



# 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](mailto: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.**

Attached is the DRAFT master schedule that was utilised to track progress on milestones. DTP had not yet confirmed costings for all deliverables. Below is the key major milestone achieved.

Major milestone/initiative	Objective	Financial Output (to date)	Allocated Budget	Activities undertaken
Development of the DRAFT Transport Plan	Provide high level understanding of strategic plan	Cost of resources – please question 2	Nil	Strategic transport planning.

**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.**

FY 2022-23

Line Item	Budget	Expenditure	Description
Staff related costs	-	\$1,269,637.19	Salaries and other related costs
Professional Services	-	\$35,662.18	Advisory service

FY 2023-24

Line Item	Budget	Expenditure	Description
Staff related costs	-	\$272,782.92	Salaries and other related costs
Professional Services	-	\$19,790.00	Procurement and probity services

**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:**

Funding had not been provided to DTP to deliver Transport or Planning Services at the time of Games cancellation.

- 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.

**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:**

Funding had not been provided to DTP to deliver Transport or Planning Services at the time of Games cancellation.

- 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

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

Grant funding had not been provided to DTP to deliver Transport or Planning Services at the time of Games cancellation.

- 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

**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.**

Treasurers Advances had not been provided to DTP to deliver Transport or Planning Services at the time of Games cancellation.

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

Specific KPI measures for the program of works had not been confirmed. The schedule provided in response to question A tracks key milestones that the Department was responsible for delivering to the Organising Committee.

- a) description/purpose of the measure
- b) the target
- c) how it was set
- d) the latest measure outcome

**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.

Actual headcount – at June 2022 and at June 2023

Employee classification codes	Gender Identification	Employment Status	Aboriginal, Torres Strait Islander, Has a disability	Recruitment Cost
<b>30 June 2022</b>				
SES2	Male	Fixed Term	N/A	N/A
<b>30 June 2023</b>				
SES2	Female	Fixed Term	N/A	N/A
SES1	Male	Fixed Term	N/A	N/A
STS7	Male	Fixed Term	N/A	N.A

STS	Female	Fixed Term	N/A	N/A
VPS6	Female	Ongoing	N/A	N/A
VPS6	Female	Ongoing	N/A	N/A
VPS6	Female	Fixed Term	N/A	N/A
VPS5	Female	Ongoing	N/A	N/A
VPS5	Female	Fixed Term	N/A	N/A
VPS5	Female	Fixed Term	N/A	N/A
VPS5	Female	Fixed Term	N/A	N/A
VPS5	Female	Ongoing	N/A	N/A
VPS5	Female	Fixed Term	N/A	N/A
VPS4	Male	Fixed Term	N/A	N/A
VPS4	Male	Fixed Term	N/A	N/A

For forecasted headcount, DTP was in progress to refine resource requirements based on strategic planning outcomes. Requirements had not yet been defined.

Within the Planning division of DTP, which was previously part of DEWLP an MOU was agreed between DEWLP and the Office of the Commonwealth Games for the funding of 3 positions for the provision of planning permits. MOU has been provided. Those positions were a VPS6 and two VPS5 from July 2022 to July 2025. These positions are reallocated to fulfill planning functions for new regional sporting and housing initiatives

**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.**

No employee termination payments were made. All staff were allocated to vacant and funded roles within DTP.

**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.**

**1 June 2022** (All positions funded by DTP)

- Head of TFV (Reporting to Secretary DOT)
- Chief Commonwealth Games Transport Integration (Reporting to Head of TFV)

**1 January 2023** (All positions funded by DTP)

- Head of TFV (Reporting to Secretary DOT)
- Chief Commonwealth Games Transport Integration (Reporting to Head of TFV)
- Director Project Integration (Reporting to Chief CGTI)

**1 August 2023** (All positions funded by DTP)

- Head of TFV (Reporting to Secretary DOT)
- Chief Commonwealth Games Transport Integration (Reporting to Head of TFV)
- Director Project Integration (Reporting to Chief CGTI)

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

The Victoria 2026 Commonwealth Games was the first time a regional model was to be utilised. This dispersed event location model created complexity and challenges for the transport offering. DTP had developed its first Draft Transport Plan and was actively working with the Organising Committee to understand capability and capacity requirements.

**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:**

Actual spend totalling \$86,657.40 (incl. GST).

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

Name of consultant/contractor	PWC	CTA Alliance	Aurecon
Project title	PwC CG Bus and Coach Procurement Services	Probity advisory services	Preliminary scope planning and workshops for DTP work streams
Contract cost	Contract value \$50,000 inc GST Actual spend \$21109 inc GST	Contract value \$8520 inc GST Actual spend \$660 inc GST	Contract value \$65,000 inc GST Actual spend \$61,888.40 inc GST
Start date	23/05/2023	1/6/23	12/5/22
End date	11/08/2023	18/7/23	31/8/22
Description	Engaged for specialist advice on bus and coach procurement activities including the development of the ROI and evaluation framework	Engagement of probity advisory services for first stage of the Commonwealth Games bus and coach procurement	Engaged to connect key stakeholders across DTP and develop CG delivery streams as part of preliminary scope planning

Buying for Victoria website URL	n/a	n/a	n/a
Report to Government finalised (Yes/No)	n/a	n/a	n/a
URL to the finalised report (if public)	n/a	n/a	n/a

**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:**

Not applicable

- 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

**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:**

Not applicable

- 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

**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?**

Not applicable

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

Chief, Commonwealth Games Transport Integration / Executive Director, Commonwealth Games Transport Integration - \$500,000

**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.**

DTP has not yet undertaken any formal engagement with any interested community groups and stakeholders.

**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) A.Martin; A.Grice; S.Johns
- b) Destination (s) Birmingham, transiting through London
- c) Date of travel A.Martin – 27/7/22 – 10/8/22 and 4/9/22 – 9/9/22; A.Grice/S.Johns – 1/9/22 – 18/9/22
- d) Number of official travel days (include day of departure and day of return) A.Martin: 17 + 6; A.Grice: 15; S.Johns: 18

e) Purpose of travel

- A.Martin was part of the Victorian delegation who attended the Commonwealth Games official observer program during the staging of the Birmingham Games
- A.Grice, S.Johns travelled for a post-Games debrief with Transport for West Midlands. In September, A.Martin was on leave in the UK and joined the debrief tour, but funded his own travel from Australia and back.
- The focus of the September visits and meetings was on what DoT/DTP would need to do deliver and support transport services for the Games, the modes required to deliver the Games and how these modes would be delivered across the multi-hub Regional Games model.
- The budget for transport was still to be determined when these briefings occurred, and the briefings allowed the team to begin developing a high level funding request based on what they knew at the time.
- The briefings with the Transport for West Midlands team were focused on operational plans and lessons learnt.

f) Benefit of travel to the State of Victoria

- DOT meet with TfWM teams to comprehensively discuss planning, readiness, governance, funding and delivery of the Birmingham Comm Games transport response. This included access to a wide variety of subject matter experts and sessions on site. The full agenda is attached. Key learnings: • Travel demand management strategies, including balance between too much TDM which impacts local businesses and non-CG movement. • Park and Walk – important role as part of the transport strategy. Victoria will adopt the 2022 P&W approach.
- Supply chain – context of Brexit and COVID for 2022, applicable to 2026 if we continue to experience labour shortages and a tight labour market. • Customer service – training, including for bus drivers from outside the region. We will use a GoPro or similar to create visual training for our drivers as part of the planning process.
- Visitor profiles for 2022.
- Sustainability and the use of bike hire and micromobility. Not currently on our agenda but given success in Birmingham we will look to provide bike hire. Micromobility will play a role for 2026, and we took learnings on take up which was higher than expected (despite not being supported by the CGF in 2022)
- Resourcing and learning from getting resources at the right time, and understanding of risk.
- Risk management – the need to plan diversion routes. Risk of operator failure.
- Regional partnerships – the need to form them early and leverage partnerships. How this was approached by the West Midlands Authority and applicable learnings for regional Victoria. Including governance approach amongst various local governments and the national (UK Government) level.
- Games Transport Plan – publication and importance of a public plan, and how it was developed. We will adopt the same methodology.
- Regulatory changes – how TfWM sought changes to regulations to facilitate the Games. • Accessibility – profile of accessible services, dedicated versus regular accessible services, ticketing processes, parking for people with accessibility permits.
- Workforce transport – need to provide workforce parking as they will need travel out of network hours.

- EV charging and EV use.
  - Detailed understanding of the Games Route Network – 961km of route network, leveraging road authorities, managing background traffic and coingestion, Games Lanes, signal programming, use of CCTV and the importance of active monitoring. Victoria will need to leverage CCTV to manage the network.
  - Use of drones to manage the network in real time.
  - Blockouts for maintenance and works. • Local traffic management response.
  - Rideshare management (need to Geoblock ride share, lack of success doing this in BHM) • Hostile vehicle mitigation – planning services and routes needs to consider HVM.
  - Background public transport management, ticketing, smart cards, accreditation pass use for transport, and ticketing compliance. • Shuttle bus planning between central BHM and Alexander Stadium. Planning assumptions – these will be adopted for Victoria. Fleet planning. Breakdown response. Scheduling approach (timetabling), contingency fleet planning, assumptions for how far people will walk to get to transport.
  - Background PT network strengthening to deal with demand.
  - Activations around event precincts.
  - TDM approach.
  - Spectator parking provision – this is important for regional Vic given high mode shares for driving and our limited capacity on trains.
  - Comms and engagement, including engaging with local residents and businesses.
  - Active transport planning and strategies to get people to consider and use active modes.
  - Capital projects – similar to Victoria, a very constrained market.
- g) Funding source (please detail the internal account code or external organisation)  
6020-XXXXX-2040-1686-2020-100105-02020-00000000-0000
- h) Expenses – Air fares (including taxes and fees) \$44,355
- i) Expenses - Accommodation (including taxes and fees): \$2,528
- j) Expenses - Other expenses (including surface travel and travel allowances) \$11,794 (including July-August Observer Program package trip)
- k) Expenses – Total cost \$58,678
- l) Expenses - Are the above costs final and complete? Yes

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

Not applicable

**END**