

PARLIAMENT OF THE COMMONWEALTH OF AUSTRALIA

# Eighty Fifth Annual Report

Parliamentary Standing Committee on Public Works

August 2022  
CANBERRA

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# Committee Membership

## *Membership of the 46<sup>th</sup> Parliament*

<b>Chair</b>	Mr Rick Wilson MP
<b>Deputy Chair</b>	Mr Tony Zappia MP
<b>Members</b>	Hon Mark Coulton MP ( <i>from 11 March 2022</i> )
	Senator Alex Gallacher ( <i>until 29 August 2021</i> )
	Senator Hollie Hughes
	The Hon Barnaby Joyce MP ( <i>until 22 June 2021</i> )
	Senator Susan McDonald ( <i>until 13 May 2021</i> )
	Mr David Smith MP
	Mr Tony Pasin MP
	Ms Julie Owens MP
	Senator Tony Sheldon ( <i>from 21 October 2021</i> )
	Senator Ben Small ( <i>from 13 May 2021</i> )

***Membership of the 47<sup>th</sup> Parliament***

<b>Chair</b>	Mr Graham Perrett MP
<b>Deputy Chair</b>	The Hon Keith Pitt MP
<b>Members</b>	Senator Fatima Payman
	Senator the Hon Linda Reynolds CSC
	Ms Tracey Roberts MP
	Mr David Smith MP
	Mr Tony Zappia MP

***Committee Secretariat***

<b>Committee Secretary</b>	Pauline Cullen ( <i>until 15 October 2021</i> )
	Fran Denny ( <i>from 9 November 2021, until 26 July 2022</i> )
	Paul Zinkel ( <i>from 26 July 2022</i> )
<b>Inquiry Secretary</b>	Klara Fay
<b>Office Manager</b>	Tanya Pratt

# 1. Eighty Fifth Annual Report

## Parliamentary Standing Committee on Public Works

- 1.1 Under section 16 of the *Public Works Committee Act 1969* (the Act), the Parliamentary Standing Committee on Public Works must table in each House of the Parliament a report of its proceedings from 1 January to 31 December for the preceding year.
- 1.2 All public works that have an estimated cost exceeding \$15 million<sup>1</sup> must be referred to the Committee. Public works cannot commence until the Committee has reported on the works to Parliament and the House of Representatives resolves that it is expedient to carry out the work.<sup>2</sup>
- 1.3 The Act states that in considering and reporting on a public work, the Committee shall have regard to:
  - the stated purpose of the work and its suitability for that purpose;
  - the necessity for, or the advisability of, carrying out the work;
  - the most effective use that can be made, in the carrying out of the work, of the monies to be expended on the work;
  - where the work purports to be of a revenue-producing character, the amount of revenue that it may reasonably be expected to provide; and
  - the present and prospective public value of the work.<sup>3</sup>

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<sup>1</sup> The threshold amount for a public work for Defence purposes is \$75 million as per *Public Works Committee Regulation 2016*, Part II, Section 7(a).

<sup>2</sup> *Public Works Committee Act 1969*, Part III, Section 18(8). Exemptions from this requirement are provided for works of an urgent nature, defence work referral of which is contrary to the public interest, repetitive works and work by prescribed authorities listed in the Regulations.

<sup>3</sup> The Act, Part III, Section 17(3).

- 1.4 During 2021, the Committee reported on 15 major works. The combined cost of works approved was approximately \$1.367 billion. Appendix A contains a list of all major works reported on by the Committee in 2021 and their individual costs.
- 1.5 The Committee also requires proponent entities to notify it of proposed expenditure on public works with an estimated value of between \$2 million and \$15 million, and \$15 million and \$75 million for defence purposes (medium works). The medium works process provides the Committee with the opportunity to scrutinise smaller projects on a shorter timeframe and with lower levels of information.
- 1.6 The Committee reviews medium works notifications to determine whether it has any concerns or objections to works proceeding. Medium works must not proceed until the Committee has given its approval.
- 1.7 Throughout 2021 the Committee considered a high volume of medium works which made up a large proportion of its regular work. Appendix B contains a list of medium works approved by the Committee in 2021.
- 1.8 In 2021, the Committee held a total of 34 meetings mostly comprising private meetings, site inspections, and public and in-camera hearings. Of these meetings, two were ACT based site visits, with the remaining meetings being conducted by teleconference or in person depending on COVID-19 restrictions. Appendix C contains a list of all Committee meetings and hearings held during 2021.
- 1.9 For referrals made after 2010, the Committee expects to receive post-implementation reports on completed projects. These reports indicate whether projects have been delivered within the advised scope, cost, and timeframe. Appendix D contains a list of all post-implementation reports received by the Committee in 2021.
- 1.10 The Committee's website provides information on all past and current projects referred to it for inquiry. The website also provides a regularly updated list of medium works approved by the Committee, as well as information on project delivery for completed projects where post implementation reports have been received.



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- 1.11 The Committee’s website also features a copy of the Act and the *Public Works Committee Procedure Manual*. The Procedure Manual provides guidance for Australian Government entities involved in delivering public works. It presents information to help entities understand:
- their obligations to the Committee;
  - the information that must be provided to the Committee; and
  - the Committee inquiry process.

## Inquiries and Reports

- 1.12 The Act requires that the Committee consider and report on each referred work ‘as expeditiously as practicable’.<sup>4</sup> The Committee takes this seriously and acts to ensure that referred works are scrutinised and reported on in a timely manner, without compromising the rigour of the scrutiny.
- 1.13 The standard inquiry process allows time for public comment on proposed works and opportunities for the Committee to inspect the proposed work site(s), should it wish to, prior to holding public and in-camera hearings.
- 1.14 The number of inquiries undertaken by the Committee is determined by the volume of referrals it receives from the Parliament. During 2021 the Committee scrutinised 15 referrals, compared to 13 in 2020 and 10 referrals in 2019.
- 1.15 The change in the referral threshold for projects for defence purposes between \$15 and \$75 million means that these projects are considered as medium works projects rather than a full referral process. There were 245 Department of Defence medium works projects with a total value of \$733.3 million dollars, which were valued between \$15 million and \$75 million in 2021.
- 1.16 When planning inquiry timetables, the Committee and proponent entities must consider the parliamentary sitting calendar. Generally, referrals are initiated only when the House is sitting, and reports need to be tabled in both houses of the Parliament.
- 1.17 The Committee tabled ten reports and one annual report in 2021.

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<sup>4</sup> The Act, Part III, Section 17(1).

<sup>5</sup> Due to national security implications some projects do not appear on the list in Appendix B.

## COVID-19

- 1.18 Similar to 2020, the COVID-19 pandemic continued to impact the work of the Committee in 2021 and is foreseen to continue to have an impact on the Committee's work on an ongoing basis.
- 1.19 In response to the continuing presence of COVID-19 in the community and the restrictions that were put in place to contain its impact, the Committee spent most of 2021 working in a remote environment, conducting most of its business via teleconference.
- 1.20 As some COVID-19 related restrictions were lifted, the Committee made plans to visit some ACT based sites. Going forward, the Committee expects to undertake its scrutiny in person if possible or via teleconference if in person is not possible.
- 1.21 In addition to restrictions on physical gatherings, the Committee also noted several restrictions that affected economic operations. To mitigate the spread of COVID-19 within Australia and globally, restrictions were placed on individual and commercial activities. As a result of these restrictions, the production and transportation of materials experienced supply chain pressures.
- 1.22 Another economic impact of COVID-19 is skills shortages. The Joint Standing Committee on Migration, in its recent report *Final Report of the Inquiry into Australia's Skilled Migration Program*, noted that more than 50,000 temporary migrants have left Australia since March 2020. It is also expected that a further 77,000 people are expected to leave Australia in 2021-22. The report adds that the lack of skilled migrants has contributed to major skill shortages in the Australian economy.<sup>6</sup>
- 1.23 The Committee acknowledges that due to supply chain pressures, as well as skills shortages, several medium works required modification. The Committee encourages proponent entities to take into consideration the economic impacts of COVID-19 on the estimated cost of their medium works prior to the Committee's consideration.

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<sup>6</sup> Joint Standing Committee on Migration, *Final Report of the Inquiry into Australia's Skilled Migration Program*, August 2021, p. xxvii.

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## Medium Works

- 1.24 The Committee must be notified of proposed public works projects with an estimated cost between \$2 million and \$15 million for all purposes including defence, and between \$15 million and \$75 million for defence purposes (excluding GST, unless GST is not recoverable). These projects are referred to as 'medium works'.
- 1.25 This is a longstanding practice of the Committee and one where the process requires proponent entities to provide less information in the notification process than that required for a major work. The process also usually has a faster approval cycle, but this is dependent on the Committee receiving all the necessary information up front, and on the parliamentary sitting pattern.
- 1.26 In 2021, there were 289 medium works approved with a combined value of \$2.176 billion.<sup>7</sup> In 2020, the Committee approved 120 medium works with a combined value of \$807 million and in 2019, the Committee approved 201 medium works with a combined value of \$1,150 million.
- 1.27 As noted in the *Eighty-Third Annual Report*, the Committee has actively refined its process to address increased medium works notifications in previous years. In 2019, the Committee updated its Procedure Manual and liaised with proponent entities regarding the Committee's practices.
- 1.28 Following the work by the Committee to address increased medium works notifications, the Committee spent 2021 refining the application process. Noting the variation in medium works notifications, the Committee developed a template for proponent entities to use when lodging medium works notifications. The template was trialled by several proponent entities and has since been approved for use in the 47<sup>th</sup> Parliament. The Committee hopes that this template will streamline the medium works notification process and draw out key information.
- 1.29 In addition to the medium works template, the Committee hopes to incorporate mechanisms for greater scrutiny of medium works notifications. In the 47<sup>th</sup> Parliament the Committee will investigate methods to improve scrutiny of medium works notifications, as well as develop improved processes that will ensure these higher levels of scrutiny are upheld.

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<sup>7</sup> Due to national security implications some projects do not appear on the list in Appendix B.

## Community Consultation

- 1.30 The Committee notes in its *Procedure Manual* that information should be provided on:
- anticipated impacts on the local community and measures taken to mitigate any negative impact (i.e. employment, traffic flow, community resources); and
  - details of consultations with relevant stakeholders, key issues of concern raised and information on how these will be addressed.
- 1.31 During 2021 several of the referred works under scrutiny by the Committee received submissions from members of the local community close to the proposed works. These projects included the Australian War Memorial Development Project, ACT; Department of Agriculture, Water and the Environment Scientific Research Modernisation, Macquarie Island; and Australian Nuclear Science and Technology Organisation (ANSTO) Intermediate Level Solid Waste Storage Facility Lucas Heights, NSW.
- 1.32 In response to the Australian War Memorial proposal, the Committee received a much higher than usual volume of submissions (77 in total) with many of the submissions made by members of the local Canberra community. A large proportion of the submissions were critical of the consultation efforts made by the Australian War Memorial, with particular concern raised regarding the extent of public consultation conducted during the projects design phase.<sup>8</sup>
- 1.33 Likewise, both the proposals for the Department of Agriculture, Water and the Environment Scientific Research Modernisation, Macquarie Island; and Australian Nuclear Science and Technology Organisation Intermediate Level Solid Waste Storage Facility Lucas Heights, NSW received a higher than usual volume of submissions. The Macquarie Island proposal drew submissions from several members of the public with knowledge and expertise specific to the Island, while the public submissions regarding the ANSTO proposal were largely centred around the debate over the future site selection for the National Radioactive Waste Management Facility.

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<sup>8</sup> Parliamentary Standing Committee on Public Works, Report 1/2021 Referral Made in April 2020, February 2021, pp. 37-47.

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- 1.34 The Committee extends its thanks to all that took the time to make a submission to any of the proposals it considered and hopes to see a continued level of public engagement in future years.

## Office Fit-Outs

- 1.35 The Procedure Manual provides guidance for Australian Government entities involved in delivering public works. The manual notes that the Committee has observed over time that the costs of a standard fit-out in metropolitan areas in Australia generally falls between \$1,200 and \$1,800 per square metre. In cases where the estimated cost of a fit-out is above \$1,800 per square metre, the Committee expects that proponent entities should explain factors that have influenced the fit-out costs.
- 1.36 In October 2021 the Committee resolved to increase the thresholds from between \$1,200 and \$1,800 per square metre to between \$1,500 and \$2,000 per square metre. To formalise this, the online *Procedure Manual* has been updated in the 47<sup>th</sup> Parliament. As usual, entities remain welcome to provide the Committee with notifications for fit outs that exceed this threshold provided that a justification is given.

## Committee of the 46<sup>th</sup> Parliament

- 1.37 The Committee recognises the work of the 46<sup>th</sup> Parliament's Public Works Committee and particularly acknowledges the significant effort made to scrutinise all referrals prior to the 2022 Federal Election.
- 1.38 This scrutiny allowed the current Committee to quickly complete the remaining process following re-referral which resulted in minimal delays to proponent entities timelines.
- 1.39 The Committee notes that there have been continuing members on the Public Works Committee across several parliaments and acknowledges that their knowledge of past processes is invaluable to the work of the Committee.

## Lapsed Inquiries

- 1.40 Public works inquiries that have been referred to the Committee, which have not had a report tabled in both Houses before the dissolution of the Parliament, are said to have lapsed.
- 1.41 The dissolution of the Parliament and subsequent election will impact on the work of the Committee in 2022 and the Committee provides this advice to proponent entities that have current referrals or are planning referrals under the Committee's scrutiny in the lead up to an election.
- 1.42 At the end of the 46<sup>th</sup> Parliament, one inquiry lapsed. This inquiry will be re-referred to the Committee to complete its scrutiny process in the 47<sup>th</sup> Parliament.

## In Memoriam

- 1.43 The Public Works Committee would like to place on record its appreciation to Former Senator Alex Gallacher, for his dedication and service to the Committee between 2011 and 2021.
- 1.44 For 10 years Senator Gallacher served on the Public Works Committee. He was one of the Committee's longest serving members and applied his immense knowledge and experience to its work up until his passing on 29 August 2021.
- 1.45 While his work on the Committee was just one of his many contributions to public life in Australia, Senator Gallacher's tireless efforts to ensure that the expenditure of taxpayer money on public works in Australia and overseas was effective and necessary will doubtless form a key part of his contribution and is recognised by current and former members of the Committee.

## Conclusion

- 1.46 The Committee has continued its busy program of work in 2022. Committee members continued to prioritise the important work of the Public Works Committee in their busy schedules and scrutinise referrals and medium works projects with thoughtful consideration.

- 1.47 The Committee appreciates the cooperation of the Department of Defence in trialling the medium works notification template and all entities who assisted the Committee in its work.
- 1.48 Finally, the Committee thanks everyone who assisted or participated in its inquiries in 2021. The Committee always appreciates the input of proponent entities, interested parties and members of the public.

**Mr Graham Perrett MP**  
**Chair**





# A. Reports presented and works approved by the Committee

**Table A.1 Presented reports 2021**

<b>Report</b>	<b>Project Title</b>	<b>Tabled</b>	<b>Cost (\$m)</b>
1/2021	Australian War Memorial Development Project	22 February 2021	\$498.7
2/2021	Airservices Australia, Sydney Airport Tower Refurbishment Project	17 March 2021	\$18.72
2/2021	Airservices Australia, Brisbane Air Traffic Services Centre and Control Tower Complex Refurbishment Project	17 March 2021	\$46.32
2/2021	Commonwealth Scientific and Industrial Research Organisation - Perth Precinct Project	17 March 2021	\$35.7

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3/2021	North Queensland Mid-Term Refresh Program: RAAF Base Townsville, Townsville Field Training Area and HMAS Cairns	21 May 2021	\$24.8
4/2021	United States Force Posture Initiatives Northern Territory Training Areas and Ranges Upgrades	3 August 2021	\$111.2
5/2021	Home Affairs 101 George Street Parramatta Fit-Out	20 August 2021	\$24.76
6/2021	Department of Agriculture, Water and the Environment - Scientific Research Station Modernisation, Macquarie Island	20 August 2021	\$49.8
6/2021	Christmas Island Stormwater, Landslide and Rockfall Mitigation Works Project	20 August 2021	\$28.9
7/2021	Commonwealth Scientific and Industrial Research Organisation, Construction of National Collections Building, Black Mountain Science and Innovation Park, ACT	30 August 2021	\$70
8/2021	Australian Nuclear Science and Technology Organisation Intermediate Level Solid Waste Storage Facility Lucas Heights, NSW	18 October 2021	\$59.8

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8/2021	Expansion of the National Sea Simulator at the Australian Institute of Marine Science, Townsville, QLD	18 October 2021	\$27.49
9/2021	Great Barrier Reef Marine Park Authority - Transformation of Reef HQ Aquarium	29 November 2021	\$40
9/2021	Department of Defence - Facilities to support LAND 19 Phase 7B Short Range Ground Base Air Defence - RAAF Base Edinburgh - South Australia	29 November 2021	\$266.1
10/2021	Department of Health – Fit-Out of Existing Premises, Sirius Building, Woden, ACT	29 November 2021	\$64.25

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## B. Medium works approved by the Committee

The table lists the medium works<sup>1</sup> approved by the Committee in 2021.

**Table B.1 Medium works 2021**

<b>Project Title</b>	<b>Agency Name</b>	<b>Date notified to Committee</b>
Urgent and Unplanned Damage Repairs, and Hardening Works, to Detention Facilities at Christmas Island	Department of Home Affairs	22 January 2021
PDS Project EST04906 - RFSG Alice Springs Building Works, Nhulunbuy and Alice Springs Training Depots, NT	Department of Defence	27 January 2021
PDS Project EST03927 - Corps of Staff Cadets Cork Block Refurbishment, Royal Military College, Duntroon ACT	Department of Defence	27 January 2021
EST03521 Caisson Timber & Seating Replacement, Captain Cook Graving Dock, Garden Island, NSW	Department of Defence	27 January 2021

<sup>1</sup> Medium Works are projects with an estimated cost of between \$2 and \$15 million, or \$2 – \$75 million for Defence purposes.

EST03365, Replacement of Flood Valves 10 & 11, Captain Cook Graving Dock, Garden Island, NSW	Department of Defence	27 January 2021
PDS Project EST04541 Central Emergency Power Station works, RAAF Base East Sale, VIC	Department of Defence	27 January 2021
Project EST03363 Dewater Valves 15-17 and EST03364 Discharge Valves 18-20, Captain Cook Graving Dock, Garden Island, NSW	Department of Defence	27 January 2021
PDS Project EST05302 Orchard Hills Substation Works at Defence Establishment Orchard Hills, NSW	Department of Defence	27 January 2021
Project EST05106 Caisson 1 Mechanical Repairs, Captain Cook Graving Dock, Garden Island, NSW	Department of Defence	27 January 2021
EST05727 Overhaul Capstan Assemblies and Refurbish Fairleads, Captain Cook Graving Dock, Garden Island, Sydney, NSW	Department of Defence	27 January 2021
PDS Project EST05349 Port Wakefield Road Works, Proof and Experimental Establishment, Port Wakefield, SA	Department of Defence	27 January 2021
PDS Project EST06273 Living in Accommodation Refurbishment, Borneo Barracks, Cabarlah, QLD	Department of Defence	27 January 2021
Project EST05429 Saltwater Ringmain, Captain Cook Graving Dock, Garden Island, NSW	Department of Defence	27 January 2021
EMOS Project EST06662 - Joint Proof and Experimental Unit (JPEU) Enabling Works, Proof and Experimental Establishment, Greytown, VIC	Department of Defence	27 January 2021

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CSIRO - Construction & Construction Management Services - Pawsey Capital Refresh to the Pawsey Supercomputer System, PSS Building Works	CSIRO	2 February 2021
CSIRO Black Mountain Hail Damage Roof Remediation Project, ACT	CSIRO	9 February 2021
Port Hedland Channel Marker Project, WA	Australian Maritime Safety Authority	9 February 2021
2nd Combat Engineer Regiment Compensatory Hardstand Project	Department of Defence	16 February 2021
Australian Federal Police, Northern Command, Project CYCAD - Operational Safety & Training Centre	Australian Federal Police	17 February 2021
Boundary wall structural rectification, Ambassador's Residential Enclave, Washington D.C., USA (the project)	Department of Foreign Affairs and Trade	17 February 2021
Level 4, 11 Moore Street Canberra City Fit-Out, ACT	Digital Transformation Agency	19 February 2021
PDS Project EST05351 - Woomera Electrical Infrastructure, RAAF Woomera, SA	Department of Defence	9 March 2021
PDS Project EST05520 - Electrical Reticulation Works, Robertson Barracks, NT	Department of Defence	9 March 2021
PDS Project EST06275 - RAAF Amberley Defence Fuel Installation (DFI) Shelter, RAAF Amberley, QLD	Department of Defence	9 March 2021

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PDS Project EST06944, JP9131-1 - Office Refurbishment at 25 National Circuit, Forrest, ACT	Department of Defence	9 March 2021
PDS Project EST01433 - Civil Works at Exercising Staging and Support Base Rockhampton, Rockhampton, QLD	Department of Defence	9 March 2021
PDS Project EST05912 - Woomera Village Tank Farm, RAAF Woomera, SA	Department of Defence	9 March 2021
EST03282 Australian Defence Force Academy Building Works Campbell, ACT	Department of Defence	9 March 2021
PDS Project EST03321 - Armoury Works at South Bandiana, South Bandiana VIC	Department of Defence	9 March 2021
PDS Project EST06797 - Ross Island Barracks Fuel Installation Refurbishment, Ross Island, Townsville, QLD	Department of Defence	9 March 2021
PDS Project EST06329 - Robertson Barracks Sergeants (SGTs) Living in Accommodation (LIA)	Department of Defence	9 March 2021
PDS Project EST03468 - Various Building Works, Robertson Barracks, NT	Department of Defence	9 March 2021
PDS Project EST05327 - 1st Combat Engineer Regiment Building Refurbishments, Robertson Barracks, NT	Department of Defence	9 March 2021
PDS Project EST03289 - (Phase 2) Building Works Stage 1 at HMAS Albatross, Nowra, NSW	Department of Defence	10 March 2021



PDS Project EST05347 - Puckapunyal 3 Year Road Works, Puckapunyal Training Area Range, VIC	Department of Defence	10 March 2021
PDS Project EST03702 - (Phase 2) Building Works at RAAF Tindal, NT	Department of Defence	10 March 2021
PDS Project EST03482 - (Phase 2) Various Building Works, RAAF Glenbrook, NSW	Department of Defence	10 March 2021
PDS Project EST01125 - (Phase 2) Demolition and Construction of Explosive Ordnance (EO) Storage Compound at RAAF East Sale Base, VIC	Department of Defence	10 March 2021
PDS Project EST01454 - (Phase 2) Building Refurbishment Works, RAAF Williamtown, NSW	Department of Defence	10 March 2021
Australian Centre for Disease Preparedness (ACDP), Non-Secure Electron Microscopy (NSEM) Project, Geelong, VIC	CSIRO	10 March 2021
PDS Project EST06792 – RAAF Tindal LIA Refresh	Department of Defence	10 March 2021
PDS Project EST03565 (Phase 2) Building Refurbishment Works, Moorebank, NSW	Department of Defence	10 March 2021
Australian Transport Safety Bureau (ATSB) – Canberra Office Fit-Out Project, ACT	Australian Transport Safety Bureau	16 March 2021
Proposed Fit-Out of New Leased Premises at Levels 4-9, 99 Macquarie Street Liverpool, NSW	Services Australia	16 March 2021

Fit-Out of Levels 16, 17 & 18 for the Queens Square Law Court Sydney, 184 Phillip Street, Sydney, NSW	Federal Court of Australia	28 April 2021
Office Fit-Out, Departmental leased property, 255 Elizabeth Street, Sydney, NSW	Department of Home Affairs	29 April 2021
Clean Energy Regulator Fit-Out of Ground floor to Level 2 West Wing, Discovery House	Clean Energy Regulator	3 May 2021
PDS Project EST06235 Bridges Barracks Refurbishment, Puckapunyal, VIC	Department of Defence	5 May 2021
PDS Project EST06207 HMAS Stirling High-Level Bridge Works, Garden Island, WA	Department of Defence	5 May 2021
PDS Project EST05433 – Port Wakefield P&EE LAND 17 Infrastructure Works, Port Wakefield, SA	Department of Defence	5 May 2021
PDS Project EST06221, HMAS Albatross Oasis Mess Refurbishment, HMAS Albatross, NSW	Department of Defence	5 May 2021
PDS Project EST04896 – Australian Defence Force Academy (ADFA) Chemistry Labs Refurbishment Project	Department of Defence	5 May 2021
PDS Project EST06222, Roads Remediation at HMAS Albatross and HMAS Creswell, NSW	Department of Defence	5 May 2021
PDS Project EST07077 Office Fit-Out Works at 25 Constitution Ave, Canberra, ACT	Department of Defence	5 May 2021

PDS Project EST06244, HMAS Creswell Training Accommodation, Jervis Bay, ACT	Department of Defence	5 May 2021
PDS Project EST04918 – RAAF Wagga Fire Safety Works, NSW	Department of Defence	5 May 2021
CSIRO Westmead (NSW) Fit-Out Project	CSIRO	5 May 2021
PDS Project EST06582 – Campbell Barracks Magazine Works, Campbell Barracks, Swanbourne, WA	Department of Defence	5 May 2021
PDS Project EST06297 – Proof and Experimental Establishment (P&EE) Graytown Roads Maintenance	Department of Defence	5 May 2021
Royal Australian Air Force (RAAF) Base Amberley Fire Ring Main Replacement Project, RAAF Base Amberley, QLD	Department of Defence	6 May 2021
Torpedo Factory Renewal Project at Sub Base Platypus, North Sydney, NSW	The Sydney Harbour Federation Trust	2 June 2021
Attorney-General's Department, Sydney, NSW	Australian Government Solicitor	7 June 2021
PDS Project EST05465 General Building Works at DSTG Edinburgh, SA	Department of Defence	8 June 2021
PDS Project EST05990, Jervis Bay Range Facility (JBRF) Airfield Remediation Works, HMAS Creswell, Jervis Bay Territory	Department of Defence	8 June 2021
PDS Project EST05852, Buildings Refurbishment, Spectacle Island NSW	Department of Defence	8 June 2021

PDS Project EST06238 - School of Armour Ablution Works, Puckapunyal Military Area, VIC	Department of Defence	8 June 2021
PDS Project EST06537, Larrakeyah Sergeants Mess Refurbishment at Larrakeyah Defence Precinct, Darwin, NT	Department of Defence	8 June 2021
PDS Project EST05348 – RAAF East Sale Building Works	Department of Defence	8 June 2021
PDS Project EST05359 – Robertson Barracks 8/12 Regiment Works	Department of Defence	8 June 2021
PDS Project EST05891 – RAAF Tindal Camp 1 and 2, NT	Department of Defence	8 June 2021
PDS Project EST05904 – Holsworthy Base Roads, NSW	Department of Defence	8 June 2021
PDS Project EST05905 – Holsworthy Sewage Treatment Plant Remediation	Department of Defence	8 June 2021
PDS Project EST06293 – HMAS Harman Water Infrastructure, HMAS Harman, ACT	Department of Defence	8 June 2021
PDS Project EST06305 – RAAF Edinburgh Road Works, RAAF Edinburgh, SA	Department of Defence	8 June 2021
PDS Project EST06586 - Perimeter Fencing Works, Holsworthy Barracks, Holsworthy, NSW	Department of Defence	8 June 2021
Woomera Village Electrical Works, RAAF Woomera, SA	Department of Defence	8 June 2021
The Army Aboriginal Community Assistance Programme 2019 Project for the township of Jigalong, WA	National Indigenous Australians Agency	9 June 2021

Resonant Acoustic Mixing Capability Installation	Department of Defence	9 June 2021
Project EST05876 - Other Ranks Living In Accommodation (G Precinct) Refurbishment, Robertson Barracks, Darwin, NT	Department of Defence	9 June 2021
Project EST06268 - Other Ranks Living In Accommodation Refurbishment, Robertson Barracks, Darwin, NT	Department of Defence	9 June 2021
Project EST05513 - Officers Living In Accommodation Works Package, Robertson Barracks, Darwin, NT	Department of Defence	9 June 2021
Laboratory Upgrade Support Building Project, Symonston, ACT	Geoscience Australia	11 June 2021
Anglesea Paterson Project	Department of Defence	15 June 2021
Seamless Traveller 2: IDEMIA Life Extension Project - Installation of New Arrival Kiosks at Australian International Airports	Department of Home Affairs	24 June 2021
National Seed Bank Development, ACT	Australian National Botanic Garden	1 July 2021
Cahill's Crossing Viewing Platform and Visitors Facilities Upgrade	Director of National Parks	11 July 2021
Fit-Out of leased premises at Level 2, 295 Ann St Brisbane, QLD	Administrative Appeals Tribunal	13 July 2021
Proposed Fit-Out of New Leased Premises at 180 Lonsdale Street, Melbourne, VIC	Department of Social Services	26 July 2021
Newcastle Airport Airfield Upgrade Works at RAAF Base Williamtown, NSW	Department of Defence	27 July 2021

PDS Project EST04619, National Automated Vehicle Barriers	Department of Defence	28 July 2021
PDS Project EST06214, Many Peaks Road Repairs at Many Peaks Townsville, QLD	Department of Defence	28 July 2021
PDS Project EST06290, HMAS Harman Civil Works	Department of Defence	28 July 2021
PDS Project EST06291, HMAS Harman Defence Network Operations Centre and Defence Communications Station Works, HMAS Harman, Canberra, ACT	Department of Defence	28 July 2021
PDS Project EST06558 RAAF Pearce Sewer Infrastructure Works, WA	Department of Defence	28 July 2021
PDS Project EST06560, Puckapunyal Fencing, VIC	Department of Defence	28 July 2021
PDS Project EST05909 - Defence Fuel Installation Operations Office, RAAF Amberley, QLD	Department of Defence	28 July 2021
Proposed Fit-Out of New Leased Premises at 16-32 Wharf Street, Tweed Heads, NSW	Services Australia	28 July 2021
Proposed Fit-Out of New Leased Premises at 180 Lonsdale Street, Melbourne, VIC	Services Australia	28 July 2021
High Performance Computing Integration Works	Department of Defence	4 August 2021
Sydney Office Fit-Out Project - Fit-Out of new office accommodation at Level 21, 22 & 23, 323 Castlereagh St, Haymarket (Central Square), NSW	Australian Transaction Reports and Analysis Centre	10 August 2021
Perth office Fit-Out- Level 12, 40 The Esplanade, Perth, WA	Department of Health	10 August 2021

Proposed Fit-Out of Leased Premises at 12 Greenfields Boulevard, Mount Pleasant, QLD	Services Australia	11 August 2021
Proposed Fit-Out, Levels 7 and 7a 32 Smith Street Parramatta, NSW	National Disability Insurance Agency	17 August 2021
JP9360 Phase 1 Space Domain Awareness Project, Mirror Recoating Facility, Harold Holt Naval Communications Station, Exmouth, WA	Department of Defence	17 August 2021
PDS Project EST04550, Woomera Base Wide Maintenance Works	Department of Defence	18 August 2021
PDS Project EST05298 Chapel Fit-Out at RAAF Amberley, QLD	Department of Defence	18 August 2021
PDS Project EST05988, RAAF Richmond Works, NSW	Department of Defence	18 August 2021
PDS Project EST06984 Forward Mounting Facility (FMF) Works, RAAF Darwin, NT	Department of Defence	18 August 2021
PDS Project EST03370, HMAS Cerberus Dredging Works	Department of Defence	18 August 2021
PDS Project EST04526, Holsworthy Building Refurbishment, NSW	Department of Defence	18 August 2021
PDS Project EST04549, RAAF Woomera Eldo Accommodation Blocks Works, SA	Department of Defence	18 August 2021
PDS Project EST05350, RAAF Edinburgh Civil Works	Department of Defence	18 August 2021
Project EST06337, Holsworthy Barracks Generator Project	Department of Defence	18 August 2021
PDS Project EST06557, RAAF Pearce Fire Water Ring Main, WA	Department of Defence	18 August 2021

PDS Project EST06583, RAAF East Sale A0511 Refurbishment	Department of Defence	18 August 2021
Project EST06790, RAAF Tindal Bunker Remediation Works	Department of Defence	18 August 2021
PDS Project EST07012, Borneo Barracks LIA 90s Refurbishment	Department of Defence	18 August 2021
PDS Project EST06531, HMAS Albatross Supply Complex	Department of Defence	18 August 2021
PDS Project EST05509, RAAF Tindal Accommodation Camp 3 Works, NT	Department of Defence	18 August 2021
PDS Project EST05870, RAAF Woomera Theatre Building Remediation, SA	Department of Defence	18 August 2021
Remediation of residential houses Jabiru, NT	Department of Agriculture, Water and the Environment & Director of National Parks	18 August 2021
Fit-Out Works for Levels 6, 7 & 8, 11 Moore Street Canberra City, ACT	Digital Transformation Agency	20 August 2021
National Parks Australia - Jabiru (Kakadu National Park) Tranche Two – Jabiru Refurbishment of Houses, NT	Department of Agriculture, Water and the Environment & Director of National Parks	23 August 2021
EMOS Project EST08677, Garden Island Server Room	Department of Defence	23 August 2021
EMOS Project EST07954, Russell Offices R7 Foyer and Training Room Upgrade	Department of Defence	23 August 2021



PDS Project EST06571, Robertson Barracks K Precinct Package 2	Department of Defence	23 August 2021
PDS Project EST6523 Paluma Road Works, Paluma Townsville, QLD	Department of Defence	23 August 2021
Fit-Out of Levels 4 and 5, 510 Church Street, Richmond, VIC	National Disability Insurance Agency	23 August 2021
PDS Project EST07423 Office Fit-Out, 84-88 Cook Street Cairns, QLD	Department of Defence	25 August 2021
PDS Project EST06576, RAAF East Sale Gas Reticulation Works	Department of Defence	25 August 2021
Fit-Out and other works, Levels 14 to 32, 320 Pitt Street, Sydney, NSW	Department of Defence	25 August 2021
Fit-Out works Defence Plaza, 661 Bourke Street, Melbourne, VIC	Department of Defence	25 August 2021
JP9111 Joint Command and Control Capability Project, HMAS Harman, VIC	Department of Defence	26 August 2021
Booderee National Park Road and Carpark Remediation Package	Director of National Parks	27 August 2021
Margaret Knoll Lookout, Christmas Island National Park	Director of National Parks	27 August 2021
East Alligator Rangers Station – Housing Remediation	Director of National Parks	27 August 2021
East Alligator Rangers Station – Compound Upgrades	Director of National Parks	27 August 2021
Kakadu National Park - Integrated Ferals Team Compound Upgrade	Director of National Parks	27 August 2021
Uluru Kata Tjuta Cultural Centre Building and Mechanical Refurbishment, NT	Director of National Parks	27 August 2021

Australian Federal Police, Eastern Command, Project JPC3 - Cybercrime Centre of Excellence	Australian Federal Police	3 September 2021
Fit-Out of the Australian Passport Office (APO), Adelaide, Level 1 Allianz House, 55 Currie Street, Adelaide, SA	Department of Foreign Affairs and Trade	21 September 2021
Fit-Out for Service Centre Shepparton, VIC	Services Australia	6 October 2021
PDS Project EST01564, Quad Band Satellite Simulator Installations	Department of Defence	13 October 2021
PDS Project EST03453, RAAF Edinburgh DFI Tank Upgrade, SA	Department of Defence	13 October 2021
PDS Project EST04192, Defence Science and Technology, Explosive Ordnance Precinct Remediation Works	Department of Defence	13 October 2021
PDS Project EST04591, Puckapunyal Parade Grounds and Signage	Department of Defence	13 October 2021
PDS Project EST04908, Lavarack Barracks Dental Centre Refurbishment	Department of Defence	13 October 2021
PDS Project EST05462, RAAF Williamtown Living in Accommodation Work, NSW	Department of Defence	13 October 2021
PDS Project EST05464, Defence Science and Technology Group Edinburgh Uninterrupted Power Supply and Switchboard Works	Department of Defence	13 October 2021
PDS Project EST05905B, Holsworthy Sewage Treatment Plant Remediation	Department of Defence	13 October 2021

PDS Project EST05907, RAAF Tindal Sewer Works, NT	Department of Defence	13 October 2021
PDS Project EST06282, Marrangaroo Training Area Road Works	Department of Defence	13 October 2021
PDS Project EST06304, RAAF Edinburgh D0415 Refurbishment	Department of Defence	13 October 2021
PDS Project EST06302, Defence Science and Technology, Edinburgh L0081 Refurbishment	Department of Defence	13 October 2021
PDS Project EST06540, RAAF Tindal Minor Living in Accommodation Refresh, NT	Department of Defence	13 October 2021
PDS Project EST06549, Peter Douglas Centre Refurbishment at Puckapunyal Military Area, VIC	Department of Defence	13 October 2021
PDS Project EST05913, Point Wilson Water Pipeline	Department of Defence	13 October 2021
PDS Project EST07059 - RAAF Wagga Building 57 Refurbishment	Department of Defence	13 October 2021
EMOS Project EST07062 - HMAS Albatross Childcare Refurbishment	Department of Defence	13 October 2021
PDS Project EST008107, Townsville Area Ranges Refurbishments, QLD	Department of Defence	13 October 2021
PDS Project EST08158, Simpson Barracks Mess Refurbishment, VIC	Department of Defence	13 October 2021
PDS Project EST08376, Short Delivery Method, RAAF Williamtown Maintenance Hangar Refurbishment	Department of Defence	13 October 2021
PDS Project EST08413, Short Delivery Method, HMAS Stirling Junior Officers Living in Accommodation	Department of Defence	13 October 2021

PDS Project EST08457, Short Delivery Method, Singleton Range Refurbishments	Department of Defence	13 October 2021
PDS Project EST08459, Puckapunyal Living in Accommodation Construction	Department of Defence	13 October 2021
PDS Project EST08470, Taree GRES Depot Refurbishment	Department of Defence	13 October 2021
PDS Project EST08489, Puckapunyal Training Area Western Roads	Department of Defence	13 October 2021
PDS Project EST05322, RAAF Tindal canteen and Chapel Works, NT	Department of Defence	13 October 2021
PDS Project EST05313 Airside Facility Works at RAAF Edinburgh, SA	Department of Defence	13 October 2021
PDS Project EST08456, Short Delivery Method, Lavarack Barracks Civil Work	Department of Defence	13 October 2021
Facilities to Support the SEA2273 Fleet Information Environment Modernisation Project	Department of Defence	13 October 2021
Cascade Port, Norfolk Island – Construction of an Interim Landing	Department of Infrastructure, Transport, Regional Development and Communications	13 October 2021
Maralinga Site Maintenance	Department of Industry, Science, Energy and Resources	13 October 2021

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Clayton Office Refurbishment and Replacement of Combustible Cladding	CSIRO	13 October 2021
PDS Project EST04533, South East Boat Pound Works at HMAS Kuttabul, NSW	Department of Defence	13 October 2021
Proposed Fit-Out of new leased premises at Level 12, 1 Oxford St, Sydney, NSW	Independent Hospital Pricing Authority	14 October 2021
1–21 Dean Street, Moonee Ponds Melbourne, VIC	Department of Agriculture, Water and the Environment	14 October 2021
Roof Replacement Works Acton Peninsula, Canberra, ACT	National Museum of Australia	15 October 2021
Army Aboriginal Community Assistance Programme 2022 Project, Gapuwiyak, NT	National Indigenous Australians Agency	18 October 2021
Proposed Re-fit of Leased Premises at 23 Marine Terrace, Burnie, TAS	Services Australia	1 November 2021
Proposed Re-fit of Leased Premises at 14 Wirraway Parade, Inala, QLD	Services Australia	2 November 2021
All Hazards National Situation Room Refurbishment Project	Department of Home Affairs	3 November 2021
Proposed Fit-Out of Leased Premises at 64 Wingewarra Street, Dubbo, NSW	Services Australia	10 November 2021
Proposed Fit-Out of Leased Premises at 71 Lipson Street, Port Adelaide, SA	Services Australia	12 November 2021

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Proposed Fit-Out of Leased Premises at 3 William Street, Boronia, VIC	Services Australia	12 November 2021
NT Solar Battery Energy Storage Systems Project, Robertson Barracks and RAAF Base Darwin, NT	Department of Defence	16 November 2021
1 Airport Road (Lot 203), Bamaga, QLD	Department of Agriculture, Water and the Environment	16 November 2021
Combined Arms Heritage and Learning Centre Project	Department of Defence	16 November 2021
PDS Project EST04536, Officers Mess Refurbishment at Australian Defence Force Academy, ACT	Department of Defence	17 November 2021
PDS Project EST06266, RAAF Darwin Truscott Club Works, NT	Department of Defence	17 November 2021
PDS Project EST06542, RAAF Edinburgh Explosive Ordnance Loading Area Works, SA	Department of Defence	17 November 2021
PDS Project EST06545, Woomera Village Accommodation Works, SA	Department of Defence	17 November 2021
PDS Project EST06551, Building Works at Damascus Barracks, QLD	Department of Defence	17 November 2021
PDS Project EST08199, Kalgoorlie Depot Refurbishments, WA	Department of Defence	17 November 2021
PDS Project EST08077, Victoria Barracks Sandstone Wall Refurbishment, NSW	Department of Defence	17 November 2021
PDS Project EST08766, Demolition of redundant facilities, Gallipoli Barracks, QLD	Department of Defence	17 November 2021

Fit-Out of leased premises for the Attorney-General's Department – Brisbane, QLD	Attorney-General's Department	17 November 2021
PDS Project EST08401, SDM Puckapunyal Causeways Minor R&M, VIC	Department of Defence	17 November 2021
PDS Project EST06271 RAAF Townsville Commercial Centre, QLD	Department of Defence	17 November 2021
PDS Project PDS Project EST07014 SWBTA Shed Refurbishments, QLD	Department of Defence	17 November 2021
CSIRO Clayton, Quality Control Laboratory, Clayton, VIC	CSIRO	17 November 2021
PDS Project EST06303, Port Wakefield Electrical Works, SA	Department of Defence	17 November 2021
PDS Project EST08390 SDM Greenbank Range Road Minor R&M, QLD	Department of Defence	17 November 2021
Canberra Accommodation Project, ACT	Australian Competition and Consumer Commission	18 November 2021
The Northern Precinct Horticulture Centre Development, ACT	Australian National Botanic Gardens	19 November 2021
Perimeter Security Upgrade - Australian Embassy, Paris, France	Department of Foreign Affairs and Trade	22 November 2021
PDS Project EST05314, RAAF Edinburgh Infrastructure Support Works, SA	Department of Defence	23 November 2021
PDS Project EST05861 Paint Facility Systems, Ross Island Barracks, Townsville, QLD	Department of Defence	23 November 2021

PDS Project EST05992, Live in Accommodation Refurbishment at Puckapunyal, VIC	Department of Defence	23 November 2021
PDS Project EST06106, Demolish Former ASIO Building at Russell, ACT	Department of Defence	23 November 2021
PDS Project EST06979, Minor Repair and Maintenance at Russell North Precinct, ACT	Department of Defence	23 November 2021
PDS Project EST06989, Living in Accommodation Minor Repairs and Maintenance at RAAF Tindal, NT	Department of Defence	23 November 2021
PDS Project EST06997, Minor Repairs and Maintenance of Buildings at Irwin Barracks, WA	Department of Defence	23 November 2021
PDS Project EST06986, Live In Accommodation Refurbishments at HMAS Creswell, Jervis Bay Territory	Department of Defence	23 November 2021
PDS Project EST06993, Refurbishment Works, Shoalwater Bay	Department of Defence	23 November 2021
PDS Project EST08111 Hangar and Workshop Refurbishment, RAAF Base Edinburgh, SA	Department of Defence	23 November 2021
PDS Project EST08197, Capability Works at Bindoon Training Area, WA	Department of Defence	23 November 2021
PDS Project EST08187, Construction of Living in Accommodation, HMAS Harman, Jerrabomberra, ACT	Department of Defence	24 November 2021
PDS Project PDS Project EST06320 RAAF Darwin Cinema Works, NT	Department of Defence	24 November 2021



PDS Project PDS Project EST06565, Holsworthy Training Area Three Year Road Works, NSW	Department of Defence	24 November 2021
PDS Project PDS Project EST06572, CUTA Road Remediation Works, SA	Department of Defence	24 November 2021
Project EST08924, Army Objective Force, Victoria Barracks Sydney Health Facilities, NSW	Department of Defence	24 November 2021
Project EST07841, Liverpool Military Area Asbestos Stockpile Removal	Department of Defence	24 November 2021
PDS Project PDS Project EST08377, SDM RAAF Williamtown Hangar Element Replacement, NSW	Department of Defence	24 November 2021
PDS Project EST8418, SDM RAAF Pearce LIA Minor Refurbishment, WA	Department of Defence	24 November 2021
PDS Project PDS Project EST08368, SDM ADFA Sports Centre Refurbishment, ACT	Department of Defence	24 November 2021
PDS Project EST07485 Road Reconstruction and Maintenance, RAAF Woomera, SA	Department of Defence	24 November 2021
Melbourne Office Fit-Out - Level 15 & Level 16, 595 Collins Street, Melbourne, VIC	Department of Health	24 November 2021
RAAF Base Amberley Road Replacement Project, QLD	Department of Defence	24 November 2021
Fit-Out of the Department of Foreign Affairs and Trade Australian Passport Office Sydney, Level 7, 280 Elizabeth Street, Surry Hills, NSW	Department of Foreign Affairs and Trade	24 November 2021

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Bureau of Meteorology - Brisbane Office Fit-Out, QLD	Bureau of Meteorology	24 November 2021
Project ESTS1445 Enabling Works at HMAS Ships Coonawarra (NT) and Cairns (QLD)	Department of Defence	24 November 2021

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## C. Committee meetings and hearings

Table C.1 Committee meetings in 2021

Number	Date	Location	Meeting type
49	4 February 2021	Canberra	Private
50	11 February 2021	Teleconference	Public/Private
51	18 February 2021	Canberra	Private
52	25 February 2021	Canberra	Private
53	4 March 2021	Teleconference	Public/Private
54	11 March 2021	Teleconference	Public/Private
55	15 March 2021	Canberra	Private
56	15 March 2021	Teleconference	Private
57	18 March 2021	Canberra	Private
58	13 April 2021	Canberra	Private
59	21 April 2021	Teleconference	Public/Private
60	17 June 2021	Canberra	Private
61	24 June 2021	Canberra	Private
62	2 July 2021	Teleconference	Public/Private

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63	22 July 2021	Teleconference	Public/Private
64	29 July 2021	Teleconference	Private
65	5 August 2021	Teleconference	Private
66	6 August 2021	Teleconference / Canberra	Public/Private
67	6 August 2021	Teleconference / Canberra	Public/Private
68	12 August 2021	Teleconference	Private
69	13 August 2021	Teleconference	Public/Private
70	20 August 2021	Teleconference	Private
71	26 August 2021	Teleconference	Private
72	27 August 2021	Teleconference	Public/Private
73	2 September 2021	Teleconference	Private
74	13 September 2021	Teleconference	Public/Private
75	11 October 2021	Teleconference	Public/Private
76	13 October 2021	Teleconference	Public/Private
77	21 October 2021	Teleconference	Private
78	16 November 2021	Teleconference	Public/Private
79	22 November 2021	Teleconference	Private
80	25 November 2021	Canberra	Private
81	26 November 2021	Woden, ACT	Private
82	26 November 2021	Teleconference	Private
83	2 December 2021	Teleconference	Private

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## D. Post-implementation reports received<sup>1</sup>

**Table D.1 Post-implementation reports 2021**

<b>Project Title</b>	<b>Agency</b>	<b>PWC Report</b>	<b>PIR Received</b>
JP157 Replacement Aviation Refuelling Vehicles Infrastructure Project	Defence	1/2018	1 April 2021
HMAS Moreton Units Relocation Project	Defence	6/2017	1 April 2021
LAND 155 Enhanced Gap Crossing Capability Facilities Project	Defence	6/2017	1 April 2021
LAND 998 Ph1 Replacement Aviation Fire Trucks Facilities Project	Defence	N/A <sup>2</sup>	1 April 2021

<sup>1</sup> Post-implementation reports are mandatory for full referrals. Sometimes the Committee requests/receives 'post-implementation reports' at various stages during project delivery, or for medium works. These reports are not published on the Committee's websites and are not listed in this table.

<sup>2</sup> Project increased in cost to exceed referral threshold.

Landing Helicopter Dock Ship Sustainment Facilities – Enhanced Scope Works	Defence	2/2013	5 May 2021
JP154 Phase 1 Defence Counter Improvised Explosive Device Capability	Defence	7/2014	6 May 2021
JP2047 Phase 3 Defence Terrestrial Communications Network Facilities and Infrastructure Project	Defence	4/2014	6 May 2021
Land 17 Phase 1B/1C – Construction and upgrade of indirect fire support facilities	Defence	1/2017	6 May 2021
Puckapunyal Military Area High Voltage Power Supply Upgrade Project	Defence	4/2016	6 May 2021
Seaward Village Phase 3	Defence Housing Australia	5/2017	22 May 2021
Russell Offices building 5 / 6 Infrastructure Upgrade Project	Defence	5/2017	21 June 2021
AIR 9000 Phase 8 MH-60R Seahawk Romeo facilities project	Defence	2/2013	25 June 2021
AIR9000 Phase 7 – Helicopter Aircrew Training System (HATS) Facilities Project	Defence	1/2015	25 June 2021
HMAS <i>Albatross</i> Redevelopment Project, Nowra, New South Wales	Defence	1/2012	25 June 2021
RAAF Base East Sale Redevelopment Project	Defence	1/2012	25 June 2021

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Australian Cyber Security Centre Fit out and Relocation Project, Canberra ACT	Defence	2/2017	3 August 2021
Brisbane New Parallel Runway Works	Airservices	8/2017	11 November 2021
C-17 Facilities, RAAF Base Amberley, QLD	Defence	6/2016	12 November 2021
Delamere Range Redevelopment	Defence	10/2015	12 November 2021
Growler Airborne Electronic Attack Capability Facilities	Defence	10/2015	12 November 2021
Woomera Range Remediation Project	Defence	01/2017	19 November 2021
Villawood Immigration Detention Facility	Department of Finance	6/2009	30 November 2021

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