



Select Committee on the 2026 Commonwealth Games Bid

DEPARTMENT / AGENCY QUESTIONNAIRE, SEPTEMBER 2023

The Inquiry

On 2 August 2023, the Legislative Council resolved to establish a select committee to investigate and report on the 2026 Commonwealth Games and the progress of the regional infrastructure build. An interim report is due by April 2024 and a final report is due by April 2025.

Terms of Reference

A Select Committee of nine members be appointed to inquire into, consider and report on the 2026 Commonwealth Games and the progress of the regional infrastructure build, including but not limited to —

- (a) the potential failures in governance, probity and procurement processes in the Victorian Government's bid, contract, and termination of the 2026 Commonwealth Games;
- (b) the impacts of the contract termination of the Commonwealth Games on Victoria's reputation, business community, tourism, and major events;
- (c) the Victorian Government advice received from government departments, councils, agencies, consultants, and contractors;
- (d) the potential of undue influence by the executive on the independence of the public service;
- (e) the timeline, progress and budget of the Victorian Government's regional infrastructure and housing build;
- (f) the impact on community, social, amateur, and professional sport in Victoria;
- (g) any other relevant matter.

Questionnaire to relevant departments and agencies

This questionnaire seeks information about how the terms of reference affects each department or agency including budget allocations, infrastructure projects and assets, and other key economic, financial management and emerging issues.

Please answer all questions that may be applicable to your department/agency and advise if some, or all questions are not applicable.

Timeline and format

Responses to this questionnaire are due by **5.00pm on Monday, 2 October 2023**. It is essential that the Committee receive responses by this date to allow sufficient time to consider them before public hearings which are likely to commence in early October 2023. The completed questionnaire should be sent (in the format received) to: commonwealthgames@parliament.vic.gov.au

1) What progress had been made in implementing the major initiatives/programs for the department/agency relevant to the 2026 Commonwealth Games. Please identify a minimum of ten initiatives/programs.

Major milestone/ initiative	Objective	Financial Output (to date)	Allocated Budget	Activities undertaken
Delivering the Victoria 2026 Commonwealth Games (the Games)	Meet the requirements of the Host Contract	\$38.25m (est. to 31.10.23)	\$1,315.4m	<ol style="list-style-type: none"> 1) The establishment and implementation of an experienced 12-person Board and its sub-committees. 2) The recruitment of a world-class team to deliver a world-first multi-sport regional Games model. 3) The development of a detailed operating plan for the Games (the Games Delivery Plan). 4) Fully costed implementation and delivery costs over a three-year program for the Games. 5) The development of transport and security strategies for the Games. 6) The development of an accommodation strategy for the Games. 7) The initiation and release of an \$800 million goods and services procurement pipeline. 8) Engagement with First Nations co-hosts to develop a Reconciliation Action Plan (RAP). 9) Finalisation of the Games sporting program and remaining Games venue locations. 10) Effective and efficient winding down of Victoria 2026 Pty Ltd (the OC).

2) Budget Paper No. 5: Statement of Finances provides a comprehensive operating statement that details each department’s revenue and expenses on an accrual basis reflecting the cost of providing its output. Please provide a line-item breakdown of departmental/agency expenditure for the 2026 Commonwealth Games.

Line Item	Budget 22-23 (\$ million)	Expenditure 22-23 (\$ million)	Description
Income	-43.6	-21.7	Funding per the grant agreement between the OC and the State of Victoria as represented by its Department of Jobs, Precincts and Regions (now the Departments of Jobs, Skills, Industry and Regions, DJSIR) (the Grant Agreement).
Employee expenses	12.6	10.8	Salary and associated on costs for OC employees and secondees.
Other operating expenses	30.7	10.5	Operating expenditure including information technology and equipment, office expenses, administration expenses, contractors and professional services expenses, media and communications and travel and subsistence expenses.
Depreciation and amortisation	0.3	0.3	Depreciation on capitalised leases and other fixed assets.
Interest expense	0.0	0.0	Interest on capitalised leases.

3) For all programs (output initiatives, including grants) with total funding of equal to or greater than \$2.5 million that will now be cancelled, please provide the following:

- a) name of the program
- b) objective/s of the program
- c) expenditure in the financial years 2022-23 and 2023-24 (and where relevant, future years including any projected or actual contract termination costs)
- d) details of how the program was to be funded (i.e. through new output appropriation, Commonwealth funding, internal reprioritisation etc.)
- e) evidence of the need for the program, and Government’s role in delivering it
- f) evidence of the program’s progress
- g) evidence of the program being delivered within or outside of scope, budget, expected timeframe and in line with appropriate governance and risk management practices
- h) information about the nature of the impact of the program ceasing and what strategies have been identified to minimise any negative impacts.

a) name of the program	b) objective/s of the program	c) expenditure in the financial years 2022-23 (\$ million)	c) forecast expenditure in the financial years 2023-24 (\$ million)

Venue & Village Management	Program to hire all competition venues and Games village locations, servicing of locations and athlete services. Includes delivery of spectator event services.	0.0	0.0
Other Operations	Program to deliver Games dignitary services including athlete travel grants and servicing of media clients.	0.1	0.0
Venue and Village Overlay	Program to deliver temporary games overlay for all competition venues and villages for Games time delivery including temporary seating, temporary power, temporary cabins, temporary readiness works, broadcast lighting, water and waste infrastructure and look of the Games application.	0.0	0.0
Transport	Program to deliver transport services including athlete, Games dignitary, technical official and media transport solutions. Includes provision of both cars and buses.	0.0	0.0
Security	Program to deliver provision of security services for the delivery of the Games including planning, asset protection, Games time security guarding and security temporary infrastructure.	0.0	0.0
Sport	Program to supply sport equipment for Games delivery plus sourcing technical officials, training venues and Games time medical equipment and services.	0.0	0.0
Games Delivery	Program to supply Games time catering, cleaning and waste and logistics including temporary furniture and equipment and accommodation services. Includes the delivery of carbon reduction/neutrality initiatives.	0.1	0.0
Technology & Broadcast	Program to deliver corporate technology solutions and Games-specific software, telecommunications temporary infrastructure and services, audio visual services and host broadcast services.	1.7	1.3
Workforce & Accreditation	Program to deliver a Games time accreditation program, staff and	0.9	0.1

	volunteer uniforms, volunteer and staff recruitment, volunteer and staff training and Games time health and safety services.		
Finance & Commercial	Program to deliver corporate services including office accommodation, legal, procurement and probity services, Games insurance, internal and external audit, Games testing and readiness, ticket agent fee and other corporate programs.	4.8	2.6
Communications & Marketing	Program to deliver Games brand development, marketing and advertising, public relations and other communications support, Games publications, Games protocol, community engagement programs and provision of a Games dignitary hotel.	2.7	0.1
Culture and Ceremonies	Program to deliver Games opening and closing ceremonies, Games festival and live sites program, Games sports presentation including medals, domestic and international baton relay and First Peoples' engagement programs (including funding agreements for traditional owner corporations).	1.0	0.2
Headcount	Headcount costs for employees and secondees in respect of delivery of all aspects of OC operations including planning and delivery.	10.4	12.3
Total		21.7	16.6

- d) All programs were funded via the Grant Agreement.
- e) All programs required to acquit Host Contract and deliver the Games.
- f) All programs on track for delivery for the Games.
- g) All programs on track for delivery within scope and timeline, with appropriate Board oversight and approval and in accordance with the budget developed by the OC.
- h) Not applicable due to Games cancellation.

4) For all programs (output initiatives, including grants) with total funding of equal to or greater than \$2.5 million where funding is to be continued, please provide the following:

- a) name of the program
- b) objective/s of the program
- c) expenditure in the financial years 2022-23 and 2023-24 (and where relevant, future years)
- d) details of how the program will be funded (i.e. through new output appropriation, Commonwealth funding, internal reprioritisation etc.)
- e) evidence of the continued need for the program, and Government's role in delivering it
- f) evidence of the program's progress toward its stated objectives and expected outcomes, including the alignment between the program, departmental objectives and any government priorities
- g) evidence of the program being delivered within its scope, budget, expected timeframe and in line with appropriate governance and risk management practices
- h) extent and level of efficiencies realised in the delivery of the program
- i) information about the nature of the impact of the program continuing and what strategies have been identified to minimise any negative impacts
- j) evidence that the further funding reflects the actual cost required to deliver the program

No OC programs will continue.

5) For grant programs announced as part of the 2026 Commonwealth Games expenditure, please provide the following:

- a) name of the program
- b) objective/s of the program
- c) estimated expenditure in 2022-23 and forward estimates
- d) actual expenditure as at 1 August 2023
- e) source of funding
- f) number of applications received and number of total eligible applicants as at 1 August 2023
- g) number of successful applicants
- h) the status of the program
- i) outcomes achieved as at 1 August 2023
- j) performance measures associated with the grant programs
- k) any budget allocation for the program in the 2023-24 budget

The OC had nil grants.

6) For the 2021-22, 2022-23 and 2023-24 financial years, please identify all output(s) for which the department/agency received additional funding through the Treasurer's Advances for the 2026 Commonwealth Games, why additional funding was required and where it is reported.

This is not applicable to the OC.

7) Please list the internal departmental/agency performance measures relevant to the 2026 Commonwealth Games including:

- a) description/purpose of the measure

- b) the target
- c) how it was set
- d) the latest measure outcome

The OC had more than 400 key performance measures.

This work commenced with the development of the Games Delivery Plan to identify clear priorities and outcomes for the Games, allowing the OC to align resources and manage programs.

A Project Management Office then supported all project leads to understand how their responsibilities – known as functional areas – would integrate into the overall roadmap of the Games.

The 79 functional areas broke down into a tailored work plan encompassing 194 individual projects, with 7,920 individual steps, milestones and activities.

More than 400 ‘level 1’ milestones were identified from December 2022 to April 2026, with a level 1 milestone defined as a requirement having:

- critical obligations under the Host Contract requiring approval from the OC Board, Victorian Government, CGA and/or CGF;
- critical dependencies external to the OC;
- significant reputational impacts if it is delayed or not delivered; or
- a value of \$1 million or greater.

A cross-partner program management group was established in February 2023 to monitor the progress of these milestones.

There were no Budget Paper 3 performance measures for the Games in the 2022-23 and 2023-24 State Budget papers.

8) Please provide the department’s/agency’s (actual/expected/forecast) headcount and Full Time Equivalent (FTE) staff numbers and recruitment costs for the 2026 Commonwealth Games for the financial years ending 30 June 2022, 30 June 2023 and 30 June 2024:

- a) broken down into employee classification codes
- b) broken down into categories of on-going, fixed term or casual
- c) according to their gender identification
- d) employees identifying as Aboriginal or Torres Strait Islander or having a disability.

Financial year ending 30 June 2022:

The OC had not been incorporated.

Financial year ending 30 June 2023:

The OC was incorporated on 7 September 2022. When the OC commenced operations on 5 December 2022, it had the following headcount:

Classification	On-going, fixed term, casual	Headcount
SES1	Fixed term	10
SES2	Fixed term	3
SES3	Fixed term	5
VPS4	Fixed term	6
VPS5	Fixed term	9
VPS6	Fixed term	14
TOTAL		47

At the end of the 2022/23 financial year, the OC had the following headcount:

Classification	On-going, fixed term, casual	Gender Identification	Headcount
SES1	Fixed term	Woman	5
SES1	Fixed term	Man	11
SES2	Fixed term	Woman	8
SES2	Fixed term	Man	2
SES3	Fixed term	Woman	4
SES3	Fixed term	Man	2
VPS4	Fixed term	Woman	9
VPS4	Fixed term	Man	1
VPS5	Fixed term	Woman	8
VPS5	Fixed term	Man	2
VPS5	Fixed term	Not Stated	1
VPS6	Fixed term	Woman	16
VPS6	Fixed term	Man	6
TOTAL			75

For the financial year ending 30 June 2023, the FTE [count] of the team was 27.48.

Recruitment costs were \$0.5m.

Employees identifying as Aboriginal or Torres Strait Islander were two.

Financial Year ending 30 June 2024:

As at the date of cancellation announcement (18 July 2023) the OC had the following headcount:

Classification	On-going, fixed term, casual	Headcount
SES1	Fixed term	17
SES2	Fixed term	12
SES3	Fixed term	6
VPS2	Fixed term	1
VPS4	Fixed term	9
VPS5	Fixed term	14
VPS6	Fixed term	24
TOTAL		83

Recruitment costs were \$0.05m.

All headcount is forecast to have ended by 31 October 2023.

9) Please provide the number and total value of employee termination payments as of 1 August 2023 relevant to employees working on the Commonwealth Games.

Grade	Number of individuals	Total Value excluding superannuation (\$)
Executives	1	75,415
Non-Executives	1	20,321

10) Please provide an organisational executive chart for the 2026 Commonwealth Games, relevant for your department/agency as of 1 June 2022, 1 January 2023 and 1 August 2023.

Supplied separately as PDF files:

- As of 1 January 2023: OC Org Chart – 1 Jan 2023.pdf
- As of 1 August 2023: OC Org Chart – 1 Aug 2023.pdf

11) What were the main identified gaps in the department's/agency's capability and capacity to deliver the 2026 Commonwealth Games?

The OC had not identified gaps in its capacity to deliver the Games to the agreed model and timeline. Identified budgetary gaps were detailed throughout the OC's budget submission.

12) Please provide an itemised list for the 2021-22, 2022-23 and 2023-24 financial years of the department/agency expenditure on consultants and contractors for the 2026 Commonwealth Games, including the following:

- a) Name of consultant/contractor
- b) Project title
- c) Contract cost
- d) Start date
- e) End date
- f) Description
- g) Buying for Victoria website URL
- h) Report to Government finalised (Yes/No)
- i) URL to the finalised report (if public)

a) Name of consultant/contractor	b) Project title	c) Contract cost (ex-GST) (\$)	d) Start date	e) End date	f) Description
1. McKinsey & Company	Games Delivery Plan strategy and PMO	645,000	5/12/2022	16/01/2023	Support with development of strategy for Games Delivery Plan and PMO
2. MMR Creative Pty Ltd	CG26 City Dressing Scope Project	12,000	27/02/2023	7/04/2023	Case study on city dressing
3. PricewaterhouseCoopers Consulting	Procurement Function establishment, support and expertise	591,782	5/12/2022	31/05/2023	Assistance in establishing procurement function and managing high-volume procurement activity
4. ShiloPeople Pty Ltd	Health & Safety support	15,914	12/04/2023	18/07/2023	Health & Safety support
5. Ailier Pty Ltd	Interim legal support	38,000	12/06/2023	14/07/2023	Short term legal support
6. atticusnow Pty Ltd	Reconciliation Action plan co-development	349,502	14/02/2023	18/07/2023	Co-development of Reconciliation Action Plan

7. AM & SD Family Trust	Baton Relay advice	4,302	21/04/2023	18/07/2023	Guidance on Kings Baton Relay
8. Clayton Utz	Trademark establishment support	16,688	28/03/2023	18/07/2023	Legal support
9. Daniel King	Overlay support	9,000	5/07/2023	18/07/2023	Overlay contracting specialist
10. Deloitte Risk Advisory Pty Ltd	Cyber Strategy development	25,133	5/07/2023	18/07/2023	Development of cyber strategy
11. DirectFocus Consulting Pty Ltd	Standing Directions & Annual report support	15,000	26/05/2023	30/09/2023	Guidance on Standing Directions/Financial support
12. George Karaisaridis	Interim company secretarial support	27,280	19/04/2023	9/06/2023	Company Secretarial support and advice
13. Kinaway Chamber of Commerce Victoria Limited	First Peoples procurement support	35,451	12/04/2023	18/07/2023	Support with procurement - First Peoples
14. KPMG	Risk, assurance and insurance advice	399,647	19/12/2023	31/05/2023	Guidance on risk, assurance and insurance
15. Lution Pty Ltd	in-house design team advice	54,750	11/02/2023	30/06/2023	Support for in house design team
16. Anna Ronald Accounting Pty Ltd	Tax advice	7,480	16/05/2023	20/08/2023	Tax advice
17. Source Governance Pty Ltd	Interim company secretarial support	75,000	5/12/2022	6/03/2023	Company Secretarial services
18. Talent International (VIC) Pty Ltd -	Social Media & website	77,399	2/01/2023	31/05/2023	Provision of an interim Social Media & Digital advisor

19. Temple Projects Pty Ltd	Embedded recruitment support	82,150	26/04/2023	21/07/2023	Talent acquisition support
10. Ashurst	Legal advice and support	561,170	5/12/2022	31/10/2023	Legal support
11. Landell Probity Pty Ltd	Probity services	45,045	5/12/2022	18/07/2023	Probity advisory services
12. Procurement Co Pty Ltd	Probity services	17,529	1/01/2023	18/07/2023	Probity advisory services
13. Hays	Finance and EA temps	122,386	5/12/2022	31/10/2023	Temporary engagements
14. HR Partners Pty Ltd	Interim HR leadership and staff	393,442	5/12/2022	23/07/2023	HR Resources
15. Josh Hall	Graphic design	48,580	5/12/2022	18/07/2023	Design services

g) Buying for Victoria URL (*Item 6, atticusnow*):

<https://www.tenders.vic.gov.au/tender/view?id=243828>

h) All engagements of consultants and contractors relating to the Games have been or will be finalised and closed by the OC.

i) There are no reports relating to these engagements published online.

13) Please provide a list of 2026 Commonwealth Games advertising expenditure for the department/agency in 2021-22, 2022-23 and 2023-24, including the following:

- a) Total expenditure
- b) Breakdown of expenditure by medium (for example, radio/TV/print/social media etc.)
- c) Campaign title and date
- d) Objectives and outcomes

There was no expenditure on campaign advertising by the OC.

14) Please provide a list of 2026 Commonwealth Games booked advertising for the department/agency in 2023-24 and across the forward estimates, including the following:

- a) Total expenditure
- b) Breakdown of expenditure by medium (for example, radio/TV/print/social media etc.)
- c) Campaign title and date
- d) Objectives and outcomes

There was no booked advertising by the OC.

15) What impact, if any, did funding issues from local government or the Federal Government have on the department’s/agency’s Commonwealth Games budget and expenditure?

This is not applicable to the OC.

16) Please provide a list of financial delegation powers for your department/agency including executive names or positions and value of delegation power.

Role	Delegation Limit (\$ inc-GST)
CEO	\$10,000,000
Chief Corporate & Finance	\$1,000,000
Chief Marketing, Communications and Engagement	\$10,000
Chief Culture & Ceremonies	\$10,000
Chief Games Services	\$10,000
Chief Strategy and Delivery Coordination	\$10,000

17) Regarding the 2026 Commonwealth Games, which relevant and interested community groups and stakeholders did the department/agency consult or engage with? Please detail the budget expenditure related to and the final outcomes of consultation.

The OC regularly engaged with Victorians at meetings, panels and public events, including representatives from local business, local sporting organisations and community organisations, to assist with the design of the Games.

Stakeholder Groups included:

- Local Government Area representatives
- National Sporting Organisations
- International Sporting Federations
- State-based sporting associations
- the general public
- the business sector (state and local)
- the tourism sector (via the Victoria Tourism Industry Council)
- the multicultural sector
- Traditional Owners and First Nations People.

This engagement was undertaken in ways which presented negligible (fuel and vehicle leasing, local accommodation) costs. These included meetings, forums (online and in person) and panels.

A regular series of public ‘Regional Engagement Forums’ first commenced in late 2022, held in each Games city.

The subsequent series in March 2023 was the major engagement activity undertaken by the OC. Invitees were determined by the OC in consultation with DJSIR.

The five Regional Engagement Forums in March 2023 were held at a total cost of \$46,125, for an average cost of \$9,225 per forum. Local venues, catering, cleaning and accommodation were used where possible.

18) Please provide a list of all interstate and international travel for department/agency staff related to the 2026 Commonwealth Games, including:

- a) Name of traveller(s)
- b) Destination (s)
- c) Date of travel
- d) Number of official travel days (include day of departure and day of return)
- e) Purpose of travel
- f) Benefit of travel to the State of Victoria
- g) Funding source (please detail the internal account code or external organisation)
- h) Expenses – Air fares (including taxes and fees)
- i) Expenses - Accommodation (including taxes and fees)
- j) Expenses - Other expenses (including surface travel and travel allowances)
- k) Expenses - Total cost
- l) Expenses - Are the above costs final and complete?

Purpose of travel	Name of traveller(s)	Destination (s)	Date of travel	Days	Benefit of travel	Expenses Air	Expenses Accommodation	Expenses Other	Expenses Total
CGF Board Meeting	Jeroen Weimar	London	18/02/23 – 25/02/23	7	Share and consult on Games operating model – see note below table	\$12,915	\$2,844	\$761	\$16,520
CGF Africa Regional Meeting	Jeroen Weimar Ashwin Lokare	Zambia	11/04/23 – 16/04/23	5	Share and consult on Games operating model	\$31,342	\$2,237	\$1,076	\$34,655
CGA Oceania and Asia Regional Meeting	Jeroen Weimar Charles Quelch	Brisbane	22/04/23 – 24/04/23	2	Share and consult on Games operating model	\$2,374	\$784	\$338	\$3,496
CGF Americas and Caribbean	Jeroen Weimar	Trinidad and Tobago	25/04/23 –	5	Share and consult on Games operating model and see	\$45,839	\$349	\$1,505	\$47,693

Regional Meeting			30/04/23		preparation for Trinbago 2023 Games				
CGF Europe Regional Meeting	Jeroen Weimar Ashwin Lokare	London	03/06/23 – 11/06/23	8	Share and consult on Games operating model	\$15,452	\$3,162	\$1,237	\$19,851
Remix Summit Sydney and Vivid Sydney	VPS6 – Senior Manager Ceremonies	Sydney	07/06/23 – 09/06/23	2	Gain insights from Australia’s biggest creative conference to inform OC’s festival program	\$343	\$472	\$0	\$815
Australian Shooting Championships	VPS6 – Venue Cluster Manager VPS6 – Sport venue Cluster Manager VPS5 – Senior Project Officer Sport Lauren Scrymgour	Brisbane	16/06/23 – 18/06/23	2	Review Gold Coast 2018 shooting venue to inform Victoria’s venue design	\$2,074	\$1,569	\$622	\$4,265
Kings Baton Relay	Emma Cochran	London	28/01/23 – 11/02/23	14	Detailed planning for King’s Baton Relay international and local routes	\$2,232	\$6,150	\$3,153	\$11,535
TOTAL						\$112,571	\$17,567	\$8,692	\$138,831

l) Yes

To note: CGF Regional Meetings are critical organisational meetings of the Commonwealth Sport movement. The OC CEO attended to present and consult on the unique Games regional operating model to Commonwealth Games Associations representing athletes and team officials.

19) Please detail the extent of departmental/agency interactions with the First Nations People of Victoria in preparation for the 2026 Commonwealth Games

The OC worked closely with Victorian First Peoples in preparing for the Games.

This included establishing a 21-member First Peoples Leadership Group (the **FPLG**) as a sub-committee of the OC Board. This group was chaired by Board member Belinda Duarte.

The FPLG's objectives included developing a RAP for the Games and to provide advice to the OC Board on Victorian First Peoples' participation. Statewide consultation was underway in relation to the RAP when the Games were cancelled.

The OC worked closely with leaders of Traditional Owner Corporations and Aboriginal Community Controlled Organisations in each of the Games cities, namely:

- Dja Dja Wurrung Clans Aboriginal Corporation
- Gunaikurnai Land and Waters Aboriginal Corporation
- Wadawurrung Traditional Owners Aboriginal Corporation
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
- Yorta Yorta Nation Aboriginal Corporation.

The OC and the OCG jointly funded three Traditional Owner Corporations representing Bendigo, Ballarat, Geelong and the Latrobe Valley to ensure those communities were able to actively participate in preparations for the Games.

The OC provided funding to Kinaway Aboriginal Chamber of Commerce to assist it in supporting First Peoples businesses to participate in Games procurement opportunities.

Victoria 2026 Pty Ltd

2 October 2023

END