



ACT
Government

MAJOR PROJECTS CANBERRA

STRATEGIC PLAN: 2020-25



ACKNOWLEDGEMENT OF COUNTRY

Major Projects Canberra acknowledges the Traditional Custodians of the land, the Ngunnawal people. We respect their continuing culture and connections to the land and the unique contributions they make to the life of this area. We also acknowledge and welcome Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

ACCESSIBILITY

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

If you have difficulty reading a standard printed document and would like to receive this publication in an alternative format – such as large print and audio – please call the Canberra Blind Society on **(02) 6247 4580**.

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OUR PURPOSE AND VALUES

OUR PURPOSE

We build infrastructure for our community that helps make Canberra the world's most liveable city.

OUR VALUES

Our values guide the way we work with each other, our delivery partners, our clients, the Canberra community and the ACT Government. They define us as an organisation and are at the centre of everything we do.

WHAT OUR VALUES MEAN TO US



Respect

- We respond to our stakeholders needs and take the time to respond.
- We give our best advice first time, every time.
- We recognise high-quality work. Mistakes are opportunities for learning.
- When projects encounter problems, we call it out early.
- We respect and value fellow officers and develop capacity to drive excellence.



Integrity

- We set the example of the standard we expect from start to finish.
- We promise outcomes and plan to achieve.
- We emulate our values and take them seriously; call out when our values are not being met and are confident that it will be taken seriously and acted upon.
- We demonstrate sound moral and ethical principles at all level of our work.
- We are accountable for our acts and omissions.



Collaboration

- We value the contribution of others. We can't do our job without ACT Government partners and industry.
- We collaborate within MPC and as MPC.
- We understand that we are an enabler of other projects, services, agencies, and communities.
- We cultivate relationships, make sure that everyone knows about our value add and what we bring to the table.
- We listen.



Innovation

- We create a path for infrastructure delivery.
- We are enablers of change and lead the way to being better. Change is an opportunity.
- We are not afraid to fail and we learn from our failures.
- We seek out opportunities to improve the way we work and enhance the outcomes we deliver.

OUR FURTHER VALUES

Safety

Safety is our number one priority

- Safety is everyone's responsibility
- We mitigate, respond to and report risks
- We lookout for each other to make sure that our staff, project partners and community get home safely



Strive for Excellence

We are a centre of excellence, modelling excellence in outcomes and good processes

- We are on the front foot, collaborating with industry and partners
- We engage with risk, and fail better
- We engage productively: "Is this our best?" "Is this excellence?" "This is public money - if this was coming out of your own pocket, would you be happy?"



MESSAGE FROM THE CHIEF PROJECTS OFFICER

Major Projects Canberra plays a key role in delivering the ACT Government's \$14 billion Infrastructure Plan. Our mandate ranges from the largest and most complex projects though to local community-scale infrastructure.

Our directorate was established on 1 July 2019 for the purpose of building the infrastructure that helps ensure Canberra remains one of the world's most liveable cities. We are achieving this by working closely with other parts of the ACT Government and the private sector to deliver a range of civil, commercial and social infrastructure across the ACT.

Safety, great community outcomes, excellence in design, supporting diversity and environmental sustainability are key areas of focus for our team. These objectives are underpinned by our continual management of project timeframes and costs.

We believe it is a privilege to build the city in which we live. The development our first strategic plan has provided an opportunity to reflect this belief through our vision, values and priorities.

We look forward to working closely with our partners in industry and across government, as well as with the local community, as we deliver both this plan and the broader infrastructure program for Canberra.

Duncan Edghill
Chief Projects Officer

Major Projects Canberra
30 June 2020

OUR ROLE

Major Projects Canberra was established on 1 July 2019 to build infrastructure for our community that helps make Canberra one of the world's most liveable cities.

We do this by providing advice to government and delivering major infrastructure projects as part of the Territory's \$14 billion Infrastructure Plan. We undertake project planning, procurement, contract management and delivery oversight on behalf of government directorates and agencies for infrastructure works.

The key outputs we deliver include:

- Directly procuring and delivering infrastructure projects designated by the Government as major projects;
- Delivering other whole-of-government infrastructure projects in partnership with other directorates;
- Providing advice and industry representation on infrastructure matters; and
- Contractor pre-qualification and IRE Certification, project management and reporting, superintendency of works and WHS Active Certification.

Our first designated projects include the expansion of Canberra Hospital, the extension of light rail to Woden and the delivery of a new CIT campus and public transport hub in Woden.

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.

The ACT Chief Engineer is part of the Major Projects Canberra executive. The ACT Chief Engineer provides advice to the ACT Government and is responsible for facilitating the engineering capability required to meet the future needs and growth of the Territory.

CONTEXT

We conduct our business within a broader legislative context that encompasses Commonwealth and ACT legislation, regulations and other instruments.

In legal terms, Major Projects Canberra is an ACT Government 'administrative unit' established through Administrative Arrangements (No 1) Notifiable Instrument 2019—424. Our enabling legislation is the *Public Sector Management Act 1994*.

Major Projects Canberra is a directorate of the ACT Government. The Treasurer holds administrative responsibility for Major Projects Canberra, while the directorate also has direct accountabilities to other relevant Ministers in respect of specific designated projects. The Chief Projects Officer is responsible for ensuring MPC's activities align with whole-of-government priorities.

BUILDING OUR CAPABILITY TO DELIVER

Given our focus on delivering innovative infrastructure, it's important that our organisational structures, processes and people management approaches shape a workforce that can contribute meaningfully to creating the urban realm Canberra needs now and in the future.




We will undertake strategic workforce planning as part of our business planning cycle, when strategic priorities are being clearly articulated. We will use strategic workforce planning models in use across the ACT Government to ensure our people resources remain aligned with our strategic objectives.

We will work with other parts of the ACT Government to develop the information systems we need to ensure we have access to the right information at the right time to ensure Major Projects Canberra's effectiveness as the ACT Government's key infrastructure body.





OUR PRIORITIES

	COMMUNITY, CLIENTS AND PROJECTS	GOVERNMENT AND INDUSTRY	ORGANISATIONAL HEALTH
 OBJECTIVES	We want to ensure that our projects are helping Canberra to be the world's most liveable city	We want to be Government and industry's trusted infrastructure partner	We want our workforce to have the skills, technology and facilities it needs to deliver the best value infrastructure while meeting our legal and policy obligations
 STRATEGIC INDICATORS	1.1. Projects delivered within scope, time and budget 1.2. WHS considered in all tenders 1.3. WHS targets met 1.4. Project lessons captured and shared 1.5. Sustainability targets met 1.6. Community awareness and sentiment towards major projects improved	2.1. Minister and client satisfied with project delivery 2.2. Ministerial papers and infrastructure reports meet expectations 2.3. Election commitments met 2.4. Procurement timeframes met	3.1. Our vision is shared and understood 3.2. Staff engagement and retention targets met 3.3. Skilling and competency targets achieved 3.4. Diversity and inclusion targets met 3.5. Continuous improvement opportunities identified and actioned
 STRATEGIES	1.7. Prioritise safety in design and delivery 1.8. Engage meaningfully and regularly with local community and businesses 1.9. Develop robust project business cases 1.10. Engage urban realm design expertise 1.11. Enhance project sustainability 1.12. Build our capacity to develop and deliver major projects 1.13. Enhance our capacity to deliver for government clients	2.5. Build productive relationships with local and national industry 2.6. Implement Secure Local Jobs Code 2.7. Enhance industry capacity 2.8. Actively engage other i-Bodies 2.9. Develop relationships with other jurisdictions 2.10. Progress the Chief Engineer's relationship with industry	3.6. Develop our workforce 3.7. Build the ACT engineering workforce 3.8. Enhance staff wellbeing 3.9. Apply continuous improvement and encourage an entrepreneurial approach 3.10. Provide timely and accurate advice to ministers 3.11. Enable information and knowledge systems that support our business 3.12. Align resources with priorities 3.13. Manage strategic and enterprise risk

MAJOR STAKEHOLDERS

We are accountable to ACT Government Ministers and, through them, to the Canberra community.

Successful stakeholder engagement is reliant upon Major Projects Canberra having a reputation of integrity, openness and accountability. We need to ensure stakeholders, partners and customers trust that the decisions affecting them are made consistently and openly, and that they will be dealt with in a consistent way by all parts of the agency.

Our key external stakeholders include:

- our community and community representatives
- industry organisations
- infrastructure firms
- unions
- planning authorities and
- other jurisdictions and various regulators



MONITORING AND EVALUATION

Achievement of the objectives in this strategic plan will be monitored by the Major Projects Canberra Executive Board.

We will review this plan at least annually to ensure it remains aligned with Government priorities and fiscal outlook.



ENQUIRIES

Enquiries about this publication should be directed to Ministerial, Governance and Corporate Support

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