

# Australian Major Projects Leadership Academy

2023 Prospectus



Level crossing removal at Reservoir, Victoria



# Message from the Chief Executive

I am delighted to introduce the 2023 Australian Major Projects Leadership Academy (AMPLA) Prospectus.

Building public sector project capability is an important priority for the Office of Projects Victoria (OPV), and even more so now given the challenges delivery leaders face in increasing productivity, delivering sustainable projects and creating a culture that prioritises the mental health and wellbeing of workers.

The establishment of AMPLA in 2018 was a much needed, practical initiative; recognising that successful projects begin with great people who are empowered with the right tools and mindsets to lead.

The 2023 program is being delivered in collaboration with the Stanford Center for Professional Development and McKinsey & Company. Together these organisations represent global hallmarks for innovation, education and real-world impact.

Building on the success of previous years, AMPLA's 2023 program includes a stronger and more practical focus on immediate impact. Arguably the most prestigious program of its type in Australia, AMPLA has and will continue to provide a world class development opportunity for leaders in major project delivery. With our new curriculum I know that participants will emerge with the skills, mindsets and behaviours to deliver on the unprecedented levels of infrastructure investment occurring across Australia.

I look forward to sharing stories of AMPLA's impact with you over the next 12 months.



**Cressida Wall**

Chief Executive Officer  
Office of Projects Victoria

## About OPV

The Office of Projects Victoria (OPV) leads and influences excellence in project delivery, to ensure that projects are completed on time and on budget, and the full benefits of the investment are realised for Victorians. OPV does this by providing trusted independent advice to the Victorian Government.

The organisation provides major project learning and development, project portfolio oversight and assurance, independent advice, and targeted support for project leaders.

OPV founded AMPLA to provide a unique development offering that enables major project leaders to reach their full potential and form a network of highly sought-after leaders in the sector.



/ Designed for  
government by  
government in  
collaboration with global  
leaders in innovation

# About AMPLA



/ AMPLA aspires to help major project leaders reach their full potential and transform the culture, productivity and sustainability of the major projects sector in Australia.

The Australian Major Projects Leadership Academy (AMPLA) is a year-long immersive program for experienced public sector major projects leaders. It will be delivered by Professors from Stanford University together with McKinsey & Company. These two world-class organisations have collaborated to create a unique program for Australian public sector major project leaders, drawing together academic excellence and practical experience to create a customised learning experience.

In an increasingly complex environment with greater community interest about major projects and how they are delivered, the role of a project leader is evolving. With an unprecedented pipeline of investment in Australia of \$290 billion over the next ten years, project leaders face international supply chain challenges, changing demographics, ongoing digital disruption and the global imperative to achieve net zero by 2050. AMPLA has been designed to equip major project leaders with the skills, capabilities and mindsets required to successfully navigate this era of growth and transformation.

Today's major project leaders need to build on their strong foundations to better leverage strategic and critical thinking, lead through disruption and make decisions in the face of uncertainty, while ensuring they embed public sector values and build a positive culture that supports the wellbeing of their people.

They must become leaders who:

**Have adaptive leadership skills and are self-aware and resilient**, to manage the more complex stakeholder, governance and regulatory environments

**Can drive a high-performance culture** that prioritises the mental health of team members, encourages diversity and provides opportunities for growth

**Can leverage technical skills and innovations to unlock productivity**, which is needed to ensure projects and the industry deliver better public value and achieve the best outcomes for the community

**Can drive the environmental sustainability and social responsibility agenda** within their organisation and beyond to meet Australia's net zero commitments and create meaningful social outcomes as part of major project delivery

## **/ Building on AMPLA's strong foundations**

The 2023 program builds on strong foundations, leveraging lessons from the first four years and feedback from key stakeholders (participants and their managers) to further enhance the program's outcomes.

Since its inception, the program has had participants from Victoria, New South Wales, Queensland, South Australia, Western Australia and the Australian Capital Territory. Past evaluations of the program show significant impact on participants and managers as below.

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### **For participants**

**93%**

reported a greater ability to adapt their leadership style

**91%**

reported an improvement in their approach to managing major risks and uncertainty

**87%**

saw a change in their stakeholder engagement approach

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### **For managers who sponsored participants:**

**87%**

saw an improvement in stakeholder engagement

**75%**

saw an improvement in leadership abilities

**75%**

saw an improvement in resilience

AMPLA will continue to be evaluated to assess the program's impact on individuals, organisations and the infrastructure sector.

# Program objectives and capabilities

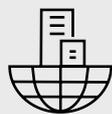
To enable immediate and long-term impact, AMPLA's learning objectives have been designed in response to industry needs and participant feedback. The learning experiences will apply to each participant individually as well as to their organisations; offering insights that are useful in the short term and new tools that will sustain the participants for the foreseeable future.



**Use adaptive leadership skills to optimise major program and project outcomes**



**Define and deliver a high-performance culture in a combined public/private sector project team**



**Unlock productivity growth and embed innovation in public infrastructure**



**Deliver environmental sustainability and social responsibility required for an inclusive net zero future**

## / Use adaptive leadership skills to optimise major program and project outcomes

### Capabilities

Leverage strategic and critical thinking to connect actions with results

Lead through disruption and make decisions in uncertainty

Embed public sector values and positive mental health and wellbeing practices

### Expected outcomes

Achieve more in the multi-faceted stakeholder environment of the public sector, balancing multiple and competing priorities to achieve the greatest value for the public

Better pre-empt and manage issues that affect projects' critical paths



## / Define and deliver a high-performance culture in a combined public/private sector project team

### Capabilities

Create a diverse and inclusive culture

Build adaptive and resilient teams

Create a peer network to improve inter-governmental collaboration

### Expected outcomes

Better understand and prioritise psychological safety

Empower teams to achieve their best - giving latitude while providing guidance in managing projects and in the broader context

## Unlock productivity growth and embed innovation in public infrastructure

### Capabilities

Adopt value-creating, digital and data-led practices to improve project outcomes for the community

Design fit-for-purpose contracting and negotiation practices

Enhance public-sector governance practices when delivering major projects

### Expected outcomes

Complement their existing project delivery toolkit to identify and deploy tools that will make a step change on projects e.g.

- Use digital innovation to support more efficient design approaches and use data and analytics to drive process improvement across the project lifecycle
- Negotiate to achieve the optimal value for the community through contracting practices and management of the contract throughout the project or program lifecycle
- Develop governance arrangements that are embedded into the project and support the team



## Deliver environmental sustainability and social responsibility required for an inclusive net zero future

### Capabilities

Design, procure and deliver new projects that are climate resilient and support a net-zero future

Deliver existing projects that are climate resilient and support a net-zero future

Influence and drive social responsibility and ESG across government

### Expected outcomes

Identify where and how to cost effectively decarbonise major project delivery

Maintain the project vision and desired decarbonisation objectives over the course of a project as priorities change and budget and schedule pressures increase

Support a holistic approach to social procurement and practices focusing on the outcome for the community in conjunction with the delivery aims of the project or program of works



# Program Overview

## / Program Format

AMPLA will be delivered as a blended model of in-person immersive experiences, small group sessions, project work and self-paced online modules. There are six key elements:



### Skills baseline

At the beginning of the program, each participant will complete a personal skills baseline and identify individual learning priorities. The baseline will be used to tailor the learning journey and measure personal growth at the end of the program.



### Residential program

Participants will attend three, four-day immersive in-person learning experiences, where they will explore topics with a diverse Stanford and McKinsey faculty, and experience breakthrough learning moments, while building deep connection with peers.



### Individual transformation project

Throughout the year, participants will apply practices and techniques from the course to their own projects/ workplaces and will work with coaches and peer groups to share progress, achievements and challenges. In the final residential participants will submit a reflection paper and personal transformation plan.



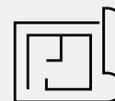
### Small group peer-based learning

Participants will be matched with a small and diverse group of peers from the program. Groups will work together on cases and meet regularly over the year to progress their individual transformation projects ahead of residentials.



### Stanford/ McKinsey online modules

Self-paced, online learning modules will be available from Stanford and McKinsey educational libraries, tailored to individual development needs, to supplement learning in between residentials.



### Capstone presentation

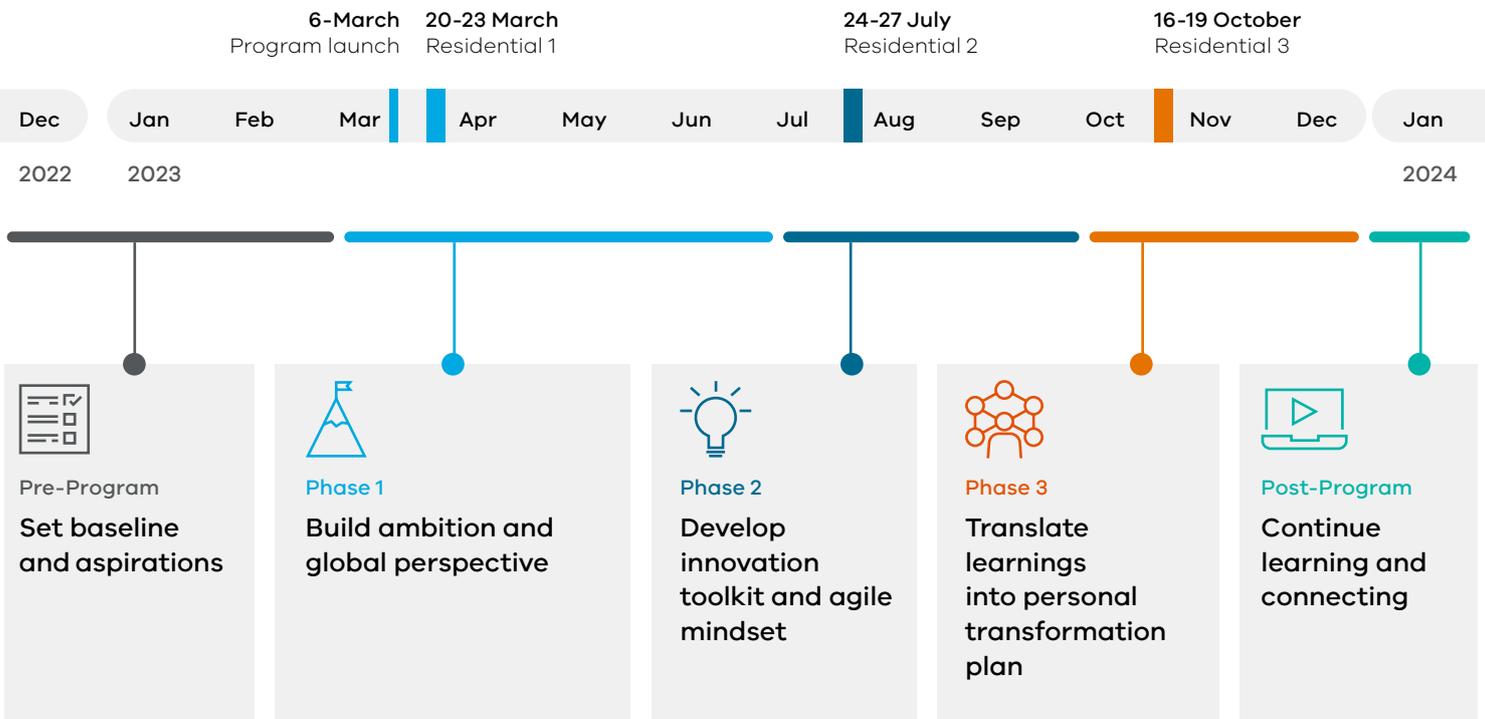
In the final residential, participants will present recommendations for a real-world project example to a Board of senior public executives with a small group of peers, demonstrating application of concepts learned in the program.



Casey Hospital Expansion, Victoria

# / Learning Journey

The Participant Experience



## Key Activities

- Complete skills baseline
- Set personal aspirations
- Meet cohort and faculty at program launch
- Attend Residential 1
- Establish peer groups
- Set personal leadership and project improvement objectives for the year
- Practice learnings and meet with peer group and coaches regularly to share progress, achievements and challenges
- Commence self-paced online learning
- Attend Residential 2
- Meet with peer group and coaches to work on project and leadership objectives
- Progress self-paced online learning
- Attend Residential 3
- Deliver Capstone presentations
- Prepare and share personal transformation plan with manager and coaches
- Celebrate learning journey with peers and managers and receive certificate of completion
- Access unique alumni benefits, including online research databases, AMPLA faculty and events
- Continue peer group connection through alumni events

# / Residential Experience

Residentials are four-day, in-person, immersive learning experiences

## Residential 1

20-23 March

### Key topics:

Case for change and your role as a major projects leader

Value creation in capital projects

Strategic leadership

Health and performance

## Residential 2

24-27 July

Data-driven decision making

Navigating disruption

Fostering inclusive and diverse teams

Culture transformation

Sustainable design and delivery

## Residential 3

16-19 October

Public sector governance and influence

Systems transformation

Authentic leadership

### Experiences:

Explore real-world cases, root causes of systemic challenges and how they can be most effectively worked through in a public sector context

Learn best-in-class practice from Stanford and McKinsey faculty through bespoke offerings

Engage with experienced senior executives who have successfully navigated and delivered under public scrutiny in Australia in fireside chats

Visit major project sites and hear from leaders who have deployed innovative practices to deliver significant scope, cost and time efficiencies on their major projects

Work with a complementary group of peers to solve problems and be coached to become a high performing peer network

Experience breakthrough learning moments while building deep connections with peers

# About the Stanford & McKinsey collaboration

The AMPLA 2023 program is developed in collaboration with the Stanford Center for Professional Development (SCPD) and McKinsey & Company. This collaboration brings a holistic value proposition that covers major capital projects, leadership, public sector, academic learning and behavioural change science.

SCPD is a longstanding leader in global, online and extended education, increasing access to Stanford University's teaching and research and creating a global community of learners, industry leaders, and educators. SCPD works closely with Stanford faculty across the university, as well as industry experts, to design and deliver engaging, immersive educational programs in Europe, South America, Asia, North America and now Australia.

Stanford educational programs impart the mindset, knowledge, and skills essential to drive innovation, manage the impact of disruption in technology and business, and transform industry, government, and other organisations. SCPD is housed within the Stanford School of Engineering, long at the forefront of innovation, ground breaking interdisciplinary research, and the creation of pivotal technologies that have transformed the worlds of information technology, communications, health care, energy, business and beyond.

McKinsey & Company is the trusted advisor and counsellor to many of the world's most influential businesses and institutions. As a truly global management consulting firm, its scale, scope and knowledge allows it to address problems in unique ways; bringing deep functional and industry expertise as well as a breadth of geographical reach.

As the partner of choice for organisations seeking to maximise the impact of their leadership, McKinsey is one of the largest providers of leadership development in Australia and globally, with 300+ client specific learning journeys delivered each year. Additionally, over the past five years, McKinsey has delivered impact across 1,450+ capital projects globally and infrastructure engagements worth \$1.5tn USD.

This combined horsepower of both SCPD and McKinsey & Company fuels the blended learning approach used in the design of AMPLA 2023. It ensures that the real-world skills of leaders are enhanced from their very first engagement with the program.

This collaboration also brings together the global reach and network of both organisations collectively to an Australian audience for the first time. Participants will have unparalleled access to faculty and industry experts from both SCPD and McKinsey, from whom they can receive additional insight above and beyond the course content.

# Faculty

**/ A mix of Stanford and McKinsey & Company faculty will deliver the program to bring the best of both organisations to the learning journey.**



**Ishaan Nangia**

**Partner,  
McKinsey & Company**

Ishaan brings extensive experience in leading client services in capital excellence across infrastructure, real estate, telecommunications and mining in Australia, New Zealand and the United Kingdom. He co-authored "Australia's Infrastructure Innovation Imperative" – McKinsey's perspective on six levers to transform productivity in the delivery of transport infrastructure projects, and is currently the Chair of the Committee for Melbourne's "Transport Taskforce". Ishaan is a member of the Business Council of Australia's "Infrastructure & Regional Development Committee".



**Robert Burgelman**

**Professor of Management, Stanford Graduate School of Business, Stanford University**

Robert's research has focused on the role of strategy-making in organisation evolution. He has taught executive programs and led senior and top management seminars for major companies worldwide. He has also served on boards of directors and boards of advisors of several private companies.



**Martin Fischer**

**Professor of Civil and Environmental Engineering and Director of the Center for Integrated Facility Engineering, Stanford University**

Martin's research goals are to improve the productivity of project teams involved in designing, building, and operating facilities and to enhance the sustainability of the built environment. He is known globally for his work and leadership in developing digital methods and in integrating project delivery to increase the productivity of construction project teams, enhance building performance, and create new strategic opportunities for organisations in the construction industry.



**Kimberley Swords**

**Dean of AMPLA program,  
McKinsey & Company**

Kimberley brings extensive public sector leadership, including leading the land use planning and acquisitions for Victoria's Regional Rail Link, five years as Deputy Secretary regulating major projects for the Commonwealth Government, two years as the Chief Advisor Queensland Government Procurement, and the design and delivery of significant leadership programs. She studied organisational design and leadership at RMIT University and has guided leadership development through the first cohort of Victorian Leadership Development Centre (VLDC) participants, the Williamson Community Leadership Program, IPAA (VIC and ACT) Young Professionals, NSW Leadership Academy, and a selection of public sector leadership and executive programs.



**Ben Fletcher**

**Senior Partner,  
McKinsey & Company**

Ben brings 15 years of experience as a global leader in McKinsey's People & Organisational Performance (POP) practice where he leads leadership capability building programs including McKinsey Implementation and McKinsey Academy. Ben specialises in building individual, team and institutional capabilities to power performance transformations, and has extensive experience leading transformations at large organisations that are transitioning to new ways of working.



## Ram Rajagopal

**Associate Professor of Civil and Environmental Engineering, Stanford University**

Ram directs the Stanford Sustainable Systems Lab (S3L), focused on large-scale monitoring, data analytics and stochastic control for infrastructure networks. His current research interests in power systems are in the integration of renewables, smart distribution systems, and demand-side data analytics.



## Emily Kiernan

**Partner,  
McKinsey & Company**

Emily brings a unique perspective having served clients across transport, logistics and infrastructure both in Australia and North America, specialising in large, capital-intensive and typically regulated network businesses. She has worked with clients across all capability areas including strategy, transformation, organisational design, and change management. Her recent focus is on leading diagnostics and large scale transformations in the public and private sector. Emily is also part of McKinsey's CEO Excellence service line with a particular focus on supporting executives transition to new roles.



## Brian Sedar

**Adjunct Professor, Civil and Environmental Engineering, Stanford University**

Brian brings over 35 years of experience in engineering, procurement and construction work spanning project controls, procurement, project development, construction, project management and operations.



## Pamela Hinds

**Professor and Chair of the Department of Management Science and Engineering, Stanford University**

Pamela brings extensive knowledge on the impact of technology on teams, collaboration, and innovation. Her published works explore cross-boundary dynamics, cultural factors in teams and the role of site visits in knowledge sharing. Her current research interests involve looking at the changing nature of work in the face of emerging technologies, including the nature of coordination in open innovation, and the changing role of data analysis.



## Tip Huizenga

**Senior Partner,  
McKinsey & Company**

Tip brings a wealth of experience gained over 30+ years of driving change as an executive, company director and consultant working in industry and partnering with clients in capital intensive industries. He is a co-founder of McKinsey's Transformation practice in ANZ, which saw him take up interim positions in a number of ASX T20 organisations. More recently, he is focusing on improving clients' performance in capital projects as the global lead of McKinsey's Capital Excellence practice.



## Michael Lepech

**Professor of Civil and Environmental Engineering and Senior Fellow at the Woods Institute for the Environment, Stanford University**

Mike directs the Stanford Center for Sustainable Development and Global Competitiveness and the Stanford Center at the Incheon Global Campus. His work combines multi-physics engineering, infrastructure sensing, innovation and entrepreneurship to make our cities progressively smarter and to design and operate built environments that are increasingly decarbonised.



## Emma Loxton

**Partner, McKinsey & Company**

Emma brings a decade of experience in helping clients in the UK and Europe to build strategies, improve commercial functions, and manage mergers across the transportation industry.



## Shannon Peloquin

**Partner, McKinsey & Company**

Shannon brings 15 years of experience as a leader in McKinsey's Capital Projects & Infrastructure and Sustainability practice supporting transportation, infrastructure and major utilities organisations in North America and globally to enhance long-term strategy and investments, operations, safety, and reliability.



## David Dyer

**Partner, McKinsey & Company**

David brings more than 17 years of client service experience across Australia, the UK and Asia, with extensive experience advising State, Federal and international governments on delivering better outcomes for citizens and society.



## Roland Dillon

**Partner, McKinsey & Company**

Roland brings over 10 years of experience serving Governments in Australia, Asia and the U.S. as part of McKinsey's Public Sector practice and is an experienced public sector transformation leader. He is on the board of the McKinsey Centre for Government and leads our global research into what makes public sector transformations successful, including our research, "Delivering for Citizens" which is the largest global data set on public sector transformation.



## Roberto Charron

**Capital Projects Academy, McKinsey & Company**

Roberto brings over 25 years of experience in the design and construction industry, he is one of the leaders of the McKinsey's Capital Excellence Academy and the Project Delivery and Construction service line. He has worked with clients on operational transformation topics in a variety of industries, including Transportation, Healthcare, Oil and Gas, Power Generation, Renewables, Telecommunications and Manufacturing amongst others. He has deep expertise in Lean Construction, Production Planning, Project Controls and Operations Transformation.



## Marc Walker

**Executive Leadership Program, McKinsey & Company**

Marc brings 10 years of experience as a leader in McKinsey's People & Organisational Performance (POP) practice where he focuses on the complex people challenges faced by organisations, with a particular focus on leadership development, facilitating deep shifts in individual and organisational capability building. As a facilitator, he leads a network of learning and development professional advisors and executive coaches. Marc is also the Dean of the Australia & New Zealand Executive Leadership Program and Young Leaders Forum – the largest annual multi-organisation leadership development programs in the region.

# How to apply

## / Participant profile

AMPLA is designed for experienced major project leaders in the public sector. We are seeking a diverse cohort of leaders for our 2023 program.

### A typical AMPLA participant:

- 1 Is a leader who is passionate about transformational change in infrastructure, major project delivery and public service
- 2 Is an executive or senior manager with 10 years or more work experience in government, infrastructure or major project delivery.
- 3 Has had exemplary performance as a leader or team member
- 4 Is open to innovation and diversity of thought

## / Application process

To apply to the program, please submit an application on our program website before **November 27, 2022, 11:59pm AEST**

[Link to program website](#)

### Dates

Application period	29 September – 27 November 2022
Selection & notification	27 November – 6 December 2022
Enrolment & skills baselining	6 December 2022 – 15 February 2023

Please note that participants must have **sponsorship approval from their managers** to be considered for the program.

## / Program fees

The total program fee including GST, payable upon enrolment, is A\$38,390.

This fee includes all classes and learning materials, as well as accommodation and meals for all three residential programs (3 nights, 4 days each).

Please note the total price excludes travel to and from residential and any additional accommodation required.

## / Information sessions

We will be hosting virtual information sessions throughout the application period.

Details are as below:

### Time and Date

9 – 10 am

10 – 11am

9 – 10 am

**4 October 2022**

**13 October 2022**

**27 October 2022**

Sessions will be recorded and available on the program website.

For the latest updates on information sessions, please refer to the program website.

## / Contact Us

Further information about AMPLA 2023 application process is on the program website. Any queries can be directed to OPV at [opvlearning@opv.vic.gov.au](mailto:opvlearning@opv.vic.gov.au).

[Link to program website](#)

If you require further assistance, please contact the OPV-AMPLA coordination team:



**Barnaby Moore**

Senior Manager,  
Workforce Capability

0429 993 161

[barnaby.moore@opv.vic.gov.au](mailto:barnaby.moore@opv.vic.gov.au)



**Adam Gerloff**

Senior Project Officer,  
Workforce Capability

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# FAQs

## **Over what time period will the program take place?**

The AMPLA program will take place over 12 months, running from January to December 2023, including onboarding and post-program activities. The core program components will be delivered between March and October. Participants will start the journey with a skills baseline and faculty 1:1, followed by several in-person and virtual events which include the three, four-day residentials.

## **What is the average time commitment needed to complete the program? Do I need to commit to the full program?**

Participants are expected to attend all scheduled learning events across the 12 months. Course organisers understand the ongoing professional commitments of participants and do their best to schedule learning activities and events with this in mind. The full program of activities is estimated to be approximately 20 working days (including residentials) of participant time over the 12 months.

## **Are participants required to submit assessments?**

Participants will be expected to actively engage with the material provided, including the Capstone presentation. Pre-reading will be required, as well as preparation for presentations throughout the program.

## **Where are the residentials going to be held?**

Residentials will be held in various locations in Australia to create an immersive experience for learning and connection across the cohort.

## **What is the program fee?**

The 2023 program fee for AMPLA is \$38,390 (including GST). This includes accommodation at the residentials, meals, classes and learning materials. It does not include travel costs. When considering participation, please discuss all the costs with your manager.

## **Do I receive a certification upon completion?**

Upon completion, participants will receive a certificate of achievement from the Stanford Center for Professional Development (SCPD).

## **What if I have other questions about AMPLA?**

If you or your organisation requires any further information about AMPLA please contact OPV at [opvlearning@opv.vic.gov.au](mailto:opvlearning@opv.vic.gov.au).

# Insights from the faculty

Participants and sponsors can learn more about our faculty and organisational areas of expertise by clicking on the below list of selected publications.

## Engineering and Capital Excellence

### Integrating Project Delivery

Fischer, M., et al., Wiley, 2017



### Measuring the impact of blockchain and smart contracts on construction supply chain visibility

*Advanced Engineering Informatics*, Hamledari, H. and Fischer, M., 2021



### Digital Twin: From Concept to Practice

*Journal of Management in Engineering*, Agrawal, A., Fischer, M. and Singh, V.2022; 38



### Measuring Progress and Productivity in Model-Driven Engineering for Capital Project Delivery

*Journal of Construction Engineering and Management*, Garcia, G., et al., M.2021; 147



### Virtual design and construction

*Construction Management and Economics*, Kunz, J. and Fischer, M, 2020



### Human-Robot Collaboration in Construction: Opportunities and Challenges

Brosque, C., et al., IEEE, 2020: 338-345



## Engineering and Capital Excellence

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**Making Each Workhour Count: Improving the Prediction of Construction Durations and Resource Allocations**

Fischer, M. et al., Springer International Publishing, 2018: 273–95



**PaToPaEM: A Data-Driven Parameter and Topology Joint Estimation Framework for Time-Varying System in Distribution Grids**

IEEE Transactions on Power Systems, Yu, J., Weng, Y. and Rajagopal, R, 2019; 34 (3): 1682–92



**Australia's infrastructure innovation imperative**

McKinsey & Company, Nangia, I., et al. September 2019



**Bridging the labor mismatch in US construction**

McKinsey & Company, Hovnanian, G., Luby, R., and Peloquin, S., March 2022



**How capital expenditure management can drive performance**

McKinsey & Company, Brinded, T., et al., June 2022



**The next normal in construction**

McKinsey & Company, João Ribeiro, M., et al., June 2020



**Reinventing construction through a productivity revolution,**

McKinsey & Company, Barbosa, F. et al., February 2017



## Strategy and Business

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**Becoming Hewlett Packard:  
Why Strategic Leadership  
Matters**

Burgelman, R.A., McKinney, W. and Meza, P.E., 2016



**Built to Become: Corporate  
Longevity and Strategic  
Leadership**

Burgelman, R.A., 2014



**Cutting the Strategy  
Diamond in High-Technology  
Ventures**

Burgelman, R.A. and Siegel, R 2008



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## Public Sector Leadership

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**The Power of Strategic  
Integration,**

Burgelman, R. and Doz, Y.L., 2001



**The wisdom of  
transformations: How  
successful CEOs think about  
change**

McKinsey & Company, Huizenga, T., et al., July 2019



**Putting people at the  
heart of public-sector  
transformations**

McKinsey & Company, Dillon, R., et al., March 2019



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## Sustainability

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**Transforming capital  
projects to deliver net-zero  
emissions**

McKinsey & Company, Cutler, Z. et al., February 2022



**Action needed: Help  
us measure project  
sustainability**

McKinsey & Company, Heuss, R., et al., September 2021



**Climate change impacts  
on international seaports:  
knowledge, perceptions, and  
planning efforts among port  
administrators**

*Climatic Change*, Becker, A. et al., 2012; 110 (1-2): 5-29





Further information about AMPLA 2023 application process is on the program website.

Any queries can be directed to OPV at [opvlearning@opv.vic.gov.au](mailto:opvlearning@opv.vic.gov.au).

Moggs Creek bridge, Great Ocean Road

[Link to program website](#)