

ADM

AUSTRALIAN DEFENCE MAGAZINE

SERVING THE BUSINESS OF DEFENCE

DEFENCE WEEK PREMIUM EDITION



Soldiers from Special Operations Task Group prepare during a night-time operation in Afghanistan, June 2008.

DEFENCE

BRERETON IGADF REDACTED REPORT RELEASED

This morning the government presented a main summary of the findings of the Brereton inquiry, a long-running investigation into alleged war crimes committed by Australian special forces in Afghanistan.

**KATHERINE ZIESING AND EWEN LEVICK |
CANBERRA AND SYDNEY**

The publicly available version of the report will be published on the Defence website.

Rumours of unlawful conduct have been circulating for years, with varying levels of detail reported by the ABC's Afghan Files along others, which have led to numerous subsequent media investigations alongside the four-year long Brereton inquiry. As the report notes 'the short and sad answer to that question is that there is substance to these rumours.'

The probe was sparked by a report authored by Dr

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Samantha Cromptvoets in 2016, originally commissioned by then Chief of Army and now Chief of the Defence Force General Angus Campbell to look into the uneasy relationship between the two arms of the Special Forces; the SASR and Commandos.

Instead, according to remarks in Nine newspapers, Dr Cromptvoets found that the men she interviewed wanted to talk about something else: horrific war crimes committed by select groups of soldiers in those units and a 'bystander culture' within the chain of command.

GEN Campbell encouraged her to find the truth, which eventually snowballed into the Brereton inquiry and a major reckoning for the Special Forces.

"THE REPORT CONCLUDES THAT THERE WERE 39 INDIVIDUALS KILLED, A FURTHER TWO CRUELLY TREATED, AND A TOTAL OF 25 CURRENT OR FORMER ADF PERSONNEL WHO WERE PERPETRATORS EITHER AS PRINCIPALS OR ACCESSORIES"

"Cutting corners, ignoring and bending rules was normalised," GEN Campbell said at the report's release. "What emerged was a toxic competitiveness between the SASR and Commando regiments."

ADM is not the place to find detailed coverage of this inquiry's findings. Our motto is 'Serving the Business of Defence'; we write about the people and businesses working to provide Australian soldiers, sailors and airmen and airwomen with the equipment and platforms they

need to keep this country safe.

However, as a military-focused magazine, we can't ignore a difficult truth. The report concludes that there were 39 individuals killed, a further two cruelly treated, and a total of 25 current or former ADF personnel who were perpetrators either as principals or accessories, on either single or multiple occasions. This information is affecting everyone in the military community whether they wear a uniform or not.

It is also important not to understate the truth. Some have suggested that these crimes were committed in the 'fog of war' or in the heat of battle, and that the behaviour can't or shouldn't be judged by those who weren't there. But as the CDF said today, this is not the case.

"None of the incidents occurred in the heat of battle," GEN Campbell said. "The unlawful killing of civilians and prisoners is never acceptable. It's my duty and that of fellow chiefs to set things right. Accountability rests with those who allegedly broke the law and the chain of command. Rules were broken, stories concocted, lies told and prisoners killed. Once that rule was broken so too for some was any further restraint. Those who wished to speak up were discouraged, ignored or discredited."

The report makes a distinction that the 28 examined events were *not* in the heat of



battle, and that 23 incidents involving 25 people merit legal follow up. The four-year effort saw in excess of 20,000 documents and 25,000 images sourced and reviewed as well as 510 interviews of 423 witnesses.

A review into the leadership ethics of Special Operations Command (SOCOMD) carried out by Professor David Whetham of King's College London, Assistant Inspector-General of the ADF concluded that 'SOCOMD personnel during the period 2007 to 2014 draws a picture of gradual erosion of standards over time resulting in a culture within which, ultimately, war crimes were tolerated.' The entirety of Annex A of the

report details the 'slippery slope' that SOCOMD travelled to get to this point, with their legal support teams watering down reports to avoid further scrutiny.

"ADM'S THOUGHTS ARE WITH THOSE AFFECTED, WHETHER AFGHAN OR AUSTRALIAN, MILITARY OR CIVILIAN"

"This was not all of SOCOMD," GEN Campbell said. "Task group commanders bear responsibility for what happened under their command."

The report recommends that 36 matters be referred to the Australian Federal Police with others to be dealt with through internal administrative action.

The report is also uses strong language to confirm that just because there is 'credible information' in certain circumstances, this does not mean the matter will be pursued legally as the IGADF inquiry has similar powers to compel witnesses to that of a Royal Commission.

The report also says that some awards and honours should also be reviewed. The CDF will follow this recommendation by asking the Governor General to revoke a number of unit citations from the period, including those of Special Operations Command.

Most importantly, we cannot ignore the victims of the crimes that Australian forces committed in Afghanistan.

The first are the people killed unlawfully. There are families senselessly ripped apart and they deserve justice. They also deserve support, in the same way we offer support to veterans traumatised by the exact same events.

Prime Minister Scott Morrison contacted the Afghan president on the morning the report was released to communicate this sentiment, with the CDF also doing the same to his counterpart.

The second are the ADF members who courageously came forward to expose the lawlessness within their own ranks. In too many cases, the things they saw – the evidence they gave to the inquiry – have since cost them their lives. They too deserve justice.

There have been complaints that the process took a long time. Given the nature of the events, time was needed to confirm details and make a thorough investigation, and an uncomfortable future now awaits a number of current and former ADF personnel.

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There are some small positives. The fact that this inquiry happened at all is a testament to the bravery of the soldiers who spoke out and to the ADF's willingness to let them speak. It is also a testament to a culture of integrity in the ADF that runs deeper than the disastrous failings that allowed these crimes to happen.

It is somewhat comforting to note that a five year comprehensive reform program within SOCOMD is ongoing and will continue.

As the consequences of this inquiry now play out, ADM's thoughts are with those affected, whether Afghan or Australian, military or civilian, serving member or veteran. Support services are listed on the Defence website at: <https://www.defence.gov.au/mjs/welfare-support-services.asp>.

JAVELIN VS SPIKE FOR ADF

The State Department made a determination approving a possible Foreign Military Sale (FMS) to the Government of Australia of Javelin missiles and related equipment for an estimated cost of \$US46 million for 200 missiles, according to a statement from the Defense Security Cooperation Agency (DSCA) notifying Congress of this possible sale on October 30.

KATHERINE ZIESING | CANBERRA

ADM understands that a Javelin is roughly \$US100,000 per missile; what is the rest of the \$US46 million sum for, I wonder?

The ADF is seeking to fill a short-term shortfall in its Javelin missile inventory in order to maintain the appropriate level of readiness, according to the DSCA statement. These missiles will be provided from US Army stocks.

Considering that the Australian Army is moving towards the Spike LR missile, at least for Land 400, this is a large order for a capability that is going to be soon competed under the dismounted capability. And Land 159's Lethality program also encompasses elements for such a capability in the mid-2020s – Land 159 Tranche 2 includes a requirement for Medium and Long Range Direct Fire Support Weapon capabilities. Land 159 Tranche 2 is scheduled for first pass consideration in early 2022, with second pass consideration in 2025/25 financial year.

"WHAT IS THE REST OF THE \$US46 MILLION SUM FOR, I WONDER?"

"The Javelin Missile is used by the Australian Army to defeat enemy armoured vehicles and bunkers," according to a statement from Defence. "It is a portable system that can be carried by dismounted soldiers. This missile can only be procured from the US Government through a FMS arrangement.

"The procurement of up to 200 Javelin Missiles is a routine sustainment activity to ensure the Australian Army remains equipped to deliver the range of options required by Government until a successor capability is identified through Tranche 2 of the Land 159 Lethality Systems Project.



3rd Battalion, Royal Australian Regiment's Direct Fire Support Weapons Platoon fire a Javelin weapon system.

DEFENCE

"The total estimated value of USD\$46 million for this procurement includes up to 200 missiles, technical assistance and related elements of logistics and program support," Defence confirmed. "Existing stockholdings of Javelin Missile are in a serviceable condition. There is no requirement for refurbishment.

"The Capability Manager has determined that the Rafael Spike LR2 best meets the needs of the Land 159 Long Range Direct Fire Support Weapon," the statement continued. "A decision has yet to be made on the Medium Range Direct Fire Support Weapon. There is no impact stemming from this procurement on the dismounted capability under Land 159, nor any effect on Land 400 Phase 2 or Phase 3.

ADM Comment: Given that Army, and the wider ADF, is moving towards a more consolidated approach when it comes to the various natures of missiles and munitions it seems an odd buy. Then again, as *ADM's* November edition points out in the View from Canberra, such munitions are spent quickly when they are needed and the supply chain to get more is far from our control.

MOST READ ONLINE AT WWW.AUSTRALIANDEFENCE.COM.AU



1. [Hanwha selects Kongsberg as C4 partner under Land 8116 Phase 1](#)
2. [Rheinmetall unveils first Lynx for Land 400 Phase 3](#)
3. [New facilities to support next-gen armoured vehicles](#)
4. [Greenvale training area progresses](#)
5. [Hanwha to build self-propelled howitzers in Geelong](#)



DEFENCE MINISTER REBUFFS SUBMARINE CRITICS

In a speech to the Submarine Institute of Australia conference this week, Minister for Defence Linda Reynolds has pushed back against the argument that submarines are obsolete.

“Some commentators assert that submarines will soon be obsolete due to advances in sensors, autonomous platforms and other technologies,” Minister Reynolds said. “This is not correct. It is too simplistic, and it is not evidence-based.

“Yes, some technological developments may make submarines easier to detect. But there are other technologies that may improve a submarine’s ability to evade detection. What Australia needs – and what this Government is focused on – is a long-term strategy to evolve and adapt to changing technological developments.

“And this is exactly what we are doing – knowing that the physics and the environmental complexities of undersea warfare will not change.”

Minister Reynolds then argued that expanding submarine fleets across the region are further evidence that the platform remains at the centre of naval strategy.

“Across the Indo-Pacific, other nations are investing in, and expanding, their submarine fleets,” Minister Reynolds said. “And also their anti-submarine warfare capabilities. By 2030, it is estimated that over half of the world’s submarines will be operating in our region.

“Over 300. Submarines are not just important in the view of this Australian Government – this is the view of every significant power in our region.

“[This] is a straightforward statement that submarines are a globally recognised 21st century maritime force. Nations recognise their versatility. And they recognise their unique strength as a deterrence but also as a strike capability.”



HMAS *Farncomb* sails into Albany, WA.

DEFENCE

Minister Reynolds also commented on the budget status of the Attack class build.

"The most effective way to measure the cost performance of any decades-long project is through constant dollars," Minister Reynolds said. "In the 2016 Defence White Paper, it had an estimated acquisition cost of the equivalent of \$50 billion in 2016 constant dollars.

**"SUBMARINES ARE A
GLOBALLY RECOGNISED 21ST
CENTURY MARITIME FORCE"**

"After the Competitive Evaluation Process the estimated cost was still \$50 billion in 2016 constant dollars. And today, with the program now well underway, the estimated cost is still \$50 billion in 2016 constant dollars.

"Let me be very clear. The Attack Class submarine program is being driven to this budget. And Naval Group has assured me they are on track to enter Systems Functional review milestone in January next year."

LOCKHEED MARTIN ISSUES NEW RESEARCH CONTRACTS FOR SUB COMBAT SYSTEM

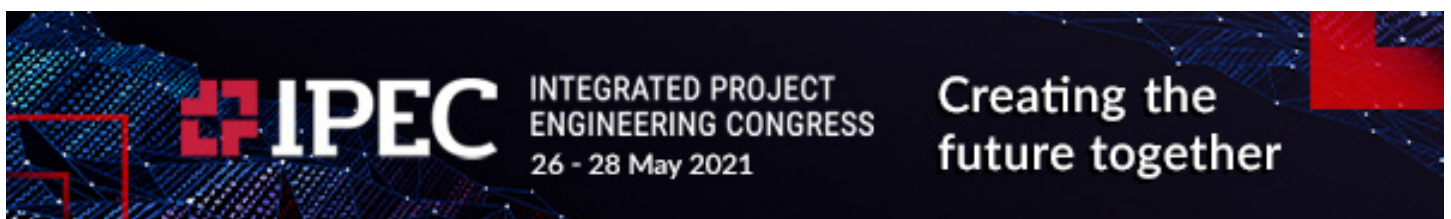
Lockheed Martin Australia has announced the award of seven contracts to Australian industry and academic organisations for a combined value of \$525,000 to author White Papers on the development of novel and emerging advanced technologies in support of Australia's Attack Class submarine combat system.

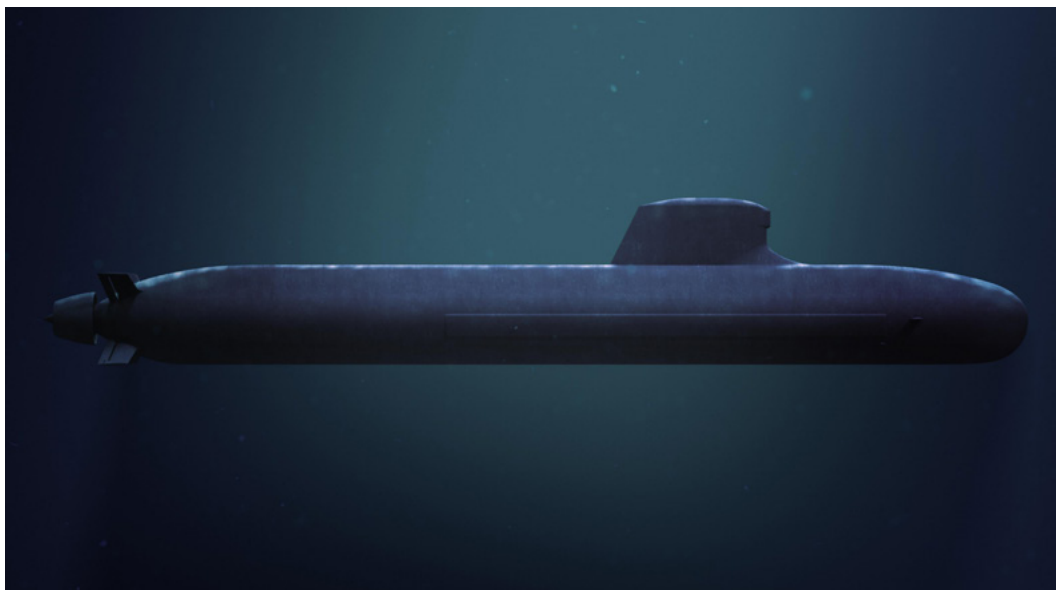
This is the third cycle of research and development (R&D), which is funded under the Future Submarine Combat System Integrator Program, bringing the total awarded to date to over A\$2m across 19 industry and research organisations.

The R&D program is based on an on-going 9-month cyclic process funded by the Commonwealth and administered under the Lockheed Martin Australia contract. Each R&D cycle consists of proposals from industry and academia against a set of published R&D topics.

After a competitive review and assessment, selected responses are awarded a contract to fund development of a White Paper. Upon completion of the White Papers, further contracts may be awarded to selected respondents for ongoing capability research.

Two earlier R&D cycles (Cycle 1 and Cycle 2) are currently underway with those White Papers currently being assessed for longer term funding.





The research is funded under the Future Submarine Combat System Integrator Program.

NAVAL GROUP

“Lockheed Martin Australia congratulates the seven new R&D contract recipients and we look forward to seeing their technology concepts continue to develop as White Papers,” Joe North, Chief Executive, Lockheed Martin Australia and NZ, said. “With a total of 19 unique Australian industry and research organisations participat-

ing to date, the Attack Class Combat System R&D program demonstrates Australia’s world-class sovereign capabilities will play a critical role in delivering a regionally superior submarine fleet.”

“LOCKHEED MARTIN AUSTRALIA CONGRATULATES THE SEVEN NEW R&D CONTRACT RECIPIENTS”

A total of 27 responses were received across the six Cycle 3 R&D topics, with seven successful organisations awarded contracts of \$75,000 each: Solinnov, Curtin University, IPACS, Saab,

EM Solutions, UniSA, and the University of Newcastle.

The news came around the same time as Naval Group revealed that 120 companies in Australia have applied to become tier one capability partners for the 12 new submarines, after the release of a landmark local manufacturing package worth almost \$900 million.

PEOPLE ON THE MOVE

The election for members of the SIA Committee was held at the 22nd Annual General Meeting held at Hotel Realm Canberra (and online) on 18 November 2020. The SIA Committee for the next 12 months is: President: Mark Sander (elected unopposed). Vice-President: Michael Fitzgerald (elected unopposed). Secretary: Frank Owen (halfway through the 2-year term – elected in 2019). Treasurer: Chris Skinner (elected unopposed). Ordinary Committee Members: Errika Meades, Toff Idrus, Simon Rusiti, Rebecca Brickhill, Jamie Robinson. Two other candidates have agreed to join the Committee as co-opted members. This means they can contribute to the business of the Committee but do not have voting rights. Those members are Terry Roach and Johnathon Borella.

CENSUS REVEALS INDIGENOUS AND FEMALE CONTRIBUTIONS TO ADF

Participation in the ADF by women and Aboriginal and Torres Strait Islander peoples has increased in the last four years, revealed in the recently-released 2019 Defence Census Public Report.

Minister for Defence Personnel Darren Chester said the Census provided valuable data on the demographic profile of the Defence workforce and assisted in the development of policies and conditions that keep pace with contemporary changes in Defence and Australian society.

“Providing a moment-in-time snapshot of the Defence workforce and their families, the Census highlights trends in areas such as education, work-life-balance and family circumstances,” Chester said. “Since 2015, female representation across the ADF has increased by 3.1 per cent, with Air Force seeing a four per cent increase during that time.

“Similarly, ADF personnel who identified as Aboriginal and Torres Strait Islander increased from 2.3 per cent in 2015 to 3.7 per cent in 2019.

“This is great to see as it highlights that we are attracting a diverse range of people, which only makes our ADF better.”

The Census also tracks data on the families of serving personnel, which showed that 79 per cent of all Defence spouses were employed, while eight per cent were not employed and looking for work.



Corporal John McBeth participates in the smoking ceremony during the launch of 2020 NAIDOC Week at Russell Offices, Canberra. DEFENCE

For the first time, Defence collected information about study and use of science, technology, engineering and mathematics (STEM) qualifications, to assist with the development of Defence STEM capability.

“Thirty-nine per cent of the overall Defence workforce have a STEM qualification, with the top STEM field of study being engineering,” Chester said.

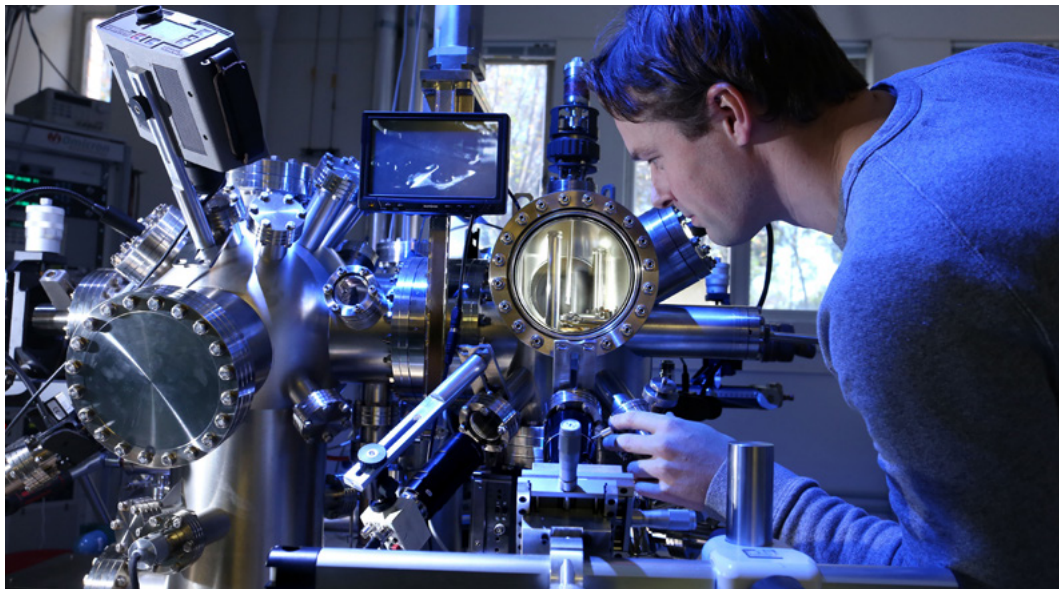
More than 50,000 ADF personnel and Defence Australian Public Service employees took part in the 2019 Defence Census.

DEFENCE LOOKS FOR QUANTUM SOLUTIONS

Defence is seeking submissions to a number of quantum challenges on the horizon.

Specifically, Defence wants to know: whether sensors can deliver enhanced detection and imaging of gravitational and magnetic anomalies; whether quantum computers can deliver enhanced decision making in operational planning; and whether there are effective countermeasures to quantum communications.

Examples include detecting concealed subterranean structures, voids and tunnels;



Defence is seeking quantum solutions to tricky problems.

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using quantum algorithms to improve resupply; and disrupting satellite-mediated quantum communications.

“These examples have been chosen because they are both sufficiently specific and tangible for respondents to make appropriate assumptions and produce meaningful results, whilst also being applicable to other situations and tasks in land operations,” Defence said.

**“EXAMPLES INCLUDE
DETECTING CONCEALED
SUBTERRANEAN
STRUCTURES, VOIDS
AND TUNNELS”**

Demonstrations will be made at the first Army Quantum Technology Exploration Day, (AQTED) to be held on 20 April 2021 at the Brisbane Exhibition Centre.

The AQTEDs are designed to enable Army to issue challenges that test specific hypotheses of quantum technology applications in land operations, to provide forums for the generation of new ideas of quantum technology applications, establish networks and assess teams.

Defence has allocated \$200,000 for the procurement process
More details are available in this week's ADM Tenders.

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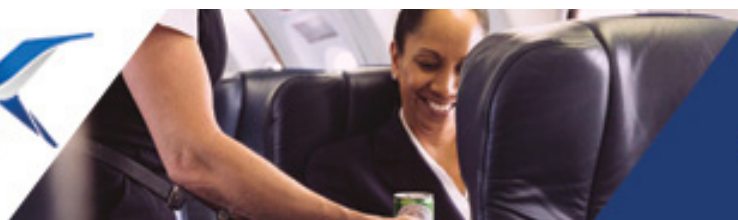
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FORTHCOMING EVENTS

ADM EVENTS

More detail on ADM Events can be found on our [dedicated website](#).

- [ADM Space Summit](#) – 2 December 2020, Hyatt Hotel | Canberra and online
- [ADM Congress](#) – 3 February 2021, NCC | Canberra and Online
- [ADM Defence Estate and Base Services Summit](#) – 23 February 2021, Hotel Realm | Canberra and Online

WEBINAR: US-AUSTRALIA DIALOGUE ON QUANTUM IN DEFENCE INNOVATION

DATE 22 November 2020
LOCATION Online
WEBSITE <https://bit.ly/3pLwSOj>

G'Day USA and American Australian Association are proud to present the US-Australia Dialogue on Quantum in Defence Innovation to showcase Australian capabilities and strengthen bilateral cooperation and commercialisation of Australian defence innovation.

DEFENCE INNOVATION 2020

DATE 23-27 November 2020
LOCATION Online
WEBSITE <http://bit.ly/2TRS3Q0>

The Defence Innovation 2020 online conference will provide a unique opportunity for Australia's defence industry and innovation sector to learn more about how to turn creative ideas into ground-breaking defence capabilities. From 23-27 November 2020, delegates will hear from senior Defence leaders and engage directly with capability managers and experts during six 90-minute webinars.

ONLINE WORKSHOP: LEVERAGING THE COVID-19 MANUFACTURERS RESPONSE REGISTER

DATE 26 November 2020
LOCATION Online
WEBSITE <https://www.amgc.org.au/>

This online workshop will feature briefings from AMGC staff and industry representatives about how to best set up your profile, create requests or product posts, identify possible business leads, what can be found on the Register and, importantly, industry success stories.

NAVY WARFARE INNOVATION WORKSHOP

DATE 7-10 December 2020
LOCATION Hybrid online/in person
WEBSITE <https://navyinnovation.org>

The NWIW actualises CN Navy Industry Engagement Strategy and the deep transformational relationships that it calls for beyond Industry as a FIC. In CN's words in the recent Commander's Intent (update 2020) "Australians are called to be part of something bigger, to see in our Navy the attributes of a unique, representative, an inclusive organisation worthy of their commitment and service." It is in that spirit that Navy asks Industry, Academia, Science, Technologists, Start-ups and the wider Defence Innovation ecosystem to join their personnel for 3 days to co-design proposals in response to a potential future 2030 scenario.

43RD COSPAR SCIENTIFIC ASSEMBLY

DATE 28 Jan-4 Feb 2021
LOCATION International Convention Centre Sydney
WEBSITE cospar2020.org

The Australian space research community enthusiastically extends the invitation to you, to meet with us for COSPAR 2020, and in so doing to forge the friendships and opportunities that will connect space research for global impact. The 2020 Assembly will combine the latest in space research findings with activities designed to enrich the global space research community – including helping equip our future leaders, and workshoping with space industry – and inspire the next generation of scientists and engineers.

LOCATE21

DATE 30 March – 1 April 2021 (rescheduled dates)
LOCATION Brisbane Convention and Exhibition Centre
WEBSITE locateconference.com/2021

Due to COVID-19, Locate20 has been rescheduled for Locate21 happening in Brisbane March 30 – 1 April 2021. The event will focus on how geospatial technologies are intersecting with business, Government and defence to address national challenges. It's Australia's premier spatial conference with the inclusion of over 50 inspiring thought-leaders including speakers from government, academia, the defence force, technology, mining, natural resources and more. We believe this conference is of interest to defence personnel.

LAND FORCES 2021

DATE June 1-3 2021
LOCATION Brisbane Convention Centre
WEBSITE landforces.com.au

The biennial LAND FORCES exposition is an international industry event to showcase equipment, technology and services for the armies of Australia and the Indo-Asia-Pacific. The Land Forces 2020 team is now setting about ensuring the event will achieve its goals of providing an effective platform for the exchange of ideas on key land forces issues and of taking Australian industry to the world.

ROTORTECH 2021

DATE 15-17 June 2021
LOCATION Royal International Convention Centre, Brisbane
WEBSITE rotortech.com.au

The new dates for Rotortech will be Tuesday 15 June to Thursday 17 June 2021. The venue, the Royal International Convention Centre in Brisbane, is unchanged. Rotortech is the region's premier helicopter and unmanned flight systems showcase and forum, featuring more than 100 participating companies and key speakers from industry and government. We believe that deferring Rotortech to its new June 2021 dates will achieve this goal by moving the event to a time where the COVID situation will have improved and the current uncertainties will have passed.

PROJECT AND PROGRAM MANAGEMENT SYMPOSIUM

DATE 10 – 12 August 2021 (rescheduled dates)
LOCATION Canberra Rex Hotel
WEBSITE pgcsymposium.org.au

Foresight is more valuable than hindsight! PGCS 2020 is designed to help project and program managers, and their sponsors and senior managers, develop the skills and understanding needed to deliver projects success in the next decade. Creating the organisational capability needed to underpin the consistent delivery of successful projects in the 2020's starts at the top. Now in its 8th year, PGCS 2020 will focus on ways to build the foundations needed to create project and program success

AVALON 2021**DATE** 23-28 November 2021**LOCATION** Avalon Airport

The Australian International Airshow and Aerospace & Defence Exposition is one of Asia-Pacific's most prestigious aviation and aerospace events and the most comprehensive aviation, aerospace and defence exposition in the southern hemisphere. Avalon hosts multiple concurrent conferences and expo streams, across the spectrum of Defence, Airlines, Business and General Aviation, Sport and Recreational Aviation, Airports, MRO, Space, Unmanned Systems, Air Safety and Ground Equipment.

2022**INDO PACIFIC 2022****DATE** 12 May 2022**LOCATION** ICC Sydney**WEBSITE** pacificexpo.com.au

INDO PACIFIC, the biennial International Maritime Exposition, will combine an extensive exhibition presence, a comprehensive conference program and a schedule of networking and promotional opportunities. It will be the 12th iteration of this internationally renowned event, and will be a critical link event for Defence, government and industry as Australia defines how it will invest \$90 billion on new ships, submarines and their systems and support.

VARIOUS DATES**ASDEFCON TD /IP ONLINE COURSES****DATE** Various**LOCATION** Online**WEBSITE** defence@majortraining.com.au

Defence have begun online delivery of its short course on the Technical Data / Intellectual Property (TD/IP) clauses in its ASDEFCON suite of templates. These clauses provide far more flexibility and scope to deal with TD/IP issues than the previous ones. Defence will offer a number of spaces to Defence Industry on each online course to ensure the new TD/IP regime is successfully adopted by industry. These positions are centrally funded by Defence.

NSW DEFENCE INNOVATION NETWORK'S REGIONAL ROAD SHOW

DATE: Various

LOCATION: Various

WEBSITE: defenceinnovationnetwork.com/din-regional-road-show-2019-20

NSW Defence Innovation Network and AIDN will be undertaking a series of small business focused regional forums across NSW. Register to attend and hear about the programs, grants, opportunities and services the NSW Defence Innovation Network (DIN) provides to the small business community across NSW. We encourage small businesses to engage with us and participate in opportunities across our networks, including DIN's seven partner universities, as well as with other state and federal agencies.

ICCPM ONLINE WORKSHOPS

DATE Various

LOCATION Online

WEBSITE iccpm.com/online-workshop-webinars

Designed to support project teams who are experiencing new challenges due to COVID-19 concerns – Learn how to mitigate new risk levels, effectively deploy virtual teams, manage messy problems and more. ICCPM Online Workshops and Webinars provide you with an easily accessible and engaging option to continue your training from anywhere in the world. These options provide you and your team with a conducive learning environment to support your complex project success.

ICCPM ROUNDTABLE WORKSHOPS

DATE Various

LOCATION Various

WEBSITE iccpm.com/2020-rs

ICCPM, with Series Partner QUTeX, is pleased to confirm the upcoming Workshops for the 2020 International Roundtable Series Harnessing Emergence in Complex Projects: Risk, Uncertainty and Opportunity. The International Roundtable Series is an exciting Thought Leadership initiative where senior practitioners and leading academics come together and discuss the Series Theme to produce new insights and practical steps to improve complex project success. Registrations for in-person workshops are strictly limited to comply with COVID-19 venue safety guidelines. Please refer to each event page for more details.