canberra Health Services Aboriginal and Torres Strait Islander Consumer Reference Group to keep them informed on the project and to consult on building features and artwork.

## Light Rail Stage 2 to Woden

### Light Rail Stage 2A City to Commonwealth Park

Through 2022–23, MPC held a program of engagement activities to engage, consult and communicate with the Canberra community on Light Rail. This ongoing engagement focused on benefits and impacts of Light Rail Stage 2A City to Commonwealth Park. Key activities were centred around the Works Approval application with the National Capital Authority (NCA) and the Development Application process with ACT Planning and Land Authority.

The Works Approval and Development Application were on public exhibition and open for community submissions and feedback for a period of six weeks from 28 March 2023 (Development Application from 29 March 2023) until 11 May 2023.

MPC supported the NCA and ACT Planning and Land Authority during the public consultation period with the below key activities:

- Three “ask an expert” public information sessions;
- Representatives at two NCA public information sessions;
- Digital information and engagement including a YourSay page, updated website and virtual engagement room content, social media and electronic newsletters;
- A printed project update, which was delivered to approximately 15,000 Canberra households along the light rail alignment; and
- Hard copies of the Light Rail Stage 2A Environmental Assessment were accessible from ACT Libraries during the public consultation period.

### Raising London Circuit

Engagement continued on the Raising London Circuit (RLC) project with activities focused on informing Canberrans of construction activities and engaging with businesses and stakeholders to minimise the impacts. Key activities undertaken and information provided included:

- Pop-ups in the city area to provide information about the RLC and disruption impacts;
- Door knocking 148 businesses in and around the RLC construction zone;
- Monthly construction lookaheads and construction notifications distributed to nearby residents and businesses, and to more than 1,400 email subscribers, to inform them of construction activities and traffic disruptions;





- > Circulation of the April 2023 Project Update to a database of 6,000+ subscribers across Canberra and 15,000 households, in addition to the circulation of four electronic newsletter Project Updates;
- > Circulation of content and updates to the Our Canberra e-newsletter (approximately 47,000 subscribers) and printed newsletter (197,000 households);
- > Social media updates through ACT Government and Transport Canberra City Services social channels (totalling around 72,000 followers); and
- > Radio advertising updates to communicate key construction milestones and traffic disruptions.

MPC continued engagement with businesses near the RLC works under the Business Partnership Plan (BPP). The RLC BPP was made publicly available on the [Light Rail to Woden website](#) in August 2022, and since then ongoing communications and stakeholder engagement with affected businesses has occurred through a variety of channels, including door knocking, engagement sessions, emails, newsletters and phone calls.

MPC has identified around 203 businesses as RLC business stakeholders because of their location in and around the RLC construction zone, or for their unique business needs. A further 400+ stakeholders are identified across 20 stakeholder groups as a business, or with a business interest (including 16 federal government departments).

MPC continues to work closely with all ACT Government Directorates through the Disruption Taskforce which oversees the impact of construction on the transport network, commuters and businesses.

### Light Rail Community Reference Group

The Light Rail Community Reference Group (CRG) was refreshed following a review in August 2022. The review recommended a broader and more representative membership, a revised Terms of Reference and meeting cadence and the appointment of an independent facilitator. After an expression of interest process, a revised group of 14 members was formed, with its first meeting held in April 2023.



## Canberra Theatre Redevelopment

Early planning on communications and community engagement for the new Canberra Theatre Redevelopment project began in 2022–23. This included the drafting of a communications and engagement strategy. This was developed in consultation with partner directorates through a newly formed and MPC led communications and engagement working group. Also underway was the commencement of stakeholder mapping to ensure the right engagement occurs with the right stakeholders at the most appropriate time.

As part of the engagement strategy for the project, a Performing Arts Reference Group (PARG) was established in June 2023. This was achieved through an Expression of Interest (EOI) process which closed in May 2023. A selection panel ensured the group was diverse in gender, age, artistic disciplines and performance sector networks. The purpose of the PARG is to keep the broader local arts sector well informed on the project and to ensure Canberra’s performing arts communities have a voice during the project’s planning and design phase.

Industry consultation also commenced with Australia’s performing arts sector to ensure design plans meet the requirements of major performances the venue will attract. Broader consultation with the community and other stakeholders will continue throughout the life of the project.

Yerrabingin was appointed through the design partner consortium to lead engagement with Aboriginal and Torres Strait Islander communities.





## CIT Campus – Woden

### Pre-Development Application community engagement

MPC conducted a series of community engagement activities for a 10-week period between July and October 2022 to gather input for the CIT Woden Campus Development Application (DA), before it was submitted to the ACT Planning and Land Authority.

The community feedback gathered was used to inform some of the elements of the project design like the bus shelters, bike storage, public toilets and new green spaces. Engagement activities included a survey via the YourSay website that generated 281 responses, 11 community meetings and several pop-up events around the Woden Town Centre. The engagement was promoted via social media content that reached around 48,000 people and ACT Government newsletters including the project newsletter that was delivered to 8000 Woden households.

A What We Heard report on this pre-DA engagement campaign was published on the Your Say website.

### Reference Groups

A *Community Reference Group (CRG)* was established in August 2022 to ensure key stakeholders were well informed on the project ahead of construction commencing. This group was also able to share challenges and opportunities directly with the project team and input into project design. In particular the group played a key role in informing the pre-Development Application design process for various parts of the urban realm.

The membership represented a broad range of community interests and perspectives, comprising representatives from local businesses, local community and special interest groups, as well as MPC and Lendlease. The group met nine times during the financial year.

As construction commenced in early 2023 stakeholder management shifted to those directly impacted by construction works. A *Construction Information Group (CIG)* was established in January 2023 to continue building and strengthening collaborative relationships with impacted stakeholders and the wider community. This forum provided a formal mechanism for community members and surrounding businesses to share ideas, concerns, provide feedback and ask questions directly to MPC and the contractor Lendlease. This group continues to meet monthly.

To support the regular and ongoing distribution of information, a new bi-monthly construction activity update was introduced to ensure nearby businesses, neighbours and the community are well-informed on construction activity, disruption and impacts. Six editions were letterboxed, emailed to project subscribers and published online. This new information complemented the regular project updates that have been produced, published and distributed quarterly since the start of the project. All content, notifications and newsletters are available on the CIT website as project update.

As part of project design, Lendlease engaged Yerrabingin to work with First Nations groups to develop design ideas under a Connecting with Country Framework. This work included design jam activities bringing together Aboriginal community members and the design team. The activity resulted in innovative design solutions inspired by local stories and narratives which will be interpreted across the final design.

## ACT Private Buildings Cladding Scheme

During the year, MPC has engaged extensively with owners corporations, strata managers, suppliers and peak associations, such as the Owners Corporation Network and the Strata Communities Association of the ACT. MPC has provided more than 60 presentations on the ACT Private Building Cladding Scheme which have been attended by more than 550 people. MPC has also answered more than 350 inquiries and individual client liaison officers undertook intensive one on one engagement with owners corporations.

## Community Support Initiatives: Grants and Sponsorship

ACT Government major projects deliver essential infrastructure which supports community initiatives and service delivery for the community, strengthening economic productivity and protecting the city's liveability.

The delivery of ACT Government infrastructure projects can bring significant and lasting benefits to local businesses. Some infrastructure projects can also create short-term disruption for businesses in the area surrounding works which requires ongoing engagement with businesses during the delivery of major infrastructure to

help minimise the impacts of construction and keep businesses well informed. Depending on the project, and the extent of the disruption, there are a range of ways these partnerships with local businesses help maintain their operations during construction including:

- > Providing guidance on Business Partnership Plans for specific major infrastructure projects;
- > Businesses eligible to participate in partnership arrangements; and
- > What activities may be undertaken during the construction of major projects.

MPC does not make direct financial payments to businesses affected by the delivery of public infrastructure. The provision of major infrastructure is a benefit for the Canberra community, and its efficient delivery is essential to meeting the current and future needs of our growing city.

MPC provided partner sponsorship support for the Master Builders Association (MBA) ACT Branch in 2022–23, with a sponsorship commitment for the Civil Contractors Federation Earth Awards and the Master Builders and Asset Construction Hire Excellence Awards. The combined partner sponsorship cost for these awards events was \$16,100 (ex GST).







## Aboriginal and Torres Strait Islander Reporting

MPC continues to work with Reconciliation Australia, the United Council of Ngunnawal Elders and Curijo in the development of its Reflect Reconciliation Action Plan. MPC received conditional endorsement from Reconciliation Australia for its RAP during 2022–23. A local Ngunnawal representative is supporting and mentoring an MPC Aboriginal and Torres Strait Islander employee with the development of an Artwork.

The ACTPS Aboriginal and Torres Strait Islander Employment Strategy has provided the foundation for MPC to generate opportunities and realise economic benefit within the community for Aboriginal and Torres Strait Islander peoples. MPC is developing a reconciliation action plan under the framework of this Aboriginal and Torres Strait Islander Employment Strategy.

In 2022–23, MPC’s commitment to National Reconciliation Week was represented through the promotion and participation in internal and external events attended by MPC’s Aboriginal and Torres Strait Islander Executive Champion and Reconciliation Committee members and staff. This was in harmony with the Canberra community throughout local areas across the region.

Ngunnawal Elder Auntie Violet Sheridan visited MPC Callam Offices and performed a Water Ceremony, visiting each of the Callam Office work areas to deliver this blessing. Auntie Violet was

welcomed by A/g Chief Projects Officer, Karen Doran, Deputy Chief Projects Officer, Martin Little, and Executive Champion, Aboriginal and Torres Strait Islander Engagement, Simon Webber with participation from the Reconciliation Committee and MPC staff.

MPC has a significant role to play in engaging meaningfully with Aboriginal and Torres Strait Islander community members. We do this primarily through our projects, where we seek to contract with construction partners and service providers registered with Supply Nation or those approved through the Prequalification Scheme with consideration to Aboriginal and Torres Strait Islander providers when procuring services. MPC’s role in infrastructure delivery focuses on economic participation to make a positive difference to the lives of Aboriginal and Torres Strait Islanders in relation to our project delivery role on behalf of partner directorates and for larger projects designated for delivery by MPC.

All our designated projects include significant consultation phases that enable meaningful and collaborative engagement with First Nations peoples.

MPC continues to work closely with our construction partners to ensure Aboriginal and Torres Strait Islander procurement and social inclusiveness policies are aligned and clearly articulated and that these are further aligned with the MPC ACT Aboriginal and Torres Strait Islander Agreement 2019–28 and its objectives.

MPC works closely with other parts of the ACT Government to explore opportunities to enhance representation of the Aboriginal and Torres Strait Islander of our workforce.

As part of the ACT Government’s Aboriginal and Torres Strait Islander Agreement 2019–2028, MPC received approval from the Chair of the Aboriginal and Torres Strait Islander Elected Body for the outcomes of its Phase One Action Plan. MPC and ATSIEB schedule monthly meetings to discuss our projects and plans for engagement and reconciliation activities. Significant progress was made on the establishment and delivery of MPC’s Directorate implementation plan to guide its actions during Phase Two of the Agreement.

Table 16 shows the projects delivered with Aboriginal and Torres Strait Islander contractors in 2022–23.



Table 16: Projects delivered with Aboriginal and Torres Strait Islander contractors in 2022–23

Business Area	Project/Activity	Relevant Targets/Engagements	Client
Major Projects Canberra (Corporate)	Executive Ngunnawal Language Training	Thunderstone Aboriginal Cultural Services Pty Ltd delivered Ngunnawal language training for Major Projects Canberra's Executive team in June 2023.	Major Projects Canberra
Major Projects Canberra (Corporate)	Reconciliation Action Plan	Curijo Pty Ltd is assisting Major Projects Canberra through the development of its Reconciliation Action Plan.	Major Projects Canberra
Canberra Hospital Expansion	Critical Services Building	<p>Promoting Aboriginal and Torres Strait Islander employment, businesses and training is a key social procurement outcome for the Canberra Hospital Expansion (CHE) project.</p> <p>In this regard, Multiplex's contract for the CHE Project includes targets to achieve an expenditure of 10% of CHE Project trade costs, to go towards Aboriginal and Torres Strait Islander employment, businesses and training.</p> <p>At 30 June 2023, Multiplex has expended over \$15m on Aboriginal and Torres Strait Islander employment, business, education and training; and remains on track to achieve its overall expenditure target.</p>	Major Projects Canberra
Light Rail Project	Light Rail – Stage 2	<p>The Light Rail Project has 2 per cent of spend target on Aboriginal and Torres Strait Islander enterprise capability through providing opportunities for Aboriginal and Torres Strait Islander enterprise subcontractors.</p> <p>The Light Rail Project has a 2.5 per cent Aboriginal and Torres Strait Islander workforce target on applicable contracts.</p> <p>The Raising London Circuit Main Works Contractor Albergeldie Complex Infrastructure is exceeding that target with 5.5 per cent of their workforce identifying as Aboriginal or Torres Strait Islander.</p>	Major Projects Canberra
Light Rail Project	Technical Advisor	<p>Engagements by the light rail Technical Advisor, AECOM in the 2022–23 period include:</p> <ul style="list-style-type: none"> <li>&gt; Project merchandise, including team Polo Shirts, through a local indigenous owned supplier (Warralang Projects);</li> <li>&gt; A dedicated Indigenous intern position for the project, organised through the CareerTrackers Indigenous Internship Program; and</li> <li>&gt; A \$5,000 scholarship for a First Nations student at ANU in Semester 2, 2022.</li> </ul>	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

Business Area	Project/Activity	Relevant Targets/Engagements	Client
CIT Project	Package 2/3 CIT Woden Campus – Head Contractor	<p>The Aboriginal and Torres Strait Islander procurement target is 10 per cent of trade costs.</p> <p>Yerrabingin, the cultural consultant for Package 3, supports Lendlease in design development for the interior design, urban realm, including a focus on creating spaces within the campus to enable CIT to engage with industry for better learning outcomes in the facility.</p> <p>The Cultural Design Report outcome by Yerrabingin is being incorporated into the design.</p>	Major Projects Canberra
CIT Project	Package 4 Yurauna Centre	<p>Design report undertaken by Balarinji Pty Ltd for integration into the built form.</p> <p>First Nations architects make up the Preferred Tenderer team for the CIT Yurauna Design Services Consultant.</p> <p>First Nations led head contractor or contractor with First Nations team members will be engaged to undertake the construction of CIT Yurauna</p>	Major Projects Canberra
Canberra Theatre Re- development	Design Partner	<p>Yerrabingin is engaged by the Design Partner, Architectus, to lead engagement and collaboration with First Nations people.</p> <p>This engagement will seek guidance from First Nations people as to how the redeveloped Canberra Theatre Centre can best respond to and incorporate First Nations history and culture in the Canberra Theatre Centre buildings and precinct.</p>	Major Projects Canberra
Commercial Infrastructure	Gugan Gulwan Youth Facility	The Development Application for the new purpose-built facility for Gugan Gulwan Youth Aboriginal Corporation has been approved, with demolition of the existing structure by Rork Projects commencing in May 2023.	Community Services Directorate
Commercial Infrastructure	Gold Creek School	Aboriginal and Torres Strait Islander participation is ~30 per cent 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 exceeded the indigenous participation targets of 2 per cent, achieving ~5 per cent participation.	Community Services Directorate
Commercial Infrastructure	Margaret Hendry School Expansion and North Gungahlin High School	Construction of the Margaret Hendry High School achieved ~1.5 per cent indigenous participation. The same contractor has been engaged for North Gungahlin High School, with construction commencing at the end of the 2022/23 period.	Education Directorate
Commercial Infrastructure	East Gungahlin High School	Participation for Aboriginal and Torres Strait Islander employees are currently tracking at 12.5 per cent with the Head Contractor actively seeking improvements; and ~5 per cent has been achieved for works subcontracted to First Nations 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

Business Area	Project/Activity	Relevant Targets/Engagements	Client
Civil Infrastructure	Monaro Hwy Package 1	Landscape Design Input for entry features and masterplanning incorporating Indigenous Cultural Heritage features being undertaken by Bagariin Ngunnawal Cultural Consulting (BNCC)	Transport Canberra and City Services
Civil Infrastructure	Grevillea Park Dragon Boat Facility	Construction of the new Dragon Boat ACT headquarters and boathouse by an Aboriginal and Torres Strait Islander enterprise – Projex Building Group	Chief Minister and Economic Development Directorate
Civil Infrastructure	Umbagog Pedestrian Bridges Replacement	Heritage assessment by Past Traces Pty Ltd with representation by Registered Aboriginal Organisations including Buru Ngunnawal Aboriginal Corporation, Mirraabee, Ngarigu Currawong Clan, and King Brown Tribal Council  As part of construction contract, the head contractor has currently achieved 2 per cent spend with Indigenous owned business on the project.	Transport Canberra and City Services
Civil Infrastructure	Namarag Special Purpose Reserve	Through the contract 4 per cent of the value of the work performed under the Contract was subcontracted to Indigenous Enterprises	Environment, Planning and Sustainable Development
Civil Infrastructure	New Material Recovery Facility (MRF) and Food Organic and Garden Organic (FOGO) Facility	Heritage assessment as part of environmental impact studies for both facilities has been undertaken with representation by four registered Aboriginal Organisations – Buru Ngunnawal Aboriginal Corporation (Buru Ngunnawal), King Brown’s Tribal Group Pty Ltd (KBTG), Mirraabei and Ngarigu Currawong Clan (Ngarigu).	Transport Canberra and City Services
Civil Infrastructure	Jarramlee Nature Reserve Remediation and Restoration	Construction work finalised including a construction target of 1.5 per cent First Nations involvement. The project included extensive engagement with the Ngunnawal community including the Dhawura Ngunnawal Caring for Country Committee and input from Ngunnawal artist/s (Wilay Designs) on artworks, to ensure ongoing connection of Ngunnawal people to the grasslands and waterways of the Jarramlee region.	Environment, Planning and Sustainable Development
Civil Infrastructure	John Gorton Drive and Molonglo River Bridge Crossing	The Head Contract for this project was awarded in February 2023 and includes an Indigenous Participation Plan that addresses the requirements of ACT Government Aboriginal and Torres Strait Islander Procurement Policy requirements and the Australian Government Indigenous Procurement Policy requirements for the Financial years 2023 to 2026.	Transport Canberra and City Services
Social Infrastructure	AMC Building Management System	Upgrade completed by Rork Projects Pty Ltd	Justice and Community Safety
Social Infrastructure	Watson Health Hub	The Principal Consultant is contracted to coordinate design inputs with Winnunga / Nimmityah’s design consultant.	ACT Health



## Work Health and Safety (WHS)

### Overview

Safety is our number one priority and is integral in everything we do. It actively contributes to our success in procuring and delivering infrastructure projects and complying with the *Work Health and Safety Act 2011* and ACTPS whole of government policies.

MPC works closely with the Chief Minister, Treasury and Economic Development Directorate (CMTEDD), and the Workplace Safety and Industrial Relations team to promote and support the physical and mental wellbeing of our workforce.

Our WHS Management System reflects our commitment to working with our partners across the ACT Government and in the construction industry to deliver safe outcomes for our workers and on our projects. It does this by detailing our

requirements for effectively managing WHS, based on the scope and diversity of our business operations and delivers the objectives set out in our WHS policy statement.

### WHS Performance

MPC continues to work to prevent safety incidents, understand the importance of preventative measures and apply timely and appropriate corrective actions when incidents or hazards do arise.

During 2022–23, 21 incidents were reported and none of these incidents resulted in a Lost Time Injury.

As shown in Table 17 and 18, MPC continues to meet the ACTPS targets set in the Public Sector Work Health, Safety and Wellbeing Strategy 2019–2022, including zero fatalities, nil musculoskeletal disorders resulting in one or more weeks off and nil claims resulting in one or more weeks off work.

Table 17: Target 1 – reduce the incidence rate of claims resulting in one or more weeks off work by at least 30%

Financial year	# 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
22–23	0	0.00	9.58	255	8.98	8.72
23–24			9.17			8.34

Table 18: Target 2 – reduce the incidence rate of claims for musculoskeletal disorders (MSD) resulting in one or more weeks off work by at least 30%

Financial year	# 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
22-23	0	0.00	7.07	106	3.73	5.98
23-24			6.76			5.73



## WHS Committee

Day-to-day health and safety issues in MPC are addressed by managers with assistance and oversight from MPC's WHS Committee. The WHS Committee provides a consultative forum to address workplace health and safety matters and meets monthly.

The WHS Committee comprises two employee representatives, two health and safety representatives, four management representatives and four technical advisers. In 2022–23, the committee met 12 times supporting the WHS Committee is the Health Safety Representative Forum. This forum met four times in 2022–23 and comprises of five health and safety representatives and two technical advisors.

## WHS initiatives

Throughout the reporting period, MPC implemented a number of WHS initiatives, including:

- Developing new WHS Management System (WHSMS) objectives and performance indicators aimed at measuring the successful implementation of MPC's WHS Policy Statement;
- Updated incident and hazard reporting processes;
- Participation in Safe Work Month. Through October 2022, MPC promoted the weekly safety focus and encouraged staff to attend online information sessions and in-person events;
- Training in risk management, silica awareness, asbestos awareness and construction white card; and
- Toolbox training on the following safety subjects:
  - Updated incident and hazard reporting core process;
  - Tower Crane Code of Practice;
  - MPC WHS Due Diligence;
  - Client's role and how to provide safety feedback to Principal Contractors; and
  - WHSMS and your role in ensuring safety and compliance.



## Project Safety Management

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 is 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. It works closely with WorkSafe ACT, industry, industry bodies and other interested parties in the establishment and maintaining of safe working environments in the construction industry.

In 2022–23, the focus of work with industry was on improving worker safety on building sites. This included the continued implementation of the ACT Government WHS Active Certification Policy, the weighted assessment criteria for WHS in tender assessments performed by WHS experts and the Prequalification Schemes.

## 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 Active Certification 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 primary purpose of 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.

During 2022–23:

- > No points were awarded under the Active Certification Policy;
- > 251 Active Certification Audits were conducted;
- > Audit findings included:
  - 2967 Compliance;
  - 468 Opportunities for Improvement;
  - 12 minor non-conformances; and
  - nil moderate or major non-conformances.

## WHS Weighted Assessment Criteria

In accordance with the *ACTPS Guidelines for Managing Work Health Safety in Construction Projects with a value of \$250,000 or more*, MPC typically includes a 30 per cent weighting for safety in the evaluation criteria for tenders it manages. Other project safety measures include:

- > The requirement for a WHS Assessor to evaluate tender responses independently from the tender assessment team; and
- > Holding regular round table meetings with the Master Builders Association and its members, including the Commercial Construction Association and the Civil Construction Federation.

## Human Resources Management

To support the delivery of infrastructure across the ACT Community, MPC's workforce is a diverse blend of ACTPS employees and consultants, including but not limited to infrastructure specialists, project managers, engineers, work health safety specialists in a construction environment, and communications, finance and corporate personnel.

MPC's participation in the ACTPS Graduate Program engaged two Graduates in 2022 and a further 11 Graduates in 2023. The Graduate Program provides MPC with a new cohort of employees to support succession planning, while also developing a new generation.

Table 19–Table 26 provide the mandatory human resources data required by the annual report directions. Data is at 30 June 2023.

Table 19: Headcount by diversity group as at 30 June 2023

Diversity Group	Headcount	% of Total Staff
Aboriginal and/or Torres Strait Islander	3	1.2%
Culturally & Linguistically Diverse	67	27.8%
People with a disability	15	6.2%

Table 20: FTE and headcount by branch/division as at 30 June 2023

Branch/Division	FTE	Headcount
Designated Projects	58.9	60
Infrastructure Delivery Partners	102.2	103
Office of the Chief Projects Officer	5	5
Project Development & Support	72.4	73
<b>Total</b>	<b>238.5</b>	<b>241</b>

Table 21: FTE and headcount by gender as at 30 June 2023

	Female	Male	Non-Binary	Total
FTE by Gender	118.1	119.3	1	238.5
Headcount by Gender	120	120	1	241
% of Workforce	49.8%	49.8%	0.4%	100%

Table 22: Headcount by classification and gender as at 30 June 2023

Classification Group	Female	Male	Non-Binary	Total
Administrative Officers	39	16	1	56
Executive Officers	6	7	0	13
Professional Officers	3	8	0	11
Senior Officers	72	89	0	161
<b>Total</b>	<b>120</b>	<b>120</b>	<b>1</b>	<b>241</b>

Table 23: Headcount by employment category and gender as at 30 June 2023

Employment Category	Female	Male	Non-Binary	Total
Casual	0	0	0	0
Permanent Full-time	97	100	1	198
Permanent Part-time	6	2	0	8
Temporary Full-time	16	18	0	34
Temporary Part-time	1	0	0	1
<b>Total</b>	<b>120</b>	<b>120</b>	<b>1</b>	<b>241</b>

Table 24: Headcount by age group and gender as at 30 June 2023

Age Group	Female	Male	Non-Binary	Total
Under 25	3	6	0	9
25-34	37	23	1	61
35-44	45	30	0	75
45-54	17	31	0	48
55 and over	18	30	0	48

Table 25: Average length of service by gender as at 30 June 2023

Gender	Female	Male	Non-Binary	Total
Average years of service	6.8	7	0.4	6.8

Table 26: Recruitment and separation rates 2022-23

Recruitment Rate	Separation Rate
21.8%	6.0%



## Mental Health and Wellbeing of Our People

To support the mental health and wellbeing of MPC employees, in May 2023 MPC's Mental Health and Wellbeing Executive Champion, along with the MPC Mental Health and Wellbeing Committee, launched the MPC Mental Health and Wellbeing Strategy and Action Plan.

The MPC Mental Health and Wellbeing Strategy and Action Plan focusses on tangible outcomes that continue to create a positive workplace and

build a healthy and safe environment for all MPC Employees. MPC promotes workforce inclusion and support through our Diversity and Inclusion Executive Champion and the directorate's Respect Equity and Diversity Contact Officers who play an important role in championing respectful and inclusive behaviours in the workplace.

Additional Health and Wellbeing initiatives available to MPC Employees include:

Access to professional and confidential support services through the ACT Government **Employee Assistance Program**



Access to **reasonable adjustments** and **early intervention programs**



Access to **influenza vaccinations program** for all employees

MPC also celebrated significant dates which are important to our diverse workforce, including but not limited to; NADIOC Week, Harmony Day, National Reconciliation Week and International Day Against LGBTQIA+ Discrimination. The Civil Branch within IDP celebrated their team's diversity by coming together to enjoy their different cultural cuisines with a Social Wellness Lunch.

## MPC Employee Training and Development

### Project Management Office Toolbox Training Sessions

The PMO delivered monthly toolbox training sessions on topics such as procurement planning and evaluation, financial assessment of tenderers, supplier performance assessment, work health and safety due diligence, and work health and safety incident and hazard reporting. These toolbox training sessions provide MPC officers with continuous support in implementing the Project Delivery Framework and improving their skills relevant to their roles.

### Project Management and Reporting System Training

The PMARS team consistently delivered monthly user training during the reporting period and continued to provide support to users. The PMARS team delivers ad hoc training for new starters or users of PMARS upon request from internal ACT Government stakeholders. The team undertakes 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

MPC executives participated in Ngunnawal Language training hosted by Tyrone Bell, from Thunderstone Aboriginal Cultural Services, a local Indigenous training company. This training focused on educating our executives on how to provide an Acknowledgment of Country in traditional Ngunnawal language, as well as some basic greetings.

Future focuses for MPC's Aboriginal and Torres Strait Islander Learning Journey Training include sessions for Cultural Awareness training and On-Country tours.

## Other Training and Development

In 2022–23, MPC provided operational safety training, including Asbestos Awareness, Work Safely in the Construction Industry and Crystalline Silica Awareness training to 125 employees.

Six employees utilised the MPC Study Assistance Program and were assisted with their professional upskilling and development. In addition, MPC has supported multiple employees to undertake Diplomas and Certificate IV level Vocational Training in areas such as Project and Contract Management.

MPC utilises the ACT Government Learning Management System to better assist in managing learning and development activities as well as ensuring compliance in relation to record keeping.

MPC and the Chief Minister, Treasury and Economic Development Directorate's Public Sector Management Unit collaborated in designing and delivering ACTPS Integrity Framework training to MPC employees in September 2022. Clayton Utz was also engaged to provide Due Diligence training to MPC employees, with a total of 185 employees attending.

### Business Unit Specific Training and Development

Our Light Rail team has engaged with an external training provider to deliver a Leadership Development program focusing on ensuring psychological safety for teams and individuals in the workplace. The program is to be rolled out in the 2023–24 financial year.

The IDP team held Resilience training for 37 employees to support their staff with their mental health and wellbeing, while providing skills and knowledge to work efficiently in today's current hybrid work climate.

## Gender Action Plan and Gender Impact Assessment Reporting

The construction industry has a recognised gender imbalance, with women comprising only 13 per cent of the industry, and less than two per cent in the trades space. This imbalance can also be seen within MPC, particularly in the project management delivery areas. Addressing this imbalance is a long-term process and MPC continues to work collaboratively with the industry, applying similar approaches within the Directorate.

MPC has implemented a series of mechanisms to continue to improve the gender balance including a dedicated Executive Champion for Women in Construction, a Gender Inclusivity working group and women in construction community of practice. The working group has developed a draft Gender Inclusivity Policy and has commenced work on the future requirement for a Gender Action Plan. MPC also has an Executive Champion for Diversity, who has supported the implementation of a Pride Network within MPC, further supporting gender diverse people.

Over the 2022–23 reporting year, the gender pay gap at MPC has reduced significantly with the employment and promotion of several women into both executive and senior professional roles, shifting the balance from 95 men and 70 women to 96 men and 78 women. The adjustment continues to provide demonstrated leadership in the industry and provides a visible career path for the broader staff audience.

Mentoring is a key focus area within MPC to support female and non-binary staff across the Directorate, targeting delivery areas where gender imbalance, such as upper management levels (Infrastructure Manager/Specialists) remain a concern. Developing the pipeline of female and non-binary staff to enable career progression and improve retention is essential to improve this balance.

Acknowledging the value of mentoring has led MPC to become the 2023–24 gold sponsor for the National Association of Women in Construction (NAWIC) Mentoring Program, whilst continuing to encourage participation of staff as mentors and mentees in this program. MPC also encourages and supports staff to participate in the ACT Government Women’s Mentoring Program every year. MPC implemented targeted professional development for women, including supporting attendance of several employees at the Women in Leadership Conference.

Recognition and celebration of achievement for women in MPC is also encouraged, with continuing nominations and success in the NAWIC Crystal Vision Awards. In the 2022 awards, Kate Evans, Project Manager, Clinical and Stakeholder Lead for CHE project was awarded the Diversity and Inclusion award for her outstanding dedication to improving diversity. MPC also continues to acknowledge and recognise staff and the industry through sponsoring their attendance at various construction related events with NAWIC, such as a breakfast function celebrating International Women’s Day.

MPC also plays a key role in several initiatives across the ACT Government that contribute to the short and long term improvements for gender equity in infrastructure design and delivery, including:

- > Supporting the Office for Women in the development of the Understanding Building and Construction Pilot Program for years 9 and 10 girls and gender diverse people, a nationally award winning program that has now progressed into an annual pathways program implemented in multiple high schools across the Territory;
- > Supporting TCCS in the design and delivery of the Gender Sensitive Urban Design guidelines, a framework that will inform the inclusive design of public urban spaces into the future; and
- > Executive sponsor role in the ongoing implementation of the Second Action Plan for Women and development of the Third Action Plan for Women.





# Sustainability and Ecological Design across our designated projects

MPC supports the delivery of infrastructure across the region to help make Canberra a smart, healthy and net zero emissions city. MPC is in a position to influence environmental outcomes for both our projects, and the projects we deliver on behalf of Partner Directorates.

MPC is committed to delivering our projects and services in a way that contributes to achieving the ACT Government’s commitment to net zero emissions by 2045 and meeting the legislative requirements set out in the

[Climate Change and Greenhouse Gas Reduction Act 2010](#), [Commissioner for Sustainability and the Environment Act 1993](#) and the [Environment Protection Act 1997](#).

To support the effective management of our environmental responsibilities as an ACT Government Directorate, the Chief Projects Officer created the MPC Design, Sustainability and Environment Committee, which is a sub-committee of the MPC Executive Board. (Refer Governance section)

## MPC Sustainability Case Studies

### The CHE sustainability

MPC incorporates sustainability and ecologically sustainable design across our designated projects. The CHE project, aims to be a leading showcase across social and environmental sustainability. Key features are captured below:



Renewably sourced, clean energy supply to key infrastructure projects, to support ACT Government sustainability targets;



Water efficient hydraulic fixtures and fittings where suitable for use;



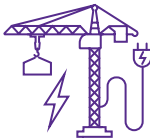
High performing façade and plant, to reduce energy consumption by increased efficiency;



Energy efficient lighting solutions;



Living infrastructure provided through landscaping elements of the project;



Use of electric cranes during construction; and



Selection of building materials, finishes and equipment to support social outcomes and reduce the use of products that are not environmentally responsible;



Project targeting Green Star 5 star design and as-built rating.



## Raising London Circuit (RLC) project

The RLC project was also recently awarded its Design v1.2 Infrastructure Sustainability Rating, achieving 79.4 points, representing a 'Leading' rating, the highest level under the Infrastructure

Sustainability Council framework. The project will also be pursuing an As Built rating to verify sustainability outcomes during construction.

*The below information lists key sustainability initiatives incorporated in the design and now being implemented during the construction of the project.*

### Achievements and Targets



Targeting an Infrastructure Sustainability Rating v1.2 in Design and As Built



Residual Scope 1 and 2 emissions will be offset to achieve zero net carbon emissions for all Scope 1 and 2 emissions.



Created a specification that reduces Ordinary Portland Cement content in concrete by 40 per cent, resulting in a reduction of Scope 3 Greenhouse Gas Emissions relating to concrete production, which was awarded a Territory-first ISC Innovation point in Design.



Utilised digital engineering in optimising tree locations, which was awarded a Territory-first ISC Innovation point in Design.



To ensure the Project is resilient to the effects of climate change, mitigation measures were identified to address climate change risks. All High and Very High risks were mitigated back to acceptable levels.



Utilised a Water Sensitive Urban Design solution that diverts stormwater around tree-roots to reduce irrigation requirements without causing subterranean erosion, which was awarded a Territory-first ISC Innovation point in Design.



Championed heritage values through the Project Design through the completion of a Masterplan for Commonwealth Avenue that considers the heritage of the area amongst other Urban Design principles.



Ensure conservation and protection of vulnerable Golden Sun Moth populations in the city centre, across the Project footprint, through undertaking specialised translocation activities of Golden Sun Moth larvae.



Prioritising local procurement opportunities, and identifying community health and wellbeing measures to minimise negative social impacts and enhance social benefits like positively contributing to local employment, gender diversity in the project team, and community connectedness.



Embedded sustainability and urban design into the Decision Making Framework for the Project.



## Zero Emissions Government: Sustainable Development Performance 2022–23

The [ACT Climate Change Strategy 2019–25](#), outlines the next stage of the ACT Government’s climate change response and identifies actions to achieve its target for net zero emissions by 2045. This means demonstrating leadership in reducing greenhouse gas emissions and supporting the achievement of the Territory’s legislated greenhouse gas reduction targets.

MPC is committed to the priorities outlined in the [ACT Climate Change Strategy 2019–25](#) and in 2022–23 replaced two of its petrol fleet vehicles with two Ford Escape PHEV’s and added a Hyundai Kona BEV. Where considered appropriate and fit for purpose, MPC will continue to transition

its fleet to zero or low emission fleet vehicles, supporting the ACT Government’s commitment to zero net emissions by 2045.

Table 27 provides information on the 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 MPC occupies almost 50 per cent (four pods) of the heritage listed Callam Offices in Woden. The current Heating Ventilation and Cooling system utilises gas boilers for heating, contributing the majority of MPC’s CO<sub>2</sub> emissions.

Table 27: Sustainable Development Performance 2022–23

Indicator	Unit	2021–22	2022–23	Percentage change
<b>Stationary energy usage</b>				
Electricity use	Kilowatt hours	381,020	623,074	64%
Natural gas use (non-transport)	Megajoules	605,587	870,892	44%
Diesel use (non-transport)	Kilolitres	0	0	0
<b>Transport fuel usage</b>				
Electric vehicles	Number	0	1	100%
Hybrid vehicles	Number	3	2	-33%
Hydrogen vehicles	Number	0	0	0%
Total number of vehicles	Number	7	7	0%
Fuel use – Petrol (including E10)	Kilolitres	1.99	2.74	38%
Fuel use – Diesel	Kilolitres	0.17	0	0%
Fuel use – Liquid Petroleum Gas (LPG)	Kilolitres	0	0	0%
Fuel use – Compressed Natural Gas (CNG)	Gigajoules	0	0	0%
<b>Water usage</b>				
Water use	Kilolitres	914.86	995	8.8%
<b>Resource efficiency and waste *</b>				
Reams of paper purchased	Reams	199	286	43%
Recycled content of paper purchased	Per centage	94%	48%	-46%

Indicator	Unit	2021–22	2022–23	Percentage change
Waste to landfill	Litres	2184		
Co-mingled material recycled	Litres	3600		
Paper & Cardboard recycled (incl. secure paper)	Litres	947		
Organic material recycled	Kilograms	N/A	N/A	N/A
Greenhouse gas emissions				
Emissions from electricity use	Tonnes CO <sub>2</sub> -e	0	0	0%
Emissions from natural gas use (non- transport)	Tonnes CO <sub>2</sub> -e	31	45	45%
Emissions diesel use (non-transport)	Tonnes CO <sub>2</sub> -e	0	0	0%
Emissions from transport fuel use	Tonnes CO <sub>2</sub> -e	5	7	40%

\*ACTPG have advised the waste to landfill and recycling data for Callam Offices is for the whole building and shared between multiple tenants. The waste is combined and cannot be accurately attributed to MPC specifically. MPC currently do not have an organic waste provider for Callam Offices.

## Explanatory Information Relevant to Ecologically Sustainable Development in 2022–23 Annual Reports

- > Please note that actual electricity consumption may vary from that shown above/below. Data integrity issues at the time of data extraction from the Enterprise Sustainability Platform (ESP) has resulted in some small market sites erroneously reporting higher electricity consumption. This discrepancy is likely to be marginal in the context of annual consumption figures.
- > Note that the figures above/below may include accrued data. Where actual data is not available, the ESP provides estimates 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.
- > Note that some data reported for 2021–22 in the table above/below may differ slightly from figures reported in the 2021–22 annual report. These are due to retrospective updates to agency occupancy and historical consumption data.

- > The ACT Government reports zero greenhouse gas emissions from electricity use as a result of the ACT's 100% renewable electricity supply.
- > 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 which is consider zero in the ACT.
- > Emission factors used to calculate natural gas and fleet fuel are based on the latest National Greenhouse Accounts factors.

## Treatment of plug-in hybrid vehicles

A plug-in electric vehicle (BEV), also known as an electric vehicle (EV), is any vehicle that can be recharged from an external source of electricity, such as wall sockets, charging stations with the electricity stored in the rechargeable battery packs that drives or contributes to drive the wheels. Plug-in Hybrid Electric Vehicle (PHEVs) can run solely as an electric vehicle for a very short driving range (around 50km's) and then will begin to run on petrol/diesel. As such, a PHEV is not considered a Zero Emissions Vehicle in the Territory.

# 2C Financial management

## Financial management analysis

### General overview

#### Objectives and Principal Activities

MPC is a not-for-profit ACT Government Agency and was established on 1 July 2019 to support and deliver infrastructure for the community that helps make Canberra the world's most liveable city. To achieve this, MPC delivers major infrastructure projects, supports Government on delivering capital works procurement and contract management.

The key outputs delivered by MPC include:

- > Procuring and delivering infrastructure projects designated by the Government as major projects. MPC designated projects currently include the expansion of Canberra Hospital, the Light Rail Stage 2 including raising London Circuit, the redevelopment of the Canberra Theatre Centre and the delivery of a new Canberra Institute of Technology (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;
- > Working with other ACT Government agencies to assist them in planning new projects and delivering other key projects across the ACT;

- > Providing whole of government infrastructure delivery services, such as the project management and reporting system, administering the National and ACT Government Prequalification schemes; and
- > Enabling the office of the ACT Chief Engineer and developing the ACT Government's engineering workforce.

MPC 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 central pillar of effective governance and essential to MPC's performance, integrity and transparency. Risks are identified and managed at three levels – Strategic, Enterprise and Operational. The MPC Executive Committee and assigned risk officers manage Strategic and Enterprise risks, while the relevant project or business unit executives manage operational risks.

MPC implements a Delegations framework to ensure that financial, human resources and other legislative delegations are handled accurately and consistently in accordance with relevant legislation. This framework serves as an internal control to safeguard our people and assets.

Financial Management of the organisation is overseen by MPC's Finance and Risk subcommittee. In 2023 the committee conducted workshops to identify new risks, and upon endorsement, the risk officers will be assigned to review risk and implement risk controls.



## Major Projects Canberra Financial Performance

The following financial information is based on audited Financial Statements for 2021–22 and 2022–23, the 2022–23 Budget and the forward estimates contained in the 2023–24 Budget Statements.

Table 28: Total Net Cost of Services

	Actual	Actual	Budget	Forward Estimates	Forward Estimates	Forward Estimates	Forward Estimates
	2021–22	2022–23	2022–23	2023–24	2024–25	2025–26	2026–27
	\$m	\$m	\$m	\$m	\$m	\$m	\$m
Expenditure	42.3	37.0	48.2	52.6	38.2	36.8	38.2
Own Source Revenue	16.1	6.5	3.9	4.8	4.5	4.4	3.8
<b>Net Cost of Services</b>	<b>26.2</b>	<b>30.5</b>	<b>44.3</b>	<b>47.8</b>	<b>33.7</b>	<b>32.4</b>	<b>34.4</b>

### Comparison to Budget

2022–23 net cost of services of \$30.5 million was \$13.8 million or 31.2 per cent lower than the 2022–23 original budget. The variance was due to lower expenditure of \$11.2 million or 23.2 per cent, as outlined at *Expenditure – Comparison to Budget*, and higher own source revenue of \$2.6 million or 66.7 per cent, as outlined at *Own Source Revenue – Comparison to Budget*.

### Comparison to 2021–22

2022–23 net cost of services of \$30.5 million was \$4.3 million or 16.4 per cent higher than 2021–22 due to lower own source revenue of \$9.6 million or 59.6 per cent, as outlined at *Own Source Revenue – Comparison to 2021–22*; partially offset by lower expenditure of \$5.3 million or 12.5 per cent, as outlined at *Expenditure – Comparison to 2021–22*.

### Future Trends

MPC's Net Cost of Services is estimated to increase by \$17.3 million in 2023–24 mainly due to the increased repairs and maintenance activities and consultants and contractors' services related to new initiatives starting in 2023–24 such as light rail Stage 2A and 2B, electrification of government gas assets and Garran Surge Centre deconstruction and Garran Oval remediation.

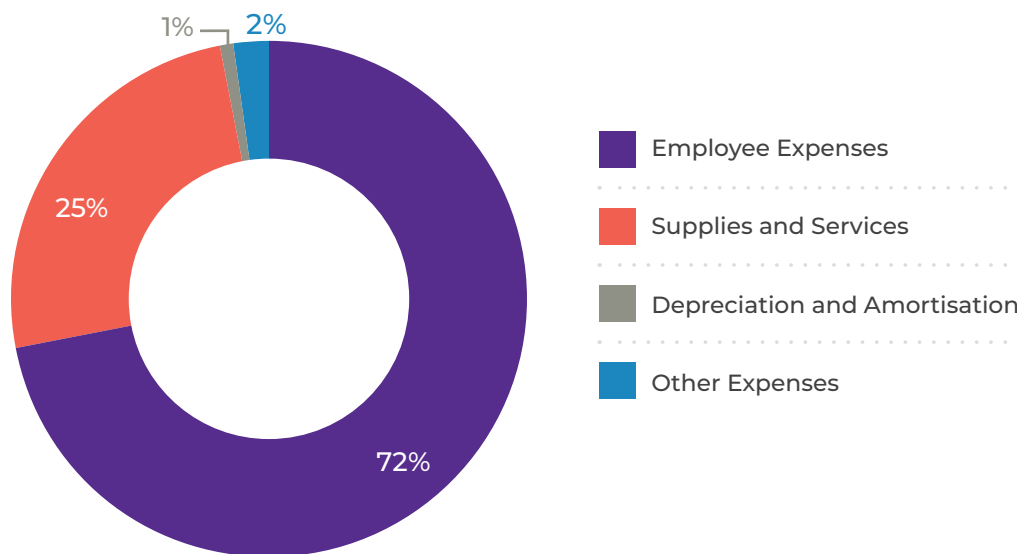
The Net Cost of Services is budgeted to reduce in 2024–25 and following years due to the expected physical completion of Garran Surge Centre deconstruction and Garran Oval remediation, Canberra hospital Expansion and CIT Woden projects. However, the movement of this trend is subject to future business case approvals.

## Expenditure

### Components of Expenditure

Graph 1 – Components of Expenditure indicates the components of full year actual expenditure for 2022–23. Total expenditure was \$37.0 million, comprising of employee and superannuation expenses of \$26.7 million, supplies and services of \$9.3 million, depreciation and amortisation of \$0.4 million and other expenses of \$0.6 million.

Graph 1 – Components of Expenditure



### Comparison to Budget

Total expenditure in 2022–23 was \$37.0 million, which was \$11.2 million or 23.2 per cent lower than the 2022–23 original budget of \$48.2 million. This is primarily due to:

- > lower borrowing costs due to no concessional loans issued in 2022–23 from the Private Buildings Cladding Concessional Loan Scheme;
- > savings on ACT Government buildings cladding remediation;
- > less than expected rebate claims from eligible private building on testing and assessment of the cladding; and
- > lower Light Rail contractors and consultants expense due to these costs meeting the capitalisation criteria.

### Comparison to 2021–22

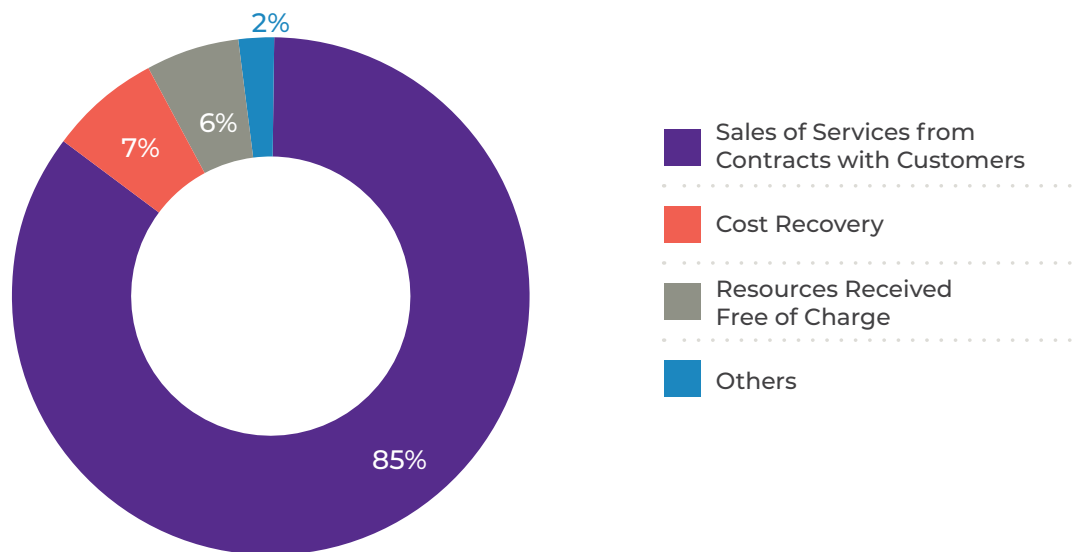
Total 2022–23 expenditure of \$37.0 million was \$5.3 million, or 12.5 per cent lower than 2021–22. The variance was mainly due to reduced activities on the Government’s cladding remediation program on ACT Government buildings in 2022–23 as the project reached its completion. Physical works on seven remaining identified buildings were completed compared with 13 in 2021–22.

## Own Source Revenue

### Components of Own Source Revenue

Graph 2 – Components of Own Source Revenue indicates the components of full year actual revenue excluding the Controlled Recurrent Payments for 2022–23. Total own source revenue in 2022–23 was \$6.5 million, comprising primarily of capital works project management services provided to the ACT Government (\$5.5 million), cost recovery (0.4 million) and resources received free of charge from other ACT Government agencies (\$0.4 million).

Graph 2 – Components of Own Source Revenue



### Comparison to Budget

Total own source revenue of \$6.5 million was \$2.6 million, or 66.7 per cent higher than the 2022–23 original budget of \$3.9 million. The variance mainly relates to higher than expected revenue recognition for capital works project management services provided to the ACT Government.

It is partially offset by lower interest revenue of \$1.2 million due to no concessional loans issued in 2022–23 for the rectification of potentially combustible cladding on eligible private buildings.

### Comparison to 2021–22

Total 2022–23 own source revenue of \$6.5 million was \$9.6 million, or 59.6 per cent lower than 2021–22 of \$16.1 million. The variance was primarily due to lower:

- > management levy of \$9.2 million from other ACT Government agencies due to a change in funding source for the procurement and management services for the whole of Government infrastructure investment program to controlled recurrent payments appropriation; and
- > other project management services of \$0.7 million associated with the provision of Principal Authorised Person services for projects managed under GC21 General Conditions construction contractual arrangements.

These were partially offset by a once-off cost recovery of \$0.4 million from other government agency.

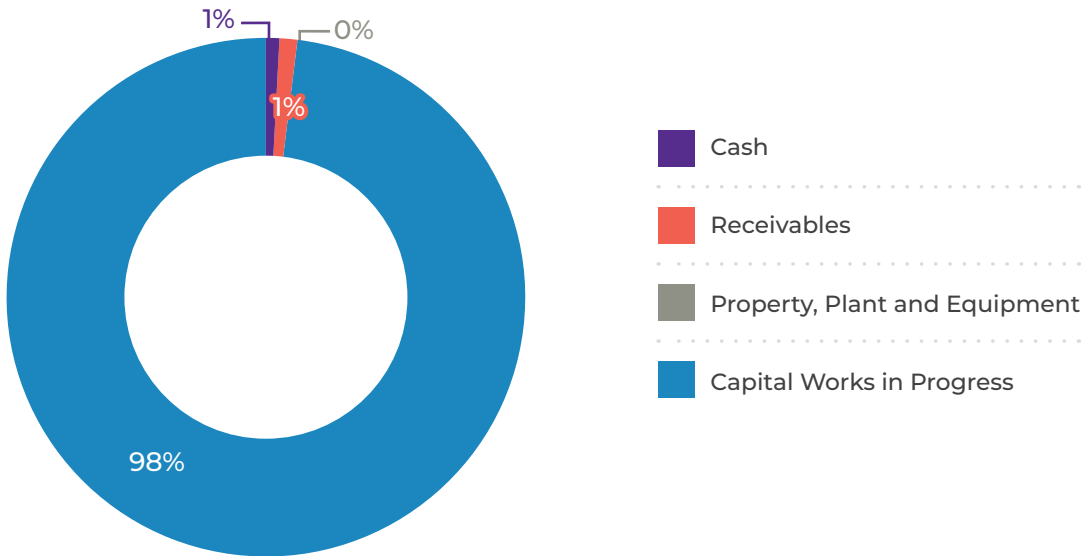


# Major Projects Canberra Financial Position Total Assets

## Components of Total Assets

Graph 3 – Total Assets as at 30 June 2023 identifies the categories of assets held by MPC. Total assets held were \$678.2 million, comprising capital works in progress of \$662.9 million, cash of \$7.8 million, receivables of \$5.1 million, and property, plant and equipment of \$2.4 million.

Graph 3 – Total Assets as at 30 June 2023



### Comparison to Budget

Total assets as at 30 June 2023 of \$678.2 million were 53.8 million, or 8.6 per cent higher than the 2022–23 original budget of \$624.4 million mainly due to the higher capital works in progress expenditure for 2022–23 Budget Review initiatives, including new Light Rail vehicles and depot expansion, as well expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital Expansion project.

### Comparison to 2021–22

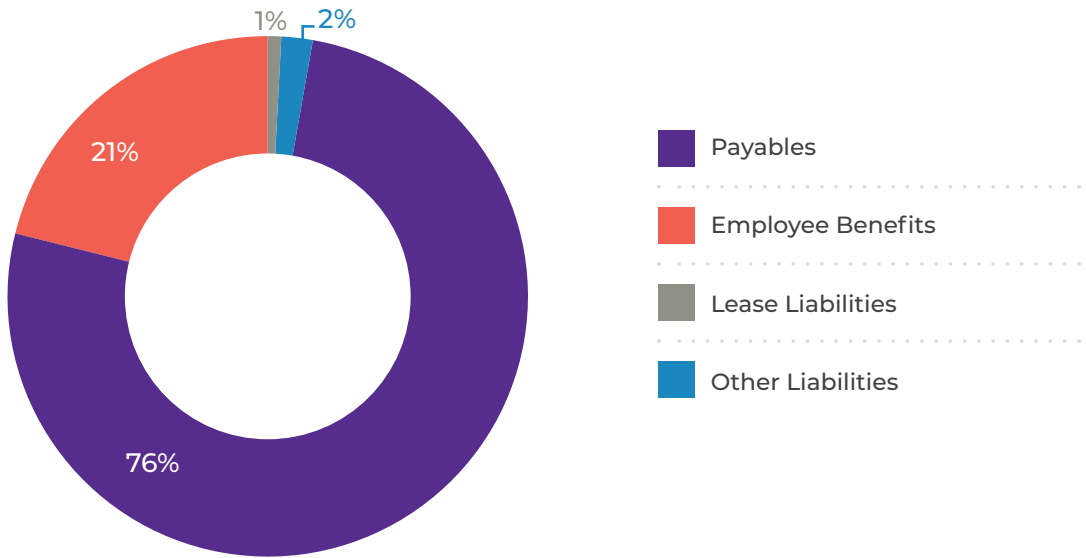
Total 2022–23 assets of \$678.2 million was \$379.4 million, or 127.0 per cent higher than 2021–22 of \$298.8 million. The variance was primarily due to the progression of works on design and construction of Light Rail Stage 2 including raising London Circuit and the new transport interchange and CIT campus in Woden, the construction of the critical services building at the Canberra Hospital, and designs on the redevelopment of the Canberra Theatre.

## Total Liabilities

### Components of Total Liabilities

Graph 4 – Total Liabilities as at 30 June 2023 identifies the categories of liabilities held by MPC. Total liabilities were \$53.7 million, comprising payables of \$40.8 million, employee benefits of \$11.6 million, lease liabilities of \$0.4 million and other liabilities of \$0.9 million.

Graph 4 – Total Liabilities as at 30 June 2023



### Comparison to Budget

Total liabilities as at 30 June 2023 of \$53.7 million were \$23.7 million or 79.0 per cent higher than the 2022–23 original budget of \$30.0 million mainly due to higher than expected payment claims accrued in June 2023 as a result of the increased activities on capital projects.

### Comparison to 2021–22

Total 2022–23 liabilities of \$53.7 million was \$5.3 million, or 11.0 per cent higher than 2021–22 of \$48.4 million. The variance was primarily due to higher payables of \$9.6 million related to accrued June 2023 capital works in progress payments to suppliers as a result of the increased activities of capital projects. This was partially offset by the reduced revenue received in advance of \$4.6 million for ceased management levy collection on capital works projects services provided to other ACT Government agencies.

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

**For the Year Ended**  
**30 June 2023**

## 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 2023 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 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 2023, 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  
12 September 2023

**Major Projects Canberra  
Financial Statements  
For the Year Ended 30 June 2023**

**Statement of Responsibility**

In my opinion, Major Projects Canberra's financial statements fairly reflect the financial operations for the year ended 30 June 2023 and its financial position on that date.



Karen Doran  
Acting Chief Projects Officer  
Major Projects Canberra

04 September 2023

**Major Projects Canberra  
Financial Statements  
For the Year Ended 30 June 2023**

**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 2023 and the financial position on that date.



Sharon Lu  
A/g Chief Finance Officer  
Major Projects Canberra  
04 September 2023

# Major Projects Canberra

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### For the Year Ended 30 June 2023

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Balance Sheet  
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Statement of Cash Flows  
Statement of Appropriation

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Note 5 Sales of Services from Contracts with Customers

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**Major Projects Canberra  
Operating Statement  
For the Year Ended 30 June 2023**

	Note No.	Actual 2023 \$'000	Original Budget 2023 \$'000	Actual 2022 \$'000
<b>Income</b>				
Controlled Recurrent Payments	#	35 654	39 512	27 489
Sales of Services from Contracts with Customers	5	5 518	2 232	15 545
Interest Revenue		86	1 191	-
Resources Received Free of Charge from Other ACT Government Agencies		397	391	585
Other Income		489	68	15
<b>Total Income</b>		<b>42 144</b>	<b>43 394</b>	<b>43 634</b>
<b>Expenses</b>				
Employee Expenses	6	26 718	20 929	26 492
Supplies and Services	7	9 272	21 200	13 818
Depreciation and Amortisation		472	709	304
Borrowing Costs		117	5 335	-
Other Expenses		461	-	622
<b>Total Expenses</b>		<b>37 040</b>	<b>48 173</b>	<b>41 236</b>
<b>Operating Result</b>		<b>5 104</b>	<b>(4 779)</b>	<b>2 398</b>
<b>Total Comprehensive Result</b>		<b>5 104</b>	<b>(4 779)</b>	<b>2 398</b>

The above Operating Statement is to 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. The 2022 actual on 'Depreciation and Amortisation' has been retrospectively updated to reflect the impact of a 2023 change in accounting policy, refer to Note 4. *Change in Accounting Policy and Estimates*.

# Refer to the Statement of Appropriation.

**Major Projects Canberra  
Balance Sheet  
As at 30 June 2023**

	Note No.	Actual 2023 \$'000	Original Budget 2023 \$'000	Actual 2022 \$'000
<b>Current Assets</b>				
Cash	8	7 798	3 381	9 475
Receivables	9	5 154	3 836	3 051
Prepayments		-	13	13
<b>Total Current Assets</b>		<b>12 952</b>	<b>7 230</b>	<b>12 539</b>
<b>Non-Current Assets</b>				
Receivables	9	-	18 356	-
Property, Plant and Equipment		2 374	2 049	1 835
Intangible Assets		-	2 326	-
Capital Works in Progress	10	662 861	594 470	284 435
<b>Total Non-Current Assets</b>		<b>665 235</b>	<b>617 201</b>	<b>286 270</b>
<b>Total Assets</b>		<b>678 187</b>	<b>624 431</b>	<b>298 809</b>
<b>Current Liabilities</b>				
Payables	11	40 794	18 519	31 227
Employee Benefits	12	10 917	10 151	10 577
Lease Liabilities		238	31	195
Other Liabilities	13	373	157	4 882
<b>Total Current Liabilities</b>		<b>52 322</b>	<b>28 858</b>	<b>46 881</b>
<b>Non-Current Liabilities</b>				
Employee Benefits	12	638	583	592
Lease Liabilities		195	29	306
Other Liabilities	13	497	496	576
<b>Total Non-Current Liabilities</b>		<b>1 330</b>	<b>1 108</b>	<b>1 474</b>
<b>Total Liabilities</b>		<b>53 652</b>	<b>29 966</b>	<b>48 355</b>
<b>Net Assets</b>		<b>624 535</b>	<b>594 465</b>	<b>250 454</b>
<b>Equity</b>				
Accumulated Funds		624 535	594 465	250 454
<b>Total Equity</b>		<b>624 535</b>	<b>594 465</b>	<b>250 454</b>

The above Balance Sheet is to 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. The 2022 actual on 'Intangible Assets' has been retrospectively updated to reflect the impact of a 2023 change in accounting policy, refer to Note 4. *Change in Accounting Policy and Estimates*.

**Major Projects Canberra  
Statement of Changes in Equity  
For the Year Ended 30 June 2023**

	Accumulated Funds Actual 2023 \$'000	Total Equity Actual 2023 \$'000	Total Equity Original Budget 2023 \$'000
<b>Balance at 1 July 2022</b>	<b>250 454</b>	<b>250 454</b>	<b>264 086</b>
<b>Comprehensive Income</b>			
Operating Result	5 104	5 104	(4 779)
<b>Total Comprehensive Result</b>	<b>5 104</b>	<b>5 104</b>	<b>(4 779)</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>			
Capital Injections	# 392 344	392 344	350 158
Net Assets Transferred (out) to Other Agencies	10 (23 367)	(23 367)	(15 000)
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>368 977</b>	<b>368 977</b>	<b>335 158</b>
<b>Balance at 30 June 2023</b>	<b>624 535</b>	<b>624 535</b>	<b>594 465</b>

	Accumulated Funds Actual 2022 \$'000	Total Equity Actual 2022 \$'000
<b>Balance at 1 July 2021</b>	<b>79 166</b>	<b>79 166</b>
<b>Comprehensive Income</b>		
Operating Result	2 398	2 398
<b>Total Comprehensive Result</b>	<b>2 398</b>	<b>2 398</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>		
Capital Injections	# 194 311	194 311
Net Assets Transferred (out) to Other Agencies	10 (25 421)	(25 421)
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>168 890</b>	<b>168 890</b>
<b>Balance at 30 June 2022</b>	<b>250 454</b>	<b>250 454</b>

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

The 2022 actuals have been retrospectively updated to reflect the impact of a 2023 change in accounting policy, refer to Note 4. *Change in Accounting Policy and Estimates*.

# Refer to the Statement of Appropriation.

**Major Projects Canberra  
Statement of Cash Flows  
For the Year Ended 30 June 2023**

	Note No.	Actual 2023 \$'000	Original Budget 2023 \$'000	Actual 2022 \$'000
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Controlled Recurrent Payments		35 654	39 512	27 489
Sales of Services from Contracts with Customers		2 520	2 246	15 442
Interest Received		86	250	-
Goods and Services Input Tax Credits from the Australian Taxation Office		34 657	8 485	17 850
Goods and Services Tax Collected from Customers		30	2 219	66
Other		489	68	15
<b>Total Receipts from Operating Activities</b>		<b>73 436</b>	<b>52 780</b>	<b>60 862</b>
<b>Payments</b>				
Employee Payments		26 325	20 665	25 510
Supplies and Services		8 928	20 809	15 582
Borrowing Costs		117	250	-
Goods and Services Tax Remitted to the Australian Taxation Office		28	2 219	67
Goods and Services Tax Paid to Suppliers		38 260	8 500	18 031
Other		14	-	12
<b>Total Payments from Operating Activities</b>		<b>73 672</b>	<b>52 443</b>	<b>59 202</b>
<b>Net Cash Inflows/(Outflows) from Operating Activities</b>	8	<b>(236)</b>	<b>337</b>	<b>1 660</b>
<b>Cash Flows from Investing Activities</b>				
<b>Payments</b>				
Purchase of Capital Works		393 492	325 158	180 231
Loans Receivable Provided		-	25 000	-
<b>Total Payment from Investing Activities</b>		<b>393 492</b>	<b>350 158</b>	<b>180 231</b>
<b>Net Cash (Outflows) from Investing Activities</b>		<b>(393 492)</b>	<b>(350 158)</b>	<b>(180 231)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts</b>				
Capital Injections	#	392 344	350 158	194 311
<b>Total Receipts from Financing Activities</b>		<b>392 344</b>	<b>350 158</b>	<b>194 311</b>
<b>Payments</b>				
Repayment of Borrowings		86	79	93
Repayment of Lease Liabilities - Principal		207	-	78
<b>Total Payments from Financing Activities</b>		<b>293</b>	<b>79</b>	<b>171</b>
<b>Net Cash Inflows from Financing Activities</b>		<b>392 051</b>	<b>350 079</b>	<b>194 140</b>
<b>Net Increase/(Decrease) in Cash</b>		<b>(1 676)</b>	<b>258</b>	<b>15 569</b>
<b>Cash at the Beginning of the Reporting Period</b>		<b>9 475</b>	<b>3 123</b>	<b>(6 095)</b>
<b>Cash at the End of the Reporting Period</b>	8	<b>7 798</b>	<b>3 381</b>	<b>9 475</b>

The above Statement of Cash Flows is to 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 2023

### Description and Material Accounting Policies relating to Controlled Recurrent Payments

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 2023 \$'000	Total Appropriated 2023 \$'000	Total Appropriation Drawn 2023 \$'000	Appropriation Drawn 2022 \$'000
<b>Controlled</b>				
Controlled Recurrent Payments	39 512	40 075	35 654	27 489
Capital Injections	350 158	407 269	392 344	194 311
<b>Total Controlled Appropriation</b>	<b>389 670</b>	<b>447 344</b>	<b>427 998</b>	<b>221 800</b>

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

### Variations between '2022-23 Appropriation Drawn' and '2021-22 Appropriation Drawn'

#### *Controlled Recurrent Payments*

The increase in appropriation drawn in 2022-23 compared to 2021-22 is mainly due to direct appropriation to Major Projects Canberra to provide procurement and contract management services to ACT Government agencies for the delivery of their Capital Works programs which was previously recognised through 'Sales of Services from Contracts with Customers' (\$16.920 million). This is offset by lower appropriation to projects in 2022-23 for non-capital expenses (\$8.755 million).

#### *Capital Injections*

The increase in appropriation drawn in 2022-23 compared to 2021-22 is due to higher capital requirements as the expansion of Canberra Hospital, raising London Circuit and Woden bus interchange progress further in construction phase during 2022-23.

## Major Projects Canberra Statement of Appropriation For the Year Ended 30 June 2023

Reconciliation of Appropriation for 2022-23	Controlled Recurrent Payments \$'000	Capital Injections \$'000
Original Appropriation	39 512	350 158
Supplementary Appropriation (Financial Management Act (FMA) s.13)	563	57 111
<b>Total Appropriated</b>	<b>40 075</b>	<b>407 269</b>
Budget Rollovers	(2 063)	(14 925)
Savings	(2 358)	-
<b>Controlled Appropriation Drawn</b>	<b>35 654</b>	<b>392 344</b>

### Variations between 'Original Budget' and 'Total Appropriated'

#### *Controlled Recurrent Payments*

The difference between Original Budget and Total Appropriated is due to the supplementary appropriation for the ACT Government enterprise agreement bargaining and pay offer.

#### *Capital Injections*

The difference between Original Budget and Total Appropriated is due to supplementary appropriation for the 2022-23 Budget Review initiatives on new light rail vehicles and depot expansion, as well as expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital expansion.

### Variations between 'Total Appropriated' and 'Appropriation Drawn'

#### *Controlled Recurrent Payments*

The difference between Total Appropriated and Appropriation Drawn is mainly due to savings on the ACT Government building claddings rectification (\$2.318 million), revised funding profile of the Private Buildings Cladding Schemes (\$1.500 million), delays on the finalisation of ACT Government enterprise agreement bargaining and pay offer (\$0.563 million), and savings on revised superannuation parameters (\$0.040 million).

#### *Capital Injections*

The difference between Total Appropriated and Appropriation Drawn is mainly due to revised funding profile of the concessional loan scheme to remediate cladding on private buildings, offset by higher cash requirements on the expansion of the Canberra Hospital and Canberra Institute of Technology (CIT) Woden campus and Woden bus interchange for the year as the projects progress further within the construction phase.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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 support and deliver infrastructure for the community that helps make Canberra the world's most liveable city. To achieve this, Major Projects Canberra delivers major infrastructure projects, supports Government on delivering capital works procurement and contract management.

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;
- working with other ACT Government agencies to assist them in planning new projects and delivering other key projects across the ACT;
- providing whole of government infrastructure delivery services, such as the project management and reporting system, administering the National and ACT Government Prequalification schemes; and
- enabling the office of the ACT Chief Engineer and developing the ACT Government's engineering workforce.

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 2023**

**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 2023 together with the financial position of Major Projects Canberra as at 30 June 2023.

**COMPARATIVE FIGURES**

*Budget Figures*

To facilitate a comparison with the Budget Papers, as required by the FMA, budget information for 2022-23 has been presented in the financial statements. Budget numbers in the financial statements are the original budget numbers that appear in the 2022-23 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 2023**

**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 2023, Major Projects Canberra's current liabilities (\$52.322 million) exceed its current assets (\$12.952 million) by \$39.370 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 2022-23 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 2023-24 Budget, including forward estimates, for Major Projects Canberra, was presented in the Legislative Assembly on 27 June 2023.

**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 and as such they will be adopted from their application date.

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

**Changes in Accounting Policy**

*Reclassification of Project Management and Reporting System (PMARS)*

In March 2023, ACT Treasury Financial Reporting and Framework branch released *AAPP 115 ACT Accounting Policy Paper on Intangible Assets: Software* which provided ACT Government agencies detailed guidance on assessing their accounting treatment on cloud computing arrangements.

In reassessing PMARS as intangible asset, Major Projects Canberra (MPC) cannot demonstrate control over the developed software by demonstrating any of the following criteria that MPC:

- can take possession of the customisation of the developed software at any time during the hosting period without significant penalty;
- own the intellectual property of the developed software, or can direct the use of the developed software and prevent others from using it; or
- can run it on their own hardware or contracting another party to host the software.

Where there is no control, costs that do not qualify as an intangible asset are recognised as expenses in the year they incur. Changes have been applied retrospectively to the initial recognition of PMARS into expenses in 2019-20, with an adjustment to comparative opening balances as at 1 July 2021. However, a separated restatement of financial position before 1 July 2021 is not provided because the overall impact of these changes is not considered material. The reclassification of PMARS is an accounting treatment only, this does not affect its use in supporting the delivery of ACT Government capital works projects.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

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

The impacts of the reclassification are summarised in the table below:

Category	\$'000
Impact on balances in 2021-22	
Intangible Assets	(2 835)
Accumulated Funds	(2 835)
Revenue and expenses for 2021-22	
Depreciation and Amortisation	(1 090)

*Disclosure of unconditional undertakings as Third-Party Monies*

The AAPP113 ACT Accounting Policy Paper on Third Party Monies required ACT Government agencies to separately disclose third party monies in the notes to the agencies' financial statements. As part of MPC's contract management services for the delivery of the Territory's capital works projects, MPC hold unconditional undertakings in the form of bank guarantees and insurance bonds as contract securities on behalf of the contracting Territory entity. In assessing these non-cash financial securities held by MPC, the unconditional undertakings meet the definition of third-party monies as well as the following criteria:

- MPC does not have control of the unconditional undertakings;
- the unconditional undertakings are to provide financial securities to the Territory rather than generating revenue, they do not fall under an agent-principal arrangement under AASB 15 Revenue from Contracts with Customers; and
- the transactions do not fall under AASB 1050 Administered Items as ACT Government cannot make decisions on how to use the unconditional undertakings other than to provide assurance that the contractors will fulfill their contractual obligations.

Therefore, unconditional undertakings addressed to MPC are disclosed in Note 16 - Third Party Monies with comparative data provided for 2021-22.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

## **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 2023**

**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 panel management services and representation as principle authorised person 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 delivery of panel management and principle authorised persons services provided for in the project budgets.

In 2022-23, Major Projects Canberra ceased management levy collection on capital works projects services provided to other ACT Government agencies. Controlled Recurrent Payments are received from the ACT Government to fund the costs of delivering these services.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Major Services - ACT Government</b>		
Capital Works Program Procurement and Contract Management Levy <sup>a</sup>	3 559	12 787
Principal Authorised Persons Services <sup>b</sup>	1 144	1 826
Other Project Management Services	815	932
<b>Total Sales of Services from Contracts with Customers</b>	<b>5 518</b>	<b>15 545</b>

a. The decrease relates to the change in revenue source in 2022-23 to controlled recurrent payment appropriation for Major Projects Canberra's procurement and contract management services in the delivery of the Territory's infrastructure program.

b. Principal Authorised Persons 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 2023**

## **EXPENSE NOTES**

### **NOTE 6. EMPLOYEE EXPENSES**

#### **Description and Material Accounting Policies Relating to Employee 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.

The 2022-23 employee expenses include accruals for salary back pay, associated superannuation costs and the cost of living supplement payments under the Whole of Government Enterprise Agreements which have reached in-principle agreement but yet to be in effect.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**NOTE 6. EMPLOYEE EXPENSES - CONTINUED**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Wages and Salaries <sup>a,b</sup>	31 213	29 715
Capitalised Employee Cost <sup>a,b</sup>	(10 745)	(9 750)
Annual Leave Expense	96	1 198
Long Service Leave Expense	612	204
Workers' Compensation Insurance Premium	517	385
Superannuation to External Providers	2 879	2 640
Superannuation Contributions to the Territory Banking Account	1 468	1 588
Superannuation Payment to Commonwealth Superannuation Corporation (for the PSSAP)	238	198
Productivity Benefit	114	122
Other Employee Benefits and On-Costs	326	192
<b>Total Employee Expenses</b>	<b>26 718</b>	<b>26 492</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, Canberra Institute of Technology Woden campus, the expansion of the Canberra Hospital and redevelopment of the Canberra Theatre capital projects.
- b. The increase is mainly due to the higher annual average staffing levels in 2022-23 (217 FTE) from 2021-22 (209 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 2023**

**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 2022-23 financial statements was \$0.133 million (\$0.129 million 2021-22). 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 primarily with ACT Property Group.

	<b>2023</b>	<b>2022</b>
	<b>\$’000</b>	<b>\$’000</b>
Repairs and Maintenance <sup>a</sup>	2 389	8 656
IT and Communication	1 704	1 667
Contractors and Consultants	821	865
Property Expenses <sup>b</sup>	1 839	675
Finance, Procurement and Human Resources Charges	564	463
Legal Expenses	463	422
Staff Development and Recruitment	793	383
Printing, Stationery and Publications	143	229
Other	556	458
<b>Total Supplies and Services</b>	<b>9 272</b>	<b>13 818</b>

- a. The decrease relates to the reduced activities on the Government’s cladding remediation program on ACT Government buildings in 2022-23 as the project reached its completion. Physical works on 7 remaining identified buildings were completed compared with 13 in 2021-22.
- b. The increase is mainly due to higher office accommodation lease payments for increased office space required for project teams.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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. As at 30 June 2023, Major Projects Canberra does not have any bank overdrafts.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(a) Cash Balances</b>		
Cash	7 798	9 475
<b>Total Cash</b>	<b>7 798</b>	<b>9 475</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>		
Cash	7 798	9 475
<b>Cash at the End of the Reporting Period as Recorded in the Statement of Cash Flows</b>	<b>7 798</b>	<b>9 475</b>
<b>(c) Reconciliation of the Operating Result to Net Cash Inflows from Operating Activities</b>		
Operating Result	5 104	2 398
<b>Add/(Less) Non-Cash Items</b>		
Depreciation and Amortisation	472	304
<b>Add/(Less) Items Classified as Investing or Financing</b>		
Capital Works Accruals	(9 175)	(18 657)
Adjustment to Retained Earnings due to Prior Year GST Correction	-	52
<b>Cash Before Changes in Operating Assets and Liabilities</b>	<b>(3 599)</b>	<b>(15 903)</b>



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**NOTE 8. CASH - CONTINUED**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Changes in Operating Assets and Liabilities</b>		
(Increase)/Decrease in Receivables	(2 090)	252
Increase in Payables	9 569	16 920
Increase in Employee Benefits	386	949
(Decrease) in Contract Liabilities	-	(559)
(Decrease) in Other Liabilities	(4 502)	-
	<b>3 363</b>	<b>17 562</b>
<b>Net Changes in Operating Assets and Liabilities</b>	<b>3 363</b>	<b>17 562</b>
<b>Net Cash Inflows/(Outflows) from Operating Activities</b>	<b>(236)</b>	<b>1 660</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>2023</b>		
<b>Carrying Amount at the Beginning of the Reporting Period</b>	501	5 459
Non-Cash Changes:		
New Leases	140	-
Revenue Recognition from Revenue Received in Advance	-	(4 502)
Cash Flow Changes:		
Cash Paid	(208)	(87)
<b>Carrying Amount at the End of the Reporting Period</b>	<b>433</b>	<b>870</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>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**NOTE 9. RECEIVABLES**

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

*Accounts Receivables*

Accounts receivable (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>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Receivables</b>		
Trade Receivables	13	117
Net Goods and Services Tax Receivable <sup>a</sup>	5 141	1 540
Accrued Revenue <sup>b</sup>	-	1 394
<b>Total Current Receivables</b>	<b>5 154</b>	<b>3 051</b>
<b>Total Receivables</b>	<b>5 154</b>	<b>3 051</b>

- a. The increase relates to higher Goods and Services Tax rebates to be received from higher payments made in June 2023 on construction works of the Canberra Hospital Expansion project.
- b. No accrued revenue is recognised in 2022-23 due to Major Projects Canberra changing from management levy collection to receiving Controlled Recurrent Payments appropriation on capital works projects services provided to other ACT Government agencies.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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.

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>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Infrastructure Works in Progress <sup>a</sup>	263 659	158 190
Building Works in Progress <sup>b</sup>	399 202	126 245
<b>Total Capital Works in Progress</b>	<b>662 861</b>	<b>284 435</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 progressing further within the detailed design stage, main works on raising London Circuit, construction on Woden bus layovers and design of the Woden interchange.
- b. The increase relates to works in progress on the construction of the critical services building at the Canberra Hospital, designs on the redevelopment of the Canberra Theatre and Canberra Institute of Technology Woden campus.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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 2022-23</b>			
<b>Carrying Amount at the Beginning of the Reporting Period</b>	<b>158 190</b>	<b>126 245</b>	<b>284 435</b>
Additions	128 836	272 957	<b>401 793</b>
Completed Works Transferred to Transport Canberra and City Services <sup>a</sup>	(23 367)	-	<b>(23 367)</b>
<b>Carrying Amount at the End of the Reporting Period</b>	<b>263 659</b>	<b>399 202</b>	<b>662 861</b>

a. Relates to the transfer of completed Woden bus layovers and temporary Woden bus interchange.

	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	(11 385)	-	<b>(11 385)</b>
Completed Works Transferred to Canberra Health Services	-	(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>



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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**

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

*Payables*

Payables include Trade Payables and Accrued Expenses.

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 given the ACT Government accelerated the payments of invoices for local enterprises recognising the importance of cash flow to small and medium enterprises given the COVID-19 pandemic.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Payables</b>		
Accrued Expenses <sup>a</sup>	40 794	31 227
<b>Total Current Payables</b>	<b>40 794</b>	<b>31 227</b>
<b>Total Payables</b>	<b>40 794</b>	<b>31 227</b>

- a. The increase represents the progression of designated major project works in construction phase resulting in larger accrued expenses for works undertaken late in 2022-23 to be invoiced and paid in early 2023-24.

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.

**Payables are aged as follows:**

Not Overdue	40 794	31 227
<b>Total Payables</b>	<b>40 794</b>	<b>31 227</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**NOTE 12. EMPLOYEE BENEFITS**

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

*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. The 2022-23 Accrued Salaries and Other Benefits include accruals for salary back pay, associated superannuation costs and the cost of living supplement payments under the Whole of Government Enterprise Agreements which have reached in-principle agreement but yet to be in effect.

*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 98.2% (101.8% in the previous financial year); and
- Long Service Leave payments is 93.0% (95.3% 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 2023**

**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 late 2024.

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>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Employee Benefits</b>		
Annual Leave	4 134	4 649
Long Service Leave	5 242	5 131
Accrued Salaries	1 088	681
Other Benefits	453	116
<b>Total Current Employee Benefits</b>	<b>10 917</b>	<b>10 577</b>
<b>Non-Current Employee Benefits</b>		
Long Service Leave	638	592
<b>Total Non-Current Employee Benefits</b>	<b>638</b>	<b>592</b>
<b>Total Employee Benefits</b>	<b>11 555</b>	<b>11 169</b>
<b>Estimate of when Leave is Payable</b>		
<b>Estimated Amount Payable within 12 months</b>		
Annual Leave	2 635	1 973
Long Service Leave	511	328
Accrued Salaries	1 088	681
Other Benefits	453	116
<b>Total Employee Benefits Payable within 12 months</b>	<b>4 687</b>	<b>3 098</b>
<b>Estimated Amount Payable after 12 months</b>		
Annual Leave	1 499	2 676
Long Service Leave	5 369	5 395
<b>Total Employee Benefits Payable after 12 months</b>	<b>6 868</b>	<b>8 071</b>
<b>Total Employee Benefits</b>	<b>11 555</b>	<b>11 169</b>

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Other Liabilities</b>		
ACT Government Borrowings - Current	106	113
Revenue Received in Advance <sup>a</sup>	267	4 769
ACT Government Borrowings - Non-Current	497	576
<b>Total Other Liabilities</b>	<b>870</b>	<b>5 458</b>

- a. The decrease is mainly due to MPC ceased management levy collection on capital works projects services provided to other ACT Government agencies.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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 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 2023**

**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.

**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 2023**

**NOTE 14. FINANCIAL INSTRUMENTS - CONTINUED**

	Note No.	Carrying Amount 2023 \$'000	Carrying Amount 2022 \$'000
<b>Financial Assets</b>			
Cash	8	7 798	9 475
Receivables	9	5 154	1 510
<b>Total Financial Assets</b>		<b>12 952</b>	<b>10 985</b>
<b>Financial Liabilities</b>			
Payables	11	40 794	31 227
Other Liabilities	13	870	5 458
Lease Liabilities		433	501
<b>Total Financial Liabilities</b>		<b>42 097</b>	<b>37 186</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 2023**

**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 2023 and 30 June 2022. 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>2023</b>						
<b>Financial Liabilities</b>						
Payables	11	-	-	-	40 794	40 794
Other Liabilities	13	-	-	-	870	870
Lease Liabilities		3.00%	238	195	-	433
<b>Total Financial Liabilities</b>			<b>238</b>	<b>195</b>	<b>41 664</b>	<b>42 097</b>
<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>



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

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

**Description and Material Accounting Policies Relating to Capital and Other Expenditure Commitments**

Commitments are a firm intention, but not a present obligation, at the end of the reporting period to incur future expenditure. As such, commitments do not constitute a liability. Commitments usually arise from contracts but can arise from other things like placing an order.

Commitments are measured at their nominal value and are inclusive of GST.

**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 are as follows.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Within One Year	373 766	315 969
Later than One Year but not later than Five years	225 531	201 407
<b>Total Capital Commitments</b>	<b>599 297</b>	<b>517 376</b>

The increase mainly reflects the detailed design and construction of the Light Rail Stage 2 project engaged including raising London Circuit main works, the construction of Canberra Institute of Technology Woden campus and the commencement of the redevelopment of the Canberra Theatre, partially offset by the progression in design and construction of expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital expansion during 2022-23.

**Other Commitments**

Other commitments contracted at reporting date mainly relate to private building combustible cladding remediation contracts, office accommodation, ICT Equipment Leases, the Project Management and Reporting System support, and other contractors.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Within One Year	1 883	4 172
Later than One Year but not later than Five Years	1 820	2 713
Later than Five Years	466	48
<b>Total Other Commitments<sup>a</sup></b>	<b>4 169</b>	<b>6 933</b>

- a. The decrease is mainly due to the completion of contract commitments related to cladding remediation program on ACT Government buildings in 2022-23.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**NOTE 16. THIRD PARTY MONIES**

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

Major Projects Canberra's third party monies are monies and unconditional undertakings received as a form of financial security from contractors who have entered into construction contracts with the Territory. Those contracts have clauses that specify the amount of financial securities to be held, at what point those securities can be released to the contractors, and also clauses around how the Territory can access those securities if contract terms have not been met.

Major Projects Canberra holds a third party monies bank account for cash and cheques deposited to MPC as financial securities. Major Projects Canberra also holds bank guarantees and insurance bonds as unconditional undertakings on behalf of the Territory.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash Retention and Cash Security Held in MPC Trust Account</b>		
<b>Balance at the Beginning of the Reporting Period</b>	<b>2 860</b>	<b>1 508</b>
Cash Receipts	2 561	2 604
Cash Payments	(2 575)	(1 252)
<b>Balance at the End of the Reporting Period</b>	<b>2 846</b>	<b>2 860</b>
<b>Unconditional Undertakings Held from Contractors</b>		
<b>Balance at the Beginning of the Reporting Period</b>	62 702	27 382
Amount Received	26 957	38 415
Amount Released	(13 528)	(3 095)
<b>Balance at the End of the Reporting Period</b>	<b>76 131</b>	<b>62 702</b>
<b>Total Third Party Monies</b>	<b>78 977</b>	<b>65 562</b>

The increase mainly relates to higher value unconditional undertakings received in 2023 on major construction contracts of the Canberra Hospital expansion and John Gorton Drive and Molonglo River Bridge Crossing. This is partially offset by the release of unconditional undertakings on completed contracts.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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 2023.

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 (CMTEDD) financial statements for the year ended 30 June 2023.

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 2023**

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

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Short-term employee benefits	3 143	2 755
Post-employment benefits	452	336
Other long-term benefits	74	65
<b>Total Compensation by Major Projects Canberra to KMP</b>	<b>3 669</b>	<b>3 156</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 2023 and 2022 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*

- Appropriation (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 \$5.518 million in 2023 for revenue from other ACT Government entities for undertaking the procurement and contract management services in the delivery of the Territory’s infrastructure program.
- Resources Received Free of Charge – Major Projects Canberra received \$0.397 million in 2023 primarily for legal services free of charge from the Government Solicitors Office.
- Other income – Major Projects Canberra received \$0.445 million in 2023 for cost recovery from Justice and Community Safety Directorate.

*Expenses*

- Supplies and Services (Note 7) – Major Projects Canberra paid \$4.520 million in 2023 primarily to the ACT Property Group for office accommodation leases and operating expenses, Shared Services for IT services and equipment, and ACT Audit Office for audit services.

*Assets*

- Receivables (Note 9) – Major Projects Canberra has \$0.008 million in accounts receivable from other ACT Government entities related to salary related cost recovery.

*Liabilities*

- Payables (Note 11) – Major Projects Canberra has \$0.916 million in accrued expenses with other ACT Government Entities mainly for office accommodation leases, IT services and audit services.
- Other Liabilities (Note 13) – Major Projects Canberra has \$0.870 million in other liabilities with other ACT Government entities for revenue received in advance for commercial and contract advisory services and Callam Office fit-out loan.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

**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 (original budget to actual) are greater than plus (+) or minus (-) 10% and \$5 million for the financial statement line item.

Original 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.

Note: #^ in the ‘Variance %’ column represents a variance that is greater than 999 per cent or less than -999 per cent.

Operating Statement Line Items	Actual 2023 \$'000	Original Budget 2023 \$'000	Variance \$'000	Variance % Variance	Explanation
Employee Expenses	26 718	20 929	5 789	28	The variance is mainly due to the use of employees for designated project works which were budgeted as contractors and consultants expenses and capital funded employee expenses that do not meet the capitalisation criteria.
Supplies and Services	9 272	21 200	(11 928)	(56)	The variance is mainly due to savings on ACT Government buildings cladding remediation; less than expected rebate claims from eligible private buildings on testing and assessment of the cladding; and lower Light Rail contractors and consultants expenses due to these costs meeting the capitalisation criteria.
Borrowing Costs	117	5 335	(5 218)	(98)	The variance is due to no concessional loans issued in 2022-23 from the Private Buildings Cladding Concessional Loan Scheme. Therefore, no borrowing cost related to loan concessional discount is recognised for the year.



**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

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

Balance Sheet Line Items	Actual	Original	Variance	Variance	Variance Explanation
	2023 \$'000	2023 \$'000			
Receivables	5 154	22 192	(17 038)	(77)	The variance is due to no concessional loans issued in 2022-23 from the Private Buildings Cladding Concessional Loan Scheme.
Capital Works in Progress	662 861	594 470	68 391	12	The variance is mainly due to capital works expenditure on 2022-23 Budget Review initiatives associated with new light rail vehicles and depot expansion, as well as expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital expansion.
Payables	40 794	18 519	22 275	120	The variance is mainly due to higher than expected payment claims accrued in June 2023 as a result of the increased activities on capital projects.

**Major Projects Canberra**  
**Notes to and Forming Part of the Financial Statements**  
**For the Year Ended 30 June 2023**

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

Statement of Cash Flows Line Items	Actual 2023 \$'000	Original Budget 2023 \$'000	Variance \$'000	Variance %	Variance Explanation
Goods and Services Input Tax Credits from the Australian Taxation Office	34 657	8 485	26 172	308	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'.
Employee	26 325	20 665	5 660	27	The variance is mainly due to the use of employees for designated project works which were budgeted as contractors and consultants expense and capital funded employee expenses recognised in 'Purchase of Capital Works'.
Supplies and Services	8 928	20 809	(11 881)	(57)	The variance is mainly due to savings on ACT Government buildings cladding remediation; less than expected rebate claims from eligible private buildings on testing and assessment of the cladding; and lower Light Rail contractors and consultants expenses due to these costs meeting the capitalisation criteria.
Goods and Services Tax Paid to Suppliers	38 260	8 500	29 760	350	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	393 492	325 158	68 334	21	The variance is mainly due to capital works expenditure on 2022-23 Budget Review initiatives associated with new light rail vehicles and depot expansion, as well as expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital expansion.
Loans Receivable Provided	-	25 000	(25 000)	-100	The variance is due to no concessional loans issued in 2022-23 from the Private Buildings Cladding Concessional Loan Scheme.
Capital Injections	392 344	350 158	42 186	12	The variance is due to supplementary appropriation for the 2022-23 Budget Review initiatives on new light rail vehicles and depot expansion, as well as expanding capabilities at the Critical Services Building and Inpatient Unit as part of the Canberra Hospital expansion.



# 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:

Table 29 shows new works commenced in 2022-23.

Table 29: New works commenced during 2022–23

Project	Estimated construction practical completion	Original project value \$'000	Revised project value \$'000	Prior year expenditure \$'000	Current year expenditure \$'000	Total expenditure \$'000
Canberra Theatre Centre Expansion and Redevelopment (Detailed Design and Planning)*	TBD	28,447	28,447	N/A	4,823	4,823

\*Note: The project funding is in relation to detailed design and planning for the Canberra Theatre Centre expansion and redevelopment.

## Works Still in Progress at Year End

Works still in progress are described in Table 30.

Table 30: Works still in progress at the end of 2022–23.

Project	Estimated construction practical completion	Original project value \$'000	Revised project value* \$'000	Prior year expenditure \$'000	Current year expenditure \$'000	Total expenditure \$'000
Building Light Rail to Woden**	TBD	NFP	NFP	108,536	73,262	181,798
Canberra Hospital Expansion***	Jun-24	624,500	661,073	187,377	257,003	444,380
Canberra Institute of Technology Woden Campus Project and Public Transport Interchange****	Dec-24	322,747	332,747	41,736	47,076	88,812
Raising London Circuit and Associated Works*****	Dec-24	102,831	110,682	20,726	26,201	46,927

Notes:

\* Revised project value reflects the total project value published in the 2023–24 Budget.

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

\*\*\*Revised project value reflects the additional scope on expanding capabilities at the Critical Services Building and fit-out of inpatient unit approved in the 2022–23 Budget Review.

\*\*\*\* Revised project budget reflects the Commonwealth Government contribution to the Youth Foyer.

\*\*\*\*\* Revised project budget reflects the 2023–24 initiative on continuous work in raising London Circuit.

## Completed Projects

Table 31 shows works completed in 2022–23.

Table 31: Works completed in 2022–23.

Project	Actual Completion	Original project value \$'000	Revised project value \$'000	Prior year expenditure \$'000	Current year expenditure \$'000	Total expenditure \$'000
Cladding Rectification – ACT Government Owned Buildings	Dec-22	16,733	16,733	11,468	2,954	14,422
Mitchell Light Rail Stop*	Jun-23	12,000	12,000	11,880	(245)	11,635
Northside Hospital Development**	Jun-23	2,975	2,975	1,334	1,270	2,604
Redevelopment of the Canberra Theatre Centre (Preliminary Design and Feasibility)***	Jun-23	2,779	2,779	560	2,219	2,779

### Notes:

\* Mitchell Light Rail Stop was operational since September 2021. The actual completion date in the table reflects the financial completion of this project.

\*\*This is a joint project led by the Health Directorate. The project funding is in relation to the preliminary design work for future hospital infrastructure in Canberra's north. The actual completion date reflects the completion of this project scope.

\*\*\*The project funding is in relation to preliminary site investigations and initial analysis into design integration between the Canberra Theatre Redevelopment project and the broader district development. The actual completion date reflects the completion of this project scope.



## The Reconciliation Schedules

A reconciliation of current year financing is detailed in Table 32.

Table 32: The Reconciliation Schedules

Reconciliation of Total Current Year Financing	\$'000
Original Capital Works Financing	350,158
Add: s.13 Supplementary Appropriation	57,111
<b>Total Approved 2022–23 Capital Works</b>	<b>407,269</b>
Less: Capital Injection not Drawn in 2022–23	(14,925)
<b>Capital Injection from Government per Statement of Cash Flows</b>	<b>392,344</b>
Less: Capital Accruals 2021–22	(30,576)
Add: Capital Accruals 2022–23	39,748
Less: Year End Cash Balance related to Capital	(4,816)
Add: Opening Cash Balance related to Capital	5,528
Less: Capital injection Expensed	(435)
<b>Total Current Year Capital Works Expenditure</b>	<b>401,793</b>
Add: Other asset purchases outside of capital works program	871
Add: Capital Accruals 2021–22	30,576
Less: Capital Accruals 2022–23	(39,748)
<b>Total Purchase of Capital Works as per Statement of Cash Flows</b>	<b>393,492</b>

## 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 2022–23, MPC completed fit out works for the fourth Pod (Pod B2) occupied space in Callam Offices. The value of these works totalled \$0.9 million and are included in leasehold improvements and furniture and fittings in the below table.

Major Project Canberra assets by type and value are listed in Table 33.

Table 33: MPC Assets by type and value

Class of Type	2022–23 Net Book Value \$'000
Leasehold Improvements	1,110
Leased Buildings	180
Furniture and Fittings	863
Plant and Equipment	6
Motor Vehicles	215
<b>Total value of assets</b>	<b>2,374</b>

On 30 June 2023, 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 2023, the directorate had 238.5 FTE occupying 3115.2m<sup>sust</sup> as shown in Table 34.

Table 34: Office accommodation occupancy average by employee

Location	Number of Employees	m <sup>2</sup> per Employee
Callam Offices	238.5	13.1

## Government Contracting

MPC procures and manages a broad range of construction related services both on behalf of directorates and to enable the delivery of our designated projects and programs.

### Procurement Framework

MPC's procurement processes comply with the ACT Government procurement framework, which includes the *Government Procurement Act 2001*, *Government Procurement Regulation 2007* and subordinate instruments, directions, and policy.

Procurement ACT facilitates the procurement of goods and services on behalf of directorates; develops and implements procurement policy, and is responsible for the procurement legislation and procurement framework on behalf of the ACT Government. Procurement ACT is part of CMTEDD. MPC actively engages with Procurement ACT to ensure that procurement and contracting practices implemented by MPC align with whole of government expectations. 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 delivering procurement as a service.

Procurement ACT is responsible for the TendersACT platform which 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 as required under the *Government Procurement Act 2001* and *Government Procurement Regulation 2007*. The online Notifiable Contracts Register records contracts with suppliers of goods, services and works with a value of \$25,000 or more. A full search of MPC notifiable contracts with an execution date from 1 July 2022 to 30 June 2023 can be made at [tenders.act.gov.au/contract/search](https://tenders.act.gov.au/contract/search).

MPC's delivery model has been developed to facilitate consistent and effective relationships with internal and directorates' delegates to ensure that procurement and contract expenditure is approved by the appropriate delegate. Decisions relating to expenditure of public money resulting from a construction related procurement or

contract management activity are managed in accordance with the *Financial Management Act 1996* and instruments of delegation established by MPC and directorates. When delivering procurement and contract management services, MPC provides appropriate analysis and recommendations which enable financial delegates to make appropriate decisions. At MPC, the financial delegate may be the Chief Projects Officer (or their delegate) or the director general (or their delegate) of the directorate responsible for the project funding.

The *Government Procurement Regulation 2007* outlines the requirements for tender and quotation thresholds and free trade and international agreements have requirements for how the Territory approaches the market. Where MPC supports or undertakes procurement activities which require exemptions from these thresholds, MPC implements the whole of government approach to briefing and supporting delegate decision making to ensure compliance with all procurement framework requirements.

To support the construction industry in planning for construction related procurement activities, MPC facilitates the whole of government infrastructure project pipeline. The project pipeline is available from MPC's website and is a list of planned approaches to market and is updated and review monthly.

### The Capital Framework

The Capital Framework is the policy framework used by the Territory to support the successful delivery of capital projects in the ACT. It is managed by Infrastructure and Commercial Advice in Treasury (CMTEDD) and provides consistent, structured and fit-for-purpose guidance to support you in methodically undertaking robust analysis of infrastructure projects and help inform government in making investment decisions, tracking outcomes and benefits.

MPC supports partner directorates and Treasury in the development and assessment of business case submissions for construction related capital works. This support enables the successful procurement and contracting outcomes for construction related capital works projects.



## Standard Suite of Contracts

The ACT Government uses a suite of standard construction related contracts for both works and construction related consultancy services. These standard forms of contract are developed and approved for use by the ACT Government Solicitors Office. MPC supports the ACT Government Solicitors Office in maintaining the standard forms of contract so that they reflect and respond to lessons learnt through their use. The MPC Project Delivery Framework includes both the standard forms of contract and a range of guidance and tools which support the use of the standard forms of contract. The standard terms of contract along with a range of publicly available supporting guidance can be found on the MPC website.

## Standing Offer Arrangements

MPC is responsible for two whole of government standing offer arrangements, or panels. The Infrastructure Commercial Advisors Panel supports directorates in sourcing early infrastructure planning and commercial advisory services required during the development of a business case, consistent with the requirements of the Capital Framework and over the course of project delivery.

The Project Management Agreement Panel supports the sourcing of managing contractors to delivery cost reimbursable building and civil

projects. The project manager, when engaged via a work order is responsible for the procurement and management of trades and subcontracts consistent with the obligations of the *Government Procurement Act 2001*, *Government Procurement Regulation 2007* and subordinate instruments, directions, and ACT Government policy.

MPC also manages the Light Rail Technical Advisors Panel, which provides access to a range of technical and commercial disciplines to support the planning and delivery of the Light Rail Project. It is an open panel arrangement, meaning industry can apply to join at any point through the panel validity period. The panel can also be accessed by other directorates, where a particular specialisation is required.

## 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.

MPC received 443 applications for prequalification between 1 July 2022 and 30 June 2023. 393 assessments were completed within the benchmark of 30 days (Annual Average 8.029 days).

Between 1 July 2022 and 30 June 2023, 193 annual financial assessments of prequalified suppliers MPC completed.

Provided below in table 35 are the numbers of Prequalified contractors in 2022–23.

Table 35: Prequalified contractors in 2022–23.

Prequalification Category	Number of Prequalified Contractors as at 16 December 2022	Number of Prequalified Contractors as at 30 June 2023
Contractors ACT	83	79
NPS Contractors Civil Road and Bridge	63	60
NPS Contractors – Construction >\$50m	9	8
ACT Consultants	157	146
Senior Auditors	12	11
Fire Trails Construction and Maintenance	4	7
Footpath Contractors	17	13
Weed Control Contractors	19	16
Small Architects and Landscape Architects in Registration Scheme	9	8
	<b>373</b>	<b>348</b>

## Secure Local Jobs

The ACT Government introduced the [Secure Local Jobs Code in 2019](#) to strengthen procurement practices. 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.

The Secure Local Jobs Code Certificate and Labour Relations, Training and Workplace Equity Plan holds to account businesses not meeting their industrial and legal obligations. The Ethical Treatment of Workers Direction was introduced in 2022 to support procurement teams in considering how 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.



# 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 territory tender and quotation opportunities 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; and
- > Per centage of the financial year’s addressable spend that is spent with Aboriginal and Torres Strait Islander Enterprises. Note, this figure includes the total aboriginal and torres strait islander expenditure of the sub-contractors engaged under our designated projects.

Table 36: Aboriginal And Torres Strait Islander Procurement Policy (Atsipp) Performance Measures In The Financial Year 2022–23.

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.	2
2	The number of unique Aboriginal and Torres Strait Islander enterprises attributed a value of Addressable Spend in the financial year.	1
3	Per centage of the financial year’s Addressable Spend that is spent of \$286.446m with Aboriginal and Torres Strait Islander enterprises.	4.9%

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*.

# **STATEMENT OF PERFORMANCE**

## **Major Projects Canberra**

**For the Year Ended**

**30 June 2023**

## 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 2023.

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 2023 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 ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or 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.

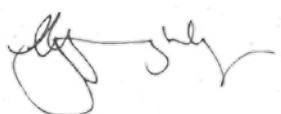


Ajay Sharma  
Assistant Auditor-General, Financial Audit  
26 September 2023

**Major Projects Canberra  
Statement of Performance  
For the Year Ended 30 June 2023**

**Statement of Responsibility**

In my opinion, the Statement of Performance is in agreement with Major Projects Canberra's records and fairly reflects the service performance of Major Projects Canberra in delivering the required outputs during the financial year ended 30 June 2023 and also fairly reflects the judgements exercised in preparing it.



Gillian Geraghty  
Chief Projects Officer  
Major Projects Canberra

21 September 2023



## Major Projects Canberra Statement of Performance For the Year Ended 30 June 2023

### Output Class 1: Major Projects Canberra

#### Accountability Indicators: Output 1

	2022-23 Target	2022-23 Result	Variance %	Note
a. Canberra Hospital Expansion Project milestones achieved:				
Main Core/stair cores construction to Level 7	100%	100%	0	
Welcome Hall tunnel walls erected, and roof commenced	100%	100%	0	
Structure topping out	100%	100%	0	
Façade commencement	100%	100%	0	
Fitout commenced	100%	100%	0	
Services rough-in	75%	75%	0	
b. Light Rail Stage 2A Project milestones achieved:				
Commence Main works for the 'Raising London Circuit' Project	100%	100%	0	
Progress the design for the Light Rail Stage 2A (LRS2A) Project to a Works Approval level of design	100%	100%	0	
Lodge Works Approval with the NCA for LRS2A Project	100%	100%	0	
c. Canberra Institute of Technology Campus – Woden Project milestones achieved:				
Platform slab for future Woden light rail stop poured	100%	0%	100%	A
Open temporary public transport interchange	100%	100%	0	
Complete construction for the Woden bus layovers and associated road works	100%	100%	0	
Obtain development approval for the new CIT Campus – Woden	100%	100%	0	
Commence demolition of existing Woden bus interchange	100%	100%	0	
Commence excavation for new CIT Campus Woden	100%	100%	0	
Release of Design RFT for Yurauna Centre, a dedicated Aboriginal and Torres Strait Islander Educational Centre of Excellence at the CIT Campus – Bruce	100%	100%	0	
d. Canberra Theatre Centre Redevelopment Project milestones achieved:				
Principal design consultant appointed	100%	100%	0	
Commence work on masterplans and project concept design	100%	100%	0	

## Major Projects Canberra Statement of Performance For the Year Ended 30 June 2023

e. ACT Cladding Rectification Program milestones achieved:				
Commencement of the Private Buildings – Concessional Loan Scheme <sup>1</sup>	100%	100%	0	
Government Buildings Program – 100% of physical works completed <sup>1</sup>	100%	100%	0	
f. Capital Works Projects delivered by Infrastructure Delivery Partners Group (a division of Major Projects Canberra) on behalf of other ACT Government Directorates:				
Percentage of valid claims for payment assessed and certified within 10 business days <sup>2</sup>	85%	96%	13%	B
Percentage of Tender Evaluation Reports delivered to the Partner Directorate within 20 business days of tender closure <sup>3</sup>	85%	84%	-1%	
Percentage of contracts awarded to prequalified contractors/consultants <sup>4</sup>	>95%	97%	2%	
<b>Total Cost (\$'000)</b>	48 173	37 040	-23%	C
<b>Controlled Recurrent Payments (\$'000)</b>	39 512	35 654	-10%	D

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 are 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

- These accountability indicators relate to the ACT Government's Cladding Rectification Program, which Major Projects Canberra is responsible for delivering. This includes the rectification of potentially combustible cladding on government and the management of a concessional loan arrangement for private buildings.
- This accountability indicator relates to ACT Government payment terms and includes all capital works contracts under direct management by Infrastructure Delivery Partners, 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.
- The terminology for this accountability indicator has been revised in 2022-23 to represent that the underlying data relates more accurately to Procurement Evaluation Reports, not limited to Tender Evaluation Reports.  
  
This accountability indicator applies to capital works procurements where Infrastructure Delivery Partners (IDP), Major Projects Canberra is the Evaluation Team Chair on behalf of other ACT Government Directorates. It excludes procurements with a contract value of less than \$250,000 and more than \$20 million at the time of procurement. This criteria has been amended from the 2021-22 indicator which included all contracts except those with a contract value of less than \$1 million. The measure is the number of business days elapsed between the close of the tender period and the delivery by Infrastructure Delivery Partners of the Procurement Evaluation Report to the Partner Directorate.  
  
This indicator also excludes procurements for projects funded through maintenance/renewal budgets and any procurement evaluation delayed due to circumstances outside of IDP control.
- This measure 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 and Construction over \$50 million. This measure may not be limited to Capital Works Projects delivered by Infrastructure Delivery Partners on behalf of other ACT Government agencies.

## **Major Projects Canberra Statement of Performance For the Year Ended 30 June 2023**

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

- A. 'The Platform Slab for Future Woden Light Rail Stop Poured' - accountability indicator was 0% due to this element of work, which was originally a part of Package 2 of the project, being re-sequenced and combined with Package 3. It's now scheduled for completion in 2024. To keep things running smoothly and in a timely manner, a temporary bus interchange has been constructed next to the site. This enables the CIT Woden Campus works to move forward, while also ensuring that the bus operations can continue as usual.
- B. 2037 out of 2114 valid claims for payment were assessed and certified with 10 business days. This is due to implementation of a project management system that utilises a workflow to receive and assess applications, streamlining efficiencies in the payment process.
- C. Total cost is below the original budget primarily due to lower borrowing costs due to no concessional loans issued in 2022-23 from the Private Building Cladding Concessional Loan Scheme and savings on ACT Government buildings cladding remediation.
- D. Controlled Recurrent Payments were lower than the original budget mainly due to savings on ACT Government buildings cladding remediation and revised funding profile of the Private Buildings Cladding Schemes.









# 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 2023.









# 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, 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.





# 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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