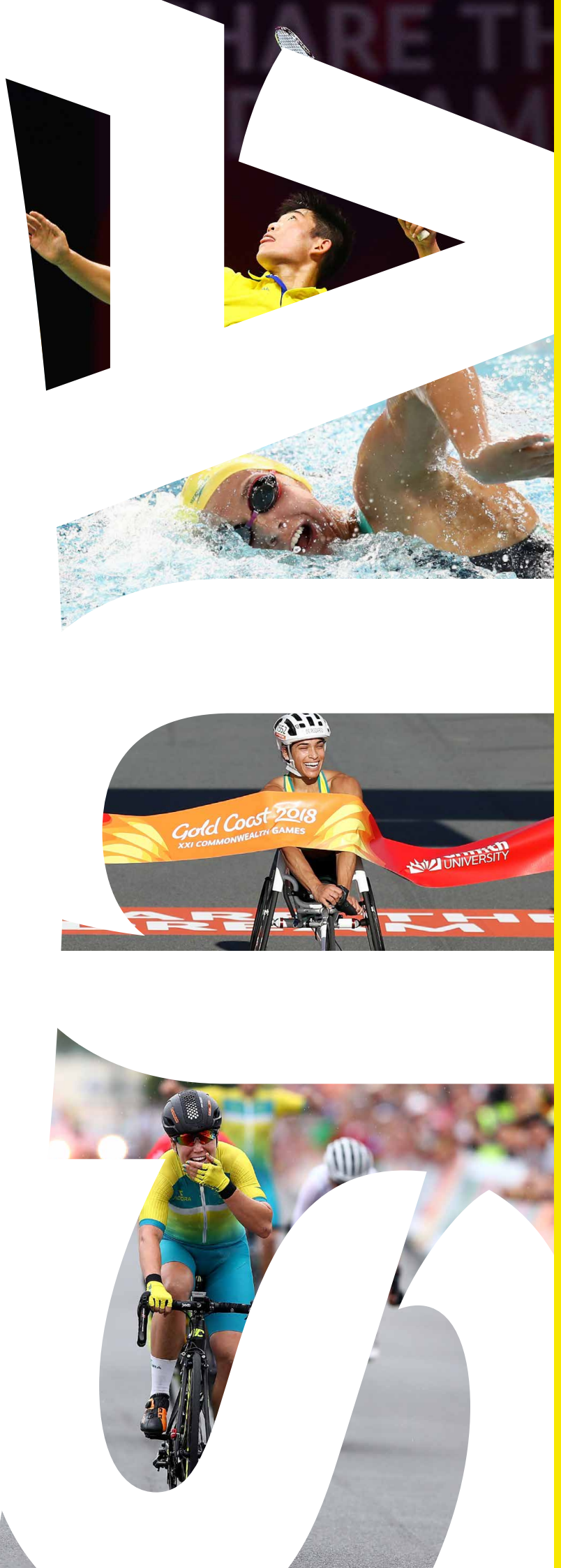




COMMONWEALTH  
GAMES  
AUSTRALIA

# ANNUAL REPORT 2020





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# COMMONWEALTH GAMES AUSTRALIA

## PATRON IN CHIEF

His Excellency General the  
Honourable David Hurley  
AC DSC (Retd)  
Governor-General of the  
Commonwealth of Australia

## PATRON

The Hon. Scott Morrison MP  
Prime Minister of Australia

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## VICE PRESIDENT

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Mr Craig Phillips

## GENERAL MANAGER CORPORATE

Ms Di O'Neill

## GENERAL MANAGER TEAM PERFORMANCE & OPERATIONS

Mr Tim Mahon

## GENERAL MANAGER MARKETING, COMMUNICATIONS & COMMUNITY

Mr David Culbert

## ADMINISTRATION MANAGER

Ms Michelle Koster

## MANAGER YOUTH PROGRAMS

Ms Danusia Pietrzak  
(Until July 2020)

## STAKEHOLDER RELATIONS MANAGER

Ms Kylie Peake

## MANAGER - PROJECTS, PLANNING & SYSTEMS

Ms Bron Parry  
(Commenced August 2020)

## COMMUNITY ENGAGEMENT MANAGER

Ms Natalie Medhurst  
(Commenced September 2020)

## DIGITAL COMMUNICATIONS CO-ORDINATOR

Mr Ren Thompson

## FINANCE OFFICER

Mrs Liz Taylor

## LIFE MEMBERS

Sir Harold Alderson Kt MBE\*  
Sir Edgar Tanner Kt CBE ED\*  
Mr William Berge Phillips OBE\*  
Mr John F Howson OBE\*  
Mr V Norman Gailey AM MBE\*  
Mr Leslie J Martyn MBE OSJ  
Mrs Peggy Tunstall OAM\*  
Mr Ray Godkin OAM  
Mr J S W Eve MBE\*  
Mr William J Young AM MBE\*  
Mr Arthur J Hodson MBE\*  
Mr Arthur Tunstall OBE\*  
Mr Sydney B Grange AO OBE MVO CD\*  
Mrs Doris Magee AM MBE\*  
Mr Graeme T Briggs AM\*  
Mr Cedric Baxter OAM  
Mr Sol Spitalnic OAM\*  
Mr (Perry) Norman Cunico\*  
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# PRESIDENT'S REPORT



## IT IS MY PLEASURE TO PRESENT THE 2020 ANNUAL REPORT OF COMMONWEALTH GAMES AUSTRALIA (CGA).

What started as a year of optimism for our Program Sport Members ended with the postponed Tokyo Olympics and Paralympic Games and months of uncertainty and stress caused by the impacts of COVID-19.

In any normal Olympic year, the completion of the Paralympic Games would mark the 'handover' to Commonwealth Games and would signify an acceleration of plans for our team and our next Games.

Of course, the postponement of Tokyo 2020 to Tokyo 2021 has delivered many challenges for the international sporting calendar, shifting numerous international events to 2022. The postponement of the Tokyo Games caused the 2021 Commonwealth Youth Games in Trinidad and Tobago to be put on hold to a date to be confirmed and we hope to see this event return in 2023.

It will hopefully be the only time in our history that a Summer and Winter Olympics and Paralympics, along with many world championships and the Commonwealth Games are held within 12 months but it will create, what our Birmingham 2022 Chef de Mission Petria Thomas has described as, a 'bumper year of green and gold sport' in 2021-22.

All these changes resulted in a change in focus for the CGA board and staff.

In November 2018 CGA transitioned from a representative board constituted by member sports to an independent skills-based board. The new board has now been fully functioning under its new governance structure and I would like to thank the Commonwealth Games Australia board for their commitment, passion and diligence during this challenging year.

For the board, the focus was on the financial challenges and risks presented by COVID-19 and the impact on achieving our strategic priorities. During the pandemic we have remained focused on activities to support our member sports and putting a stronger emphasis on celebrating our heritage, highlighted by the 50th anniversary of the Edinburgh 1970 British Commonwealth Games.

Celebrating the 20th anniversary of the 2000 Sydney Olympic Games has highlighted the importance of the Commonwealth Games in creating a demonstrated pathway to Olympic success for many Australian athletes and for many others it has provided the opportunity to create some of Australia's most inspirational sporting memories.

To this end, CGA committed \$4.5m in 2019/20 to support emerging and developing athletes in our program sports who would otherwise not receive support. We are very proud of this commitment that will not only contribute to our strategic goal of remaining the number one nation in the Commonwealth but will undoubtedly contribute to Australia's success at regional and world championships events in individual sports, as well as at the Olympics and Paralympic Games.

The activities that underpin our strategic plan are outlined in this report, highlighted by our continued preparations for Birmingham, our refreshed communications and community activities, the introduction of a number of new advisory and committee groups and our continued efforts to represent our sports at various levels in conjunction with our friends and colleagues at the Australian Olympic Committee and Paralympics Australia. The bond in this three-way alliance has never been stronger.

Internationally, we remain an active participant in the activities of the Commonwealth Games Federation (CGF). Aside from our aspirations to once again host a home Games, CGA plays a leading role in the promotion of the Commonwealth Sport Movement in this region and also within the CGF itself, where our CEO Craig Phillips was elected to the CGF Sports Committee.

At the CGF General Assembly in Rwanda, former CGA President Sam Coffa AM was honoured with Life Membership. A fitting recognition of Sam's long and committed service to Commonwealth Sport in Australia, Oceania and the broader international sporting community. At that time Dame Louise Martin DBE retained her Presidency unopposed and will lead the CGF until 2023. I would like to congratulate Dame Louise and we look forward to working with Dame Louise and the CGF to help to promote the Commonwealth Games Movement

Commonwealth Games Australia also looks forward to working with system partners to provide our athletes with the support they need to continue to inspire the nation.

On behalf of Commonwealth Games Australia, I want to acknowledge and thank John Wylie for his tenure as chair of the Australian Sports Commission (ASC). For the past eight years John has been a friend of the Commonwealth Games Movement and I would also like to thank long serving board member Andrew Plympton who is also set to retire from the ASC board at the end of 2020.

Finally, I would like to thank the Presidents, CEOs and staff of our member sports and also extend my personal thanks to the Commonwealth Games Australia board, the CEO and staff for their passion and commitment to progressing Commonwealth sport in Australia.

**BEN HOUSTON**  
President



# CHIEF EXECUTIVE OFFICER'S REPORT



AS REPORTED IN LAST YEAR'S ANNUAL REPORT, COMMONWEALTH GAMES AUSTRALIA (CGA) ADOPTED AN UPDATED VERSION OF ITS STRATEGIC PLAN – FIRST AMONG EQUALS – IN APRIL 2019.

*First Among Equals* focuses on five strategic priorities: Delivering Team Success; Connecting with Communities; Presenting a Powerful Brand; Leading the Way; and Hosting Great Games. The content in this year's Annual Report is presented to align with these strategic priorities. Highlighted below are some of the key activities and achievements for the reporting year 2019/20 which are covered in more detail in the Annual Report.

And what a year it has been! To say the reporting year was a rollercoaster is an understatement.

As we approached the three year to go mark to Birmingham 2022 (B2022), few of us would have predicted what would lie ahead just six months later. The worst bushfire season on record followed by a global pandemic would present challenges to Australian communities not seen outside of world wars or the Great Depression. Sport, locally, nationally and internationally, has been greatly impacted by COVID-19.

In July 2019 and following her appointment as Chef de Mission, Petria Thomas OAM, CGA's General Manager Team Performance Tim Mahon and I travelled to Birmingham for a planning visit. Our visit coincided with the three years to go celebrations held in the city's Centenary Square. With a strong focus on community connection, the occasion was used to launch B2022's new logo. Over the following days, our delegation toured Games venues and met with the organisers to receive updates on their planning. CGA continues to focus on building a strong effective working relationship with B2022 organisers – this will be critical to our Team campaign.

In September 2019, the Commonwealth Games Federation (CGF) held its General Assembly in Kigali, Rwanda. Being the first General Assembly since Gold Coast 2018, the CGF held elections for the Executive Board and Sports Committee.

The CGF used the occasion of the General Assembly to reveal its new 'Commonwealth Sport' logo. Working closely with the CGF and designers WiteKite since that time, CGA has developed its own new logo. The section of this Annual Report dealing with "Presenting a Powerful Brand" details the transformation.

During 2019, CGA worked closely with the CGF's team of Games experts and the South Australian Government on feasibility work for a possible candidature for Adelaide to host the 2026 Commonwealth Games. In September 2019, the South Australian Government determined not proceed with the submission of a feasibility file to the CGF. In recent months, CGA has commissioned its own Games benefit analysis so as to reengage with the South Australian Government. CGA remains committed to hosting great Games in Australia on a regular basis.

In February 2020, former Commonwealth Games dual silver medallist David Culbert joined CGA as the General Manager, Marketing, Media and Community. David joins CGA after successfully running his own sports media business, Jump Media for more than 20 years. He will be driving CGA's strong digital media presence and improved community and Games alumni engagement.

The first major initiative designed to better connect with communities was the March 2020 launch of GREATER TOGETHER – CGA's e-newsletter. GREATER TOGETHER is distributed on a regular basis to over 350,000 subscribers nationally.

Also in April 2020, the CGA announced the appointment of Commonwealth Games greats Sharelle Mahon and Kurt Fearnley to the B2022 Team Executive to work alongside Chef de Mission Petria Thomas and Tim Mahon. To complete the Team Executive, cycling icon Anna Meares was appointed in June 2020. CGA is confident this formidable group will lead the B2022 Team with great distinction.

Throughout 2019/20, CGA continued its significant investment in its member National Sports Organisations (NSOs). The reporting year was the second year of funding under CGA's revised funding guidelines with a strong focus on projects designed to support emerging athletes. Unfortunately, the restrictions imposed on domestic and international travel due to COVID-19 significantly disrupted the delivery of the initiatives planned by NSOs. CGA remains committed to supporting NSOs with these initiatives once COVID-19 restrictions are eased.

In May 2020, the CGF announced the 2021 Commonwealth Youth Games (Trinbago 2021) would be re-scheduled until 2023 due to a scheduling clash with the postponed Tokyo Olympic Games. CGA is disappointed that a cohort of young Australian athletes will miss out on the opportunity to compete at Trinbago 2021 but understands and supports the pragmatism of the CGF's decision.

On behalf of CGA, I commend all of our member NSOs on the way you have dealt with the circumstances of this once in a hundred year crisis caused by COVID-19. The challenges have been (and remain) significant and your boards, staff and volunteers have taken monumental strides to keep your sports open for business.

I wish to thank our Board led by President Ben Houston for their unwavering commitment and resolute stewardship. I also acknowledge the astute guidance and advice of CGA's various Committees and Advisory Groups who help us make well considered decisions.

Finally, it would be remiss of me not to express my deepest gratitude to our dedicated and hardworking staff. This has been a year like no other and being largely Melbourne based they have continued to deliver for CGA and our members under the most difficult of circumstances.

GREATER TOGETHER has never been more relevant to us.

**CRAIG PHILLIPS**  
Chief Executive Officer





# COMMONWEALTH GAMES AUSTRALIA 2019-2026 STRATEGIC PLAN

In 2019, Commonwealth Games Australia (CGA) released its updated FIRST AMONG EQUALS 2019-2026 strategic plan.

The initial plan was released in 2016 and covered an organisational reset in the lead-up to the Gold Coast 2018 Commonwealth Games.

The aim of the first iteration was to ensure the organisation was ideally positioned to take advantage of all opportunities both in the lead up to the 2018 Gold Coast Commonwealth Games, and beyond.

The initial strategy focused on the governance structure and resources and also was highlighted by the launch of the new brand. These changes provided the 'foundation stones' for the member centric, values-led organisation and the platform for the next phase for CGA.

Following the success of the Gold Coast Games a new board was formed in November 2018 and a review of the 2016-2022 plan occurred in order to optimally position CGA and the broader Commonwealth Games Movement in Australia and internationally.

## FIRST AMONG EQUALS 2019-2026 has been developed to:

- Provide vision and direction
- Guide CGA's future growth and capacity
- Inform CGA partners of our aspirations
- Encourage coordination, cooperation and collaboration
- Ensure CGA's continued relevance within the Commonwealth Games Movement and the broader Australian sporting ecosystem
- Ensure the successful and sustainable future of CGA, in what is a rapidly changing Australian and International sporting landscape
- Achieve our goal of being #1 in the Commonwealth

# OUR STRATEGIC PRIORITIES



## DELIVERING TEAM SUCCESS

We invest in all elements of our Commonwealth Games and Youth Games Team. We deliver life-best experiences for our Team members.



## CONNECTING WITH COMMUNITIES

We connect with and positively contribute to Australian communities through sport. We live diversity, inclusiveness and the broadest possible definition of Team.



## PRESENTING A POWERFUL BRAND

Our brand is proud and daring and brings to life our values and behavioral framework. Our brand is recognised and celebrated for the positive impact and contribution it has on our Teams, our members and on Australian communities.



## LEADING THE WAY

We work collaboratively with our partners to build a sustainable and industry leading sports business and to advance the Commonwealth Games Movement.



## HOSTING GREAT GAMES

We collaborate with Governments and other delivery partners to realise "whole of community" benefits associated with the hosting of great "Home" Games.



# DELIVERING TEAM SUCCESS

We invest in all elements of our Commonwealth Games and Youth Games Team.  
We deliver life-best experiences for our Team members.

## STRATEGIC INITIATIVES

### We will:

1. Develop and enhance our leadership to focus strongly on team performance and Games experience in the way we conduct ourselves and the decisions we take consistent with and respectful of our values.
2. We will maximise team performance for all team members
3. We will take advantage of the opportunities available to maximise the Games experience for all team members
4. Deliver a performance-focused team environment
5. We will invest CGA resources into initiatives/ strategies to increase the probability of achieving our strategic priorities

## STRATEGIC INITIATIVES UPDATE

### Team Executive Appointments

The quality of the leadership, culture and values CGA implements are crucial elements in the success of the Birmingham Team.

With the appointment of Petria Thomas OAM as the 2022 Chef de Mission, CGA has been able develop and implement the team's management structure.

First and foremost, CGA focussed on identifying the individuals who, as members of the Team Executive, were best suited to support Petria Thomas in the leadership of the Birmingham Team. A number of successful former athletes who have a strong affinity with the Commonwealth Games Movement and have specific strengths in the diverse needs of a team, be it able or Para-sport; individual or team sports were identified. CGA appointed Kurt Fearnley AO, Sharelle McMahon and Anna Meares OAM to join Petria Thomas and General Manager, Team Performance and Operations, Tim Mahon to serve as the Birmingham 2022 Team Executive.

The Team Executive will lead the way in developing plans to maximise the Games experience for all Team members whilst delivering a performance-focused Team environment.

To support the Team Executive, five managers (performance, experience, operations, administration and media/communications) will be appointed to take direct responsibility for the delivery of activities within their respective functional areas.





## STRATEGIC PRIORITY ONE

# DELIVERING TEAM SUCCESS

### PERFORMANCE EXCELLENCE AND INVESTMENT

Maximising team performance is an important outcome for our Birmingham Team and CGA is committed to investing resources into initiatives/strategies to increase the probability of achieving our goal of topping the medal tally in Birmingham.

2019/20 was the second year of the \$4.5M funding support to B2022 sports to assist in the development of their pre-elite athletes. This approach addressed a gap in support and increased the probability of these athletes progressing to Birmingham.

CGA funding support was extended to the NSOs responsible for the sports/ disciplines of beach volleyball, women's T20 cricket and Para-table tennis when these sports/disciplines were confirmed on the B2022 program in August 2019.

The advent of COVID-19 caused a number of sports to either postpone or revisit supported strategies. The flexibility of the program enabled performance outcomes not to be compromised.



## \$4.5 MILLION

FUNDING SUPPORT TO B2022 SPORTS  
TO ASSIST IN THE DEVELOPMENT OF  
THEIR PRE-ELITE ATHLETES

### CGA Funding Support for 2018/2019 & 2019/2020

SPORT	FUNDING ALLOCATION
Athletics	\$ 448,250
Badminton	\$ 151,140
Basketball (3x3)	\$ 337,360
Beach Volleyball	\$84,312
Boxing	\$ 245,000
Cricket (Women's T20)	\$ 40,000
Cycling	\$ 445,000
Diving	\$ 162,202
Gymnastics	\$ 274,000
Hockey	\$ 193,500
Judo	\$ 150,000
Lawn Bowls	\$ 273,600
Netball	\$ 120,000
Para-Powerlifting	\$42,500
Rugby 7's	\$ 220,000
Squash	\$ 187,500
Swimming	\$ 362,000
Table Tennis	\$ 250,450
Triathlon	\$ 191,000
Weightlifting	\$ 126,000
Wrestling	\$ 91,498
<b>TOTAL PROJECTS</b>	<b>\$ 4,395,312</b>
Kurt Fearnley Scholarships	\$ 25,000
Contingency	\$ 79,688
<b>TOTAL FUNDING</b>	<b>\$ 4,500,000</b>

### BIRMINGHAM 2022 SPORTS PROGRAM

To be staged from 28 July to 8 August 2022, the Birmingham 2022 Commonwealth Games will feature 19 sports across 12 days of sporting and cultural festivities.

The 2022 Games program will eclipse the Gold Coast as the largest ever female and Para-sport programs in Games history. It will mark the first time in history that a major multi-sport event

will feature more women's than men's medal events, with 135 compared to 133. There are currently seven mixed events, with the confirmed event program to be announced in late 2020.

### The Birmingham 2022 Commonwealth Games Sports Program will include:



Commonwealth Games Australia is planning to send one of its largest teams to ever compete in an away Commonwealth Games campaign. It is anticipated that in excess of 400 athletes will represent Australia.

Australia was represented by 473 athletes on the Gold Coast with the team topping the medal tally with 80 gold, 59 silver and 59 bronze medals.



## STRATEGIC PRIORITY ONE

# DELIVERING TEAM SUCCESS

### COMMONWEALTH YOUTH GAMES POSTPONEMENT

The seventh Commonwealth Youth Games were scheduled to take place from 1-7 August 2021 in Trinidad and Tobago.

The impact of COVID-19 on the global international sporting calendar meant that the Tokyo Olympics and Paralympics were rescheduled to the summer of 2021 clashing with the original dates of these Youth Games.

In association with the Trinidad and Tobago Commonwealth Games Association, the Commonwealth Games Federation decided to postpone the event to a date yet to be confirmed, potentially in 2023.

### KURT FEARNLEY SCHOLARSHIPS

The Kurt Fearnley Scholarships are provided annually to 'fast track' selected Para-sport athletes in their development to achieve success at the Birmingham 2022 Commonwealth Games.

For the second year, Commonwealth Games Australia combined with the Carbine Club (NSW) and NSW Institute of Sport to support talented NSW Para-athletes for a calendar year. The scholarships target athletes who currently receive limited system support but show outstanding potential for future success in identified Commonwealth Games Para-sport events - athletics, swimming, cycling, basketball, lawn bowls, triathlon, para-powerlifting and table tennis.



For 2019, Aimee Fisher (athletics), Luke Bailey (athletics), Alissa Jordaan (athletics), Ricky Betar (swimming) and Jasmine Greenwood (swimming) were supported through this initiative.

The 2020 Kurt Fearnley Scholarship Selection Panel identified six (6) athletes who in their opinion, have the potential to compete in Birmingham 2022 if given some targeted support.

It is a positive that four sports are represented with this Kurt Fearnley Scholarship intake, an increase of two sports from 2019's intake (swimming and athletics).

### 2020 Kurt Fearnley Scholarship Recipients

ATHLETE	AGE	SPORT	ACHIEVEMENTS
Jessica Cronje	22	Basketball	Coached by Paralympic legend and Sport Australia Hall of Fame member Troy Sachs, Jessica was a member of the Devils Australian Under 25 team at the 2019 world championships which won a silver medal.
Aimee Fisher	17	Athletics	Following a gymnastics injury which left her paralysed, Aimee has taken up wheelchair racing with great success. Coached by Andrew Dawes in Newcastle, Kurt's hometown, and competes in the 100m, 200m and 400m T54 wheelchair events. She is the Australian open 100m and 200m T54 champion.
Kailyn Joseph	17	Athletics	A world junior Para-athletics bronze medallist at 14, Kailyn made her senior team debut with a fifth-place finish at the Gold Coast 2018 Commonwealth Games at just 15. Kailyn holds the Australian record at U16/U18 and U20 level in the T38 cerebral palsy category.
Maryanne Latu	21	Basketball	A member of the Devils Australian team at the U25 world championships which won the silver medal, Maryanne has also played a number of tournaments with the Gliders, Australia's senior women's wheelchair basketball team.
Benjamin Said	17	Cycling	Former Australian age group 1500m record holder and 5000m representative who has turned his attention to cycling. Benjamin competes on the track and road in time trial and road race events.
Oscar Stubbs	19	Swimming	Former NSW rep cricketer and soccer player who is a swimming all-rounder who competes in freestyle, backstroke, breaststroke and medley events in the s13 vision impaired category, Oscar collected five gold and three bronze medals at the Australian age championships in 2019.





## STRATEGIC PRIORITY TWO

# 2



## CONNECTING WITH COMMUNITIES



**We connect with and positively contribute to Australian communities through sport.**  
**We live diversity, inclusiveness and the broadest possible definition of team.**

### STRATEGIC INITIATIVES

#### We will:

1. Tell the stories of our athletes - past, present and future - and celebrate our history and heritage to engage and connect with our community and attract new fans
2. Develop and implement a CGA alumni engagement program that connects previous Games participants (athletes, coaches, officials) with CGA in an ongoing and meaningful way
3. Develop a program of events and activities that allows for CGA to regularly reach key audiences, including alumni, stakeholders, media and fans to help celebrate our past, present and future
4. Develop and deliver Games-time communication and engagement plans that engage, entertain, inform, advise and educate relevant audiences and celebrates the performances of our team

### STRATEGIC INITIATIVES UPDATE

#### Tell our stories and celebrate our history and heritage

Telling the stories of Commonwealth Games Australia's rich past, present and bright future is central to the achievement of the objective to engage and connect with our community and attract new fans.

To achieve this, a refreshed Marketing, Communications and Community program was commenced in February 2020 under the stewardship of three-time Commonwealth Games representative in athletics, David Culbert.

Along with another new hire, Digital Communications Coordinator Ren Thompson, a range of projects were implemented that focus on achieving the renewed marketing, communications and community strategy.

The key elements of this strategy have been:

- A digital content plan that delivers timely, relevant and engaging content
- Creation of a vision and photo archive
- Celebration of milestone dates and athlete achievements
- Creation of a segmented database of alumni, sports, stakeholders and fans
- Implementation of a regular e-news delivered directly to the CGA database of 350,000
- Regular reporting and tracking of digital analytics



## STRATEGIC PRIORITY TWO

# CONNECTING WITH COMMUNITIES

### ALUMNI ENGAGEMENT PROGRAM

The creation of a vibrant and connected alumni of previous Games participants (athletes, coaches, officials) in an ongoing and meaningful way is an important element in the strategy.

To help achieve this, work was completed in June to finalise the Commonwealth Games Australia athlete results project. This captures every result from all 3,329 athletes who have competed for Australia at the Games.

These results are now available by a searchable online database at [www.commonwealthgames.com.au](http://www.commonwealthgames.com.au)

The extension of this project is the development of biographies for all Commonwealth Games athletes – a huge task that is already underway with over 500 biographies completed.

And finally, a database of up-to-date athlete contacts that allows for the connection to be deeper between CGA and the alumni and the alumni themselves. Two-time Commonwealth Games netball representative Natalie Medhurst joined CGA in September 2020 as Community Engagement Manager and will fast track our efforts in this area.

These projects were launched in time for the 50th anniversary of Edinburgh 1970 Commonwealth Games and in lieu of a reunion, a virtual exhibition of Games highlights, photos and vision was held in July 2020.

### COMMONWEALTH GAMES AUSTRALIA EVENTS

Combining the storytelling and alumni activities, Commonwealth Games Australia will develop a program of events and activities that allows for CGA to regularly reach key audiences, including alumni, stakeholders, media and fans to help celebrate the past, present and future.

The program of activities in this area was to commence with the 2020 Annual General Meeting, however COVID-19 will put these activities on hold until 2021.

### RON CLARKE GRIFFITH FUTURES SCHOLARSHIP

In honouring the memory of Ron Clarke AO MBE, Commonwealth Games Australia and Gold Coast 2018 Commonwealth Games partner Griffith University have combined to introduce the Ron Clarke Griffith Futures Scholarship which is designed to support two young indigenous student athletes to study at Griffith University, commencing in 2021.

### GAMES-TIME ACTIVITIES

Planning has commenced for Games-time communication and engagement activities that engage, entertain, inform, advise and educate relevant audiences and celebrate the performances of the Birmingham team.

### HERITAGE & AWARDS COMMITTEE

To assist in achieving multiple objectives across CGA history, events and alumni areas, the Board established a Heritage & Awards Committee in early 2020 to optimise CGA's activities in recognising, promoting and celebrating its heritage and the contribution of individuals and communities from within the Commonwealth Games Movement in Australia.

The focus of the Committee is to:

- Remember the past
- Celebrate achievement
- Honour service

The inaugural Committee and the meetings held during the period 1 July 2019 to 30 June 2020 are as follows:

Member	Position	Number eligible to attend	Number attended
Darryl Clout	Chair & CGA Board representative	1	1
Marlene Elliott	CGA Board representative	1	1
Greg Blood	Former National Sport Information Centre librarian, sports historian and lead on Paralympics Australia History and Wikipedia project	1	1
Bruce Coe	Sports historian, author and archivist	1	1
Perry Crosswhite AM	Former CGA CEO with an interest in CGA Hall of Fame, special awards and national honours	1	1
Jenny Donnet	Olympic and Commonwealth Games diving representative and two-time Games gold medallist, 1992 Olympic Games flag bearer. Interest in CGA history, awards and Hall of Fame	1	1
Liz Ellis AO	Former Australian Netball captain and 1998 and 2002 Commonwealth Games gold medallist. Interest in honours and Awards	0	0
Peter Hamilton	Sports results and IT expert who works for Olympic and Commonwealth Games provider ATOS.	1	1

Staff support from CGA – David Culbert (General Manager – Marketing, Communications & Community), Michelle Koster (Administration Manager), Ren Thompson (Digital Communicators Co-ordinator) and Natalie Medhurst (Community Engagement Manager) attend each meeting.



## STRATEGIC PRIORITY THREE

# 3



## PRESENTING A POWERFUL BRAND



Our brand is proud and daring and brings to life our values and behavioural framework.

Our brand is recognised and celebrated for the positive impact and contribution it has on our teams, our members and on Australian communities

### STRATEGIC INITIATIVES

#### We will:

1. Ensure all activities maximise the connection Australians have with our athletes to strengthen the CGA brand and core values of inclusiveness, integrity, respect and excellence
2. Develop a range of projects and properties that create a commercial return whilst celebrating our history, build new audiences and extend the reach of the CGA brand beyond the Games
3. Maximise partnerships with member sports, broadcasters and sponsors to promote the CGA brand and our athletes
4. Develop a Games-time brand micro-strategy to capitalise on the increased visibility of the Games period
5. Manage issues to ensure the protection of the CGA brand

### STRATEGIC INITIATIVES UPDATE

The activities in the past twelve months have concentrated on building the platform to achieve the integrated strategic initiatives in CGA brand and commercial activities.



NEW CGA LOGO



OLD CGA LOGO



CGF LOGO



# STRATEGIC PRIORITY THREE

## PRESENTING A POWERFUL BRAND

### BRAND UPDATE AS PART OF REFRESH

Following the Commonwealth Games Federation's (CGF) 'Transformation 2022' refresh, Commonwealth Games Australia updated its logo using the CGF 'Celebration Device' replacing the old plinth which was part of the CGA logo.

It is only a subtle change; however an important one that reflects the CGA's membership of the Commonwealth Sport Movement of 72 nations and is a mark which binds all members of the Commonwealth Sport family together.

The 'Celebration Device' echoes the instinctive action of athletes as they celebrate their success.

The CGA's distinctive logo sits atop the 'Celebration Device' and features the unmistakable marks of Australia – the kangaroo and emu from our Coat of Arms and the AUS that is synonymous with our nation in international sport.

The Commonwealth Games Federation officially launched the new Commonwealth Sport brand as part of their Transformation 2022 Refresh, which was unveiled at the CGF General Assembly in Rwanda in September 2019. The refresh committed the Movement to focusing more on 'year-round' activities as opposed to the 'once-every-four years' Games organisation.

### SPORTFIVE SIGNED TO DELIVER COMMERCIAL STRATEGY

Commonwealth Games Australia re-engaged sports marketing agency SPORTFIVE on an exclusive multi-year sponsorship representation agreement as the Australian Commonwealth Games Team prepares for the Birmingham 2022 Commonwealth Games.



Working alongside Commonwealth Games Australia's executive team, SPORTFIVE will strive to grow the value of and support for the Australian Commonwealth Games Team commercial partner program, through a broad range of services including sponsorship marketing strategy, sponsorship sales, procurement, brand and media partnerships, outfitting services and host country support services for the team in Birmingham.

SPORTFIVE, formerly known as Lagardère and before that as Sport Marketing and Management (SMAM), have a long history of working with Commonwealth Games Australia and most recently delivered the sponsorship program for the Gold Coast 2018 Commonwealth Games.

The announcement extends SPORTFIVE's strategic involvement in developing the value of the Commonwealth Games Movement, which includes the world-first Commonwealth Games Federation Partnership (CGFP) model and seeks to identify sustainable and long-term commercial partnerships that will also benefit the delivery of future editions of the Commonwealth Games

### BRAND & MARKETING COMMITTEE

A Brand & Marketing Committee was established in October 2019 as a sub-committee of the Board to help guide and drive the commercial and communications activities with the aim of accessing stronger and more diversified revenue streams and commercial partnerships to underpin activities and ensure a financially sustainable future for CGA.

The inaugural Committee consists of the following and the meetings held in the period 1 July 2019 to 30 June 2020 are as:

Member	Position	Number eligible to attend	Number attended
Ben Houston	Chair, CGA President	2	2
Marlene Elliott	Member, CGA Director	2	2
Jayne Ferguson	Member, CGA Director	2	2

Staff support from CGA – Craig Phillips (CEO) and David Culbert (General Manager Marketing & Communications) attend each meeting.







## STRATEGIC PRIORITY FOUR

# 4

## LEADING THE WAY

We work collaboratively with our partners to build a sustainable and industry leading sports business and to advance the Commonwealth Games Movement.

### STRATEGIC INITIATIVES

#### We will:

1. Establish a contemporary leading practice and effective governance structure which aligns with CGA's values and facilitates CGA's leadership role
2. Ensure our long term sustainability
3. Support and advocate for CGA's Members through effective leadership and collaboration
4. Play a leading role internationally to promote and grow the Commonwealth Games Movement in support of CGF's Transformation 2022 Refresh

### STRATEGIC INITIATIVES UPDATE

#### GOVERNANCE

##### Board of Directors

CGA's Annual General Meeting (AGM) was held in November 2019 and the first rotation of Board directors occurred as per the transitional provisions of the constitution. Mr Darryl Clout and Mr Grant Harrison had been elected at the 2018 AGM with terms of one year each, resulting in their terms expiring at the 2019 AGM. Both directors renominated for the Board and stood unopposed; they were re-elected for a further term of 4 ½ years.

At the 2019 AGM, the Members approved a change to CGA's financial year end from 30 June to 31 December. This change was seen as more practical for CGA's circumstances as it ensures consistency in CGA's financial cycle so that a Commonwealth Games will always fall in the fourth calendar year of a quadrennial. This will enable enhanced financial modelling and forecasting and financial statements will be easier to understand.

This change will come into effect from 2021, with a six month transitional period occurring from 1 July to 31 December 2020. Once the transition occurs, AGMs will be held in May in future.

A consequence of the change in the end of financial year date to 31 December was that current directors would serve an additional six months on their terms; this was formalised in constitutional amendments and also approved at the 2019 AGM.





# STRATEGIC PRIORITY FOUR

## LEADING THE WAY

### BOARD OF DIRECTORS



**Ben Houston**  
PRESIDENT



**Leeanne Grantham**  
VICE PRESIDENT



**Darryl Clout**  
DIRECTOR



**Marlene Elliott**  
DIRECTOR



**Jayne Ferguson**  
DIRECTOR



**Grant Harrison**  
DIRECTOR



**David Mandel**  
DIRECTOR



**Steve Moneghetti AM**  
DIRECTOR

### COMMITTEES OF THE BOARD

During the reporting period, Committees of the Board have increased from two to four, with the addition of a Brand & Marketing Committee in late 2019 and the Heritage & Awards Committee in early 2020. These Committees join the existing Finance & Audit Committee and Nominations & Remuneration Committee.

Information regarding the Heritage & Awards and Marketing & Brand Committees can be found on previous pages under "Connecting with Communities" and "Presenting a Powerful Brand" respectively.

### FINANCE & AUDIT COMMITTEE

Meetings held during the reporting period 1 July 2019 to 30 June 2020 are as follows:

Member	Position	Number eligible to attend	Number attended
David Mandel	Chair, CGA Director	5	5
Grant Harrison	Member, CGA Director	5	5
Sally Freeman	Independent Member Consultant and former Partner KPMG	5	4
David Ferrier	Independent Member Forensic accountant and CEO	5	5

CEO Craig Phillips, General Manager Corporate Dianne O'Neill and Finance Officer Liz Taylor also attend each Finance & Audit Committee meeting but do not vote on any matters.

During the year, the Committee has played an integral role in overseeing the management of risk during the COVID-19 pandemic and has been driving the process to streamline the corporate structure between CGA and the Australian Commonwealth Games Foundation (ACGF).

In addition, CGA undertook an independent internal audit in March 2020 at the recommendation of the Committee to ascertain if its internal systems and processes were fit for purpose. The audit was undertaken by Protiviti and confirmed that CGA's systems and processes were suitable for the size of the organisation with some minor recommendations made that have since been implemented.

These projects have been in addition to the Committee's standard responsibilities of monitoring CGA's financial performance and budgets, overseeing the annual financial audit process, insurance renewals and compliance with legal and regulatory requirements.

Risk management has been one of the Committee's main priorities in the reporting period with the outbreak of COVID-19 in Australia since March 2020. Management responded quickly and took steps to safeguard CGA's financial position by prudently managing cash flow. This involved discussions with all Program Sports and deferring the payment of grant funding for any events that were postponed or cancelled. In addition, management established a new risk record in the risk register to capture the actions and strategies employed to mitigate CGA's risks in regard to the pandemic.

All risks identified as "very high" are reviewed at each Committee meeting and update reports are provided to each Board meeting.





## STRATEGIC PRIORITY FOUR

# LEADING THE WAY

### NOMINATIONS & REMUNERATION COMMITTEE

The Committee continues to provide assistance to the Board on matters relating to appointed director positions, director remuneration and nomination processes. The Committee has assisted with the annual

nomination process for the AGM and oversees the Board skills matrix to ensure Board composition is optimal and appropriate.

A new independent member, Mrs Ros Holding, was welcomed to the Committee in early 2020 to fill the vacancy left by the passing of Mr Glenn Tasker in 2019.

CEO Craig Phillips and General Manager Corporate Dianne O'Neill also attend these meetings when appropriate and administrative support is provided by CGA Administration Manager, Michelle Koster.

Meetings held during the period 1 July 2019 to 30 June 2020 are as follows:

Member	Position	Number eligible to attend	Number attended
Leeanne Grantham	CGA Vice President, Director Chair	1	1
Ben Houston	CGA President, Director Member	1	1
Noeleen Dix AM	Independent Member Chair – Confident Girls Foundation	1	1
Ros Holding	Independent Member (since 5 February 2020) AIS Careers & Education consultant	0	0

### ADVISORY GROUPS

Birmingham 2022 Team preparation continues to reach out to key stakeholders to gain input and feedback around our plans.

Under co-chairs Matt Levy and Karen Murphy, the Athlete Advisory Group continued to canvas the views of athletes regarding team plans and alumni initiatives plans and alumni initiatives.

Dr Grace Bryant continued to chair the Performance Health Care Advisory Group where input around Birmingham performance opportunities and the health and well-being of team members within a COVID-19 environment was given.

Members of the Athlete Advisory Group are as follows:

Karen Murphy (Lawn Bowls) – Co Chair  
Matt Levy OAM (Para-swimming) – Co Chair  
Dane Bird-Smith (Athletics)  
Anja Stridsman (Boxing)  
Kaarle McCulloch (Cycling)  
Rachel Bugg (Diving)  
Lauren Mitchell (Gymnastics)  
Brooke Peris (Hockey)  
Shannon Parry OAM (Rugby 7's)  
David Palmer OAM (Squash)  
Dan Wilson (Triathlon)

Members of the Performance Health Care Advisory Group:

Dr Grace Bryant OAM – Chair  
Keren Faulkner  
Dr Peter Harcourt  
Steven Hawkins  
Kristine Dun  
Danielle Formosa  
Julian Jones  
Jessica Stephens  
Mitchell Mooney  
Clare Prideaux

### GENERAL GOVERNANCE UPDATES

In other activities under this strategic initiative, as part of the HR strategy a Capability & Resource review was commissioned in early 2020 with an independent consultant. The objective of the review was to analyse the organisation's resource requirements in order to deliver its strategic objectives. It was found that some additional skill sets were required and new roles were created for a Community Engagement Manager and Manager Projects, Planning & Systems. Both roles were recruited in August 2020. Through the review however, the Youth Programs Manager role was made redundant. Commonwealth Games Australia was sad to say goodbye to Danusia Pietrzak who had been with the organisation for five years and CGA acknowledges her contribution to two Youth Games campaigns (2015 and 2017) and one Commonwealth Games (2018).

In June 2020, the CGA Board agreed to sign a Letter of Intent to join the National Redress Scheme, subject to confirmation that the scheme would be applicable to CGA and CGA would have the capacity to fulfil its responsibilities under the scheme. These matters have subsequently been confirmed and the Board has since formally agreed to join the scheme and is going through the formal processes required. CGA commends the extensive work undertaken by the Australian Olympic Committee (AOC) in representing the sports sector with the Federal Department of Health & Human Services to investigate suitable mechanisms for sporting organisations to join the scheme in a sustainable way.

A review of the operating model with CGA's state divisions has been underway during the reporting period, to ensure that the most efficient and effective model is in place to enable CGA to achieve its strategic priorities. The review is being conducted by independent governance consultants Blackhall & Pearl and proposed integrated operating models have been developed for consideration and future implementation.

### FINANCIAL SUSTAINABILITY

With the challenging and uncertain year that COVID-19 has presented, CGA's long term financial strategy and model is under review to take into consideration the changed environment we now operate in. The investments held by the Australian Commonwealth Games Foundation (ACGF) have suffered in the global economic downturn and are likely to be impacted for some time to come. Budgets and forecasts are being managed carefully through until the end of the Birmingham 2022 Games quadrennial. It is crucial for ongoing sustainability that CGA facilitates an Australian city to host another home Games within the next twelve years in order for CGA to maintain current operational levels.

In the past year, a project has been underway to determine the optimal corporate structure between CGA and the ACGF. As two separate entities, this structure provides asset protection for our significant investment funds, however this has been compromised in recent years due to the accumulation of a considerable liability between the two entities due to unpaid distributions from the ACGF. Whilst these funds are now being drawn upon as CGA's revenues are in a hiatus, this position still presents some risk. Legal processes are underway to seek a remedy for this situation which will result in full asset protection in the ACGF and the ability for CGA to draw on funds as required for operational requirements, particularly in the next two years in the lead up to the Birmingham 2022 Commonwealth Games.

In addition, as outlined earlier in the report, work is underway on the commercial activities in the lead up to the Birmingham Games through the engagement of SPORTFIVE and the efforts of CGA's refreshed marketing, communications and community engagement activities designed to develop properties that may be attractive to commercial partners.



## STRATEGIC PRIORITY FOUR

# LEADING THE WAY

### ADVOCACY & STAKEHOLDER RELATIONS

"Out of adversity comes opportunity"  
– Benjamin Franklin

The reporting year started with much optimism for Commonwealth Games Australia and its member NSOs. Many of CGA's members were focussed on their preparations for the Tokyo 2020 Olympic and Paralympic Games (Tokyo 2020) to be held in July/August and August/September 2020 respectively. With the impact of COVID-19 globally, CGA's members quickly found themselves resetting their priorities to keep their organisations and their sports functioning. This was against the backdrop of community sport in many parts of Australia already being significantly impacted by the worst bushfire season on record.

While unlooked for and certainly unwelcomed, these difficult times have helped to forge much stronger bonds within CGA's membership, between CGA and its members, and between CGA, the Australian Olympic Committee (AOC) and Paralympics Australia (PA).

The alliance between the AOC, CGA and PA was initially forged in response to the devastating bushfires which ravaged much of

Australia where the three peak bodies lent their collective weight to recovery efforts and the fundraising initiatives of the Australian Sports Foundation. When it was safe and appropriate to do so Olympians, Paralympians and Commonwealth Games athletes journeyed to fire affected communities in support of their recovery efforts.

In March 2020, Tokyo 2020 were postponed until 2021 – the first time in history the Olympic and Paralympic Games were postponed. This decision changed the international sporting landscape for the next four years.

The shutting down of sport from international to community levels as a COVID-19 public safety measure had an immediate and dramatic impact on NSOs. It is estimated that collectively NSOs lost between 50% and 60% of their revenues from memberships, State Association affiliation fees and commercial sources. To help support its members, CGA once again joined forces with the AOC and PA in making representation to the Federal Government.

In April 2020, the three peak bodies, with the support of Sport Australia and the Australian

Institute of Sport, submitted the "Three Point Plan For Government Action For Olympic, Paralympic and Commonwealth Games Sports" (The 3 Point Plan) to Minister Richard Colbeck on behalf of their collective membership. The purpose of the plan was to secure funding certainty at 2019/20 levels for NSOs for the 2020/21 and 2021/22 financial years.

On 14 June 2020, Minister Colbeck announced that the Federal Government were investing \$50.6 million over two years (2020/21 and 2021/22) to support Australia's high performance athletes as they prepared for a postponed Tokyo 2020, the Beijing 2022 Olympic and Paralympic Winter Games and the Birmingham 2022 Commonwealth Games.

CGA is most appreciative of the Government's support which will greatly assist its NSOs.

CGA has also worked very closely with the AOC and PA on the sports sector's response to the National Redress Scheme and supporting Sport Integrity Australia and the National Sports Tribunal on the development of an effective complaints handling process.

Following governance reforms adopted in 2018 which led to its Board becoming a skills-based rather than a representative board, CGA has conducted two Members' Forums each year. Two Members' Forums were held during the reporting period – one each in November 2019 and May 2020, with the May 2020 edition being online due to COVID-19 travel restrictions. These forums have been great opportunities for CGA to engage with its members, provide updates on key initiatives being undertaken and workshop together some of the important issues facing the industry.

### INTERNATIONAL RELATIONS

CGA is committed to playing a leading role in promoting and growing the Commonwealth Sports Movement globally and supporting the Commonwealth Games Federation's (CGF's) Transformation 2022 Refresh.

In September 2019, the CGF held its General Assembly in Kigali, Rwanda. It marked the tenth anniversary of Rwanda joining the Commonwealth of Nations and 25 years since the genocide which resulted in the deaths of an estimated 800,000 ethnic Tutsi people.

Being the first General Assembly since the Gold Coast 2018 Commonwealth Games, the CGF held elections for its Executive Board and Sports Committee. Incumbent Dame Louise Martin DBE retained the Presidency unopposed and will lead the CGF until 2023.

From Oceania, Kereyn Smith (New Zealand) and Hugh Graham (Cook Islands) retained their places on the CGF Executive Board as Vice President and Regional Vice President respectively. CGA CEO, Craig Phillips was elected to the CGF Sports Committee.

CGA President Ben Houston served on the CGF Election Panel in an oversight capacity during the CGF General Assembly.

Former CGA President Sam Coffa AM had the honour of CGF Life Membership bestowed upon him, in a fitting acknowledgment of his service to the Commonwealth Sport Movement.

With the onset of COVID-19, the Oceania regional meeting scheduled for April 2020 was postponed until September and held virtually.

During 2019, CGA worked in close cooperation with Griffith University and the CGF to further develop and expand the GAPS program (Gather Adjust Prepare Sustain) which was successfully implemented during the lead up to the Gold Coast 2018 Commonwealth Games. GAPS 2.0 is a Pacific athlete and coach development program for Commonwealth Games sports. The intended participants, athletes and coaches, are to be chosen from the Commonwealth Games nations (excluding Australia and New Zealand) of Oceania.

CGA and Griffith University made submission to the Federal Government for funding under the Sports Diplomacy 2030 program. Funding decisions have been delayed due to COVID-19 and international travel restrictions will mean the GAPS 2.0 program will need to be modified.

CGA will continue to work in close cooperation with and in support of the CGF as the Commonwealth Sports Movement continues to navigate through these unprecedented times.







## STRATEGIC PRIORITY FIVE

# 5



## HOSTING GREAT GAMES

We collaborate with Governments and other delivery partners to realise 'whole of community' benefits associated with the hosting of great "Home" Games.

### STRATEGIC INITIATIVES

#### We will:

1. Develop Commonwealth Games Australia's knowledge & understanding of the important legacy benefits of hosting the Games so as to better advocate the opportunity to potential host communities & delivery partners
2. Engage proactively with Governments – Federal & State – to encourage potential future Games bids & position CGA to optimise the likelihood of successfully securing the support of the Commonwealth Games Movement internationally for Australia to host the Games
3. Play a key role in ensuring that when Australia hosts the Games they provide memorable and rewarding experiences for athletes, volunteers and spectators, and deliver lasting legacy benefits to host communities

### STRATEGIC INITIATIVES UPDATE

#### COMMONWEALTH GAMES 2026

CGA is committed to bringing the Commonwealth Games to Australia on a regular basis. Over several years, Australia has gained a well-deserved reputation as being a great Games host. CGA also recognised the important long-term benefits which are delivered to communities through the hosting of the Commonwealth Games.

During 2019, CGA worked closely with the CGF's team of Games experts and the South Australian Government regarding the feasibility of a candidature being proposed for Adelaide to host the 2026 Commonwealth Games. Regrettably, in September 2019, the South Australian Government determined that it would not proceed with the submission of the feasibility file to the CGF for consideration. The Government confirmed that it may be interested in having further discussions with CGA on a 2030 or 2034 candidature.

Subsequent to the decision of the South Australian Government, the CGF commissioned a Games Value Framework Report with accounting firm, PwC. In May 2020, this report was made public and it highlights the significant legacy benefits past Commonwealth Games have delivered for their host communities.

Whilst outside the reporting period, we can provide the update that in August 2020, CGA commissioned PwC to prepare an Adelaide specific version of the Games Value Framework Report. Drawing on the learnings from the CGF's report, "The Case For The Adelaide 2026 Commonwealth Games" (The Case For Adelaide) aligned Games benefits with the South Australian Government's own ambitions for Adelaide and South Australia.

In October 2020, The Case For Adelaide was submitted for consideration to the South Australian Government and at the time of reporting they had yet to confirm their position.

CGA remains convinced that Adelaide would be a great host city for a future Commonwealth Games.



# AUSTRALIA AT THE COMMONWEALTH GAMES

YEAR AND CITY	DATES	ATHLETES	OFFICIALS
1911 London	12 May	7	1
1930 Hamilton	16 - 23 August	9	2
1934 London	4 - 11 August	17	2
1938 Sydney	5 - 12 February	158	11
1950 Auckland	4 - 11 February	148	20
1954 Vancouver	30 July - 7 August	78	13
1958 Cardiff	18 - 26 July	105	14
1962 Perth	22 November - 1 December	208	30
1966 Kingston	4 - 13 August	101	23
1970 Edinburgh	16 - 25 July	107	25
1974 Christchurch	24 January - 2 February	168	34
1978 Edmonton	3 - 12 August	148	42
1982 Brisbane	30 September - 9 October	208	54
1986 Edinburgh	24 July - 2 August	235	69
1990 Auckland	24 January - 3 February	247	68
1994 Victoria	18 - 28 August	241	92
1998 Kuala Lumpur	11 - 21 September	311	130
2002 Manchester	25 July - 4 August	355	151
2006 Melbourne	15 - 26 March	425	168
2010 Delhi	3 - 14 October	368	179
2014 Glasgow	23 July - 3 August	409	184
2018 Gold Coast	4 - 15 April	473	283
		4526	1595

G	S	B	TOTAL	OPENING CEREMONY FLAG BEARER	CHEF DE MISSION/ GENERAL MANAGER
2	2	4	8		Richard Coombes
3	4	1	8	Bobby Pearce	Hugh Weir
8	4	2	14	Noel Ryan	Herbert Maxwell
25	19	22	66	Dunc Gray	Wilfred Kent Hughes
34	27	19	80	Mervyn Wood	Harold Wilkes
20	11	17	48	Dick Garrard	Jim Eve
27	22	17	66	Ivan Lund	Jim Eve
38	36	31	105	Tony Madigan	Edgar Tanner
23	28	22	73	David Dickson	Bill Young
36	24	22	82	Pam Kilborn	Arthur Tunstall
29	28	25	82	Michael Wenden	Bill Young
24	33	27	84	Sal Sansonetti, Remo Sansonetti	Les Martyn
39	39	29	107	Rick Mitchell	Jim Barry
40	46	35	121	Michael Turtur	Arthur Tunstall
52	54	56	162	Lisa Curry-Kenny	Arthur Tunstall
87	52	42	181	Ian Hale	Arthur Tunstall
80	61	57	198	Kieren Perkins	Don Stockins
82	62	63	207	Damian Brown	Don Stockins
84	69	68	221	Jane Saville	John Devitt
74	56	49	179	Sharelle McMahon	Steve Moneghetti
49	42	46	137	Anna Meares	Steve Moneghetti
80	59	59	198	Mark Knowles	Steve Moneghetti
939	778	713	2427		





# FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2020  
COMMONWEALTH GAMES AUSTRALIA LIMITED  
A.C.N 629 915 448  
A.B.N. 55 165 736 898

## REPORT BY THE DIRECTORS

The Directors submit their report on the financial statements of Commonwealth Games Australia Limited (the Company) for the year ended 30 June 2020.

**DIRECTOR INFORMATION**

The names, roles and other current positions of the Directors of the Company as at 30 June 2020 are set out below:

<b>Mr Ben Houston LLB (Hons)</b> <b>President and Director</b> (4 ½ year term to May 2023)  Other current positions:  Chief Executive Officer – Australian Sailing ..... President – Australian Commonwealth Games Foundation ..... Chair – Commonwealth Games Australia Brand & Marketing Committee ..... Member – Commonwealth Games Australia Nominations & Remuneration Committee ..... Member – National Sports Tribunal Advisory Group ..... Member – Commonwealth Games Federation Election panel 2019 .....	<b>Mrs Leeanne Grantham</b> <b>Vice President and Director</b> (4 ½ year term to May 2023)  Other current positions:  Chair – Commonwealth Games Australia Nominations & Remuneration Committee ..... Director – Australian Commonwealth Games Foundation ..... Director – Disability Sports Australia ..... Director – Netball South Australia ..... Director – FIBA Women’s Basketball World Cup 2022 ..... Director – Table Tennis Australia ..... Chair – District Council Coober Pedy SA – Chief Executive Officer Oversight Board .....  <b>Mr Darryl Clout</b> <b>Director</b> (4 ½ year term to May 2024)  Other current positions:  Director – Australian Commonwealth Games Foundation ..... Chair – Commonwealth Games Australia Heritage & Awards Committee ..... President – Bowls Australia ..... Director – Blacktown Venue Management Inc. ..... Director – Hunter Academy of Sport ..... Director (Oceania Region) – World Bowls Board .....	<b>Ms Marlene Elliott GAICD</b> <b>Director</b> (2 year term to November 2020)  Other current positions:  Principal – Solutions by ME ..... Associate Director – VUCA Trusted Advisors ..... Director – Australian Commonwealth Games Foundation ..... Member – Commonwealth Games Australia Heritage and Awards Committee ..... Member – Commonwealth Games Australia Brand and Marketing Committee ..... Director – Triathlon Australia ..... Director – Workways Australia .....
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## REPORT BY THE DIRECTORS (cont)

### Mr Grant Harrison BBus Director

(4 ½ year term to May 2024)

Other current positions:

Director – Australian  
Commonwealth Games Foundation

Member – Australian  
Commonwealth Games Foundation  
Investment Committee

Member – Commonwealth  
Games Australia Finance & Audit  
Committee

Vice President – Commonwealth  
Games Australia South Australia  
Division

Member – Gymnastics Australia  
Awards Committee

Director – Thoroughbred Racing  
South Australia

Member – Gymnastics South  
Australia Audit and Governance  
Committee

Member – Liquor Industry Golf Club  
of South Australia Committee

Member – SA Team Appeal  
Committee

Member – Table Tennis Australia  
Nominations Committee

### Mr David Mandel BSc Chemistry, CIMA, GAICD Director

(2 year term to November 2020)

Other current positions:

Director – Australian  
Commonwealth Games Foundation

Chair – Commonwealth Games  
Australia Finance & Audit  
Committee

Member – Australian  
Commonwealth Games Foundation  
Investment Committee

Non-Executive Director – Royal  
Children's Hospital

Chair – Royal Children's Hospital  
Audit & Risk Committee

Member – Royal Children's Hospital  
Finance Committee

Non-Executive Director and  
Chairman – CT Technology trading  
as Oculo

Trustee – Caulfield Racecourse  
Reserve Trust

Chair – Caulfield Racecourse  
Reserve Trust Finance, Audit & Risk  
Committee

Chair – World Squash Federation  
Governance & Audit Commission

### Mr Stephen Moneghetti AM Director

(4 ½ year term to May 2023)

Other current positions:

Director – Australian  
Commonwealth Games Foundation

Deputy Chair – Sport Australia

Race Director & Committee – Run  
for the Kids

Chef de Mission – Australian  
Commonwealth Games Team –  
2010, 2014 and 2018

### Mrs Jayne Ferguson

#### Appointed Director

(1 year term from 1 July 2020 to 30  
June 2021)

Other current positions:

Director – Australian  
Commonwealth Games Foundation

Member – Commonwealth Games  
Australia Brand & Marketing  
Committee

Director – EDIT'D

### MEETINGS

The number of meetings of the Directors of the Company held during the most recent financial year were attended as follows:

Name	Position	Number eligible to attend	Number attended
Mr Ben Houston	President, Director	4	4
Mrs Leeanne Grantham	Vice President, Director	4	4
Mr Darryl Clout	Director	4	4
Ms Marlene Elliott	Director	4	3
Mr Grant Harrison	Director	4	4
Mr David Mandel	Director	4	4
Mr Stephen Moneghetti AM	Director	4	4
Mrs Jayne Ferguson	Appointed Director	4	4

### REMUNERATION

This table below reports the number of "Key Management Personnel" (KMP) who received remuneration in each specified band during the reporting period. KMP is defined as senior executives with authority and responsibility for planning, directing and controlling the activities of the Company, either directly or indirectly. This definition incorporates the CEO and General Managers.

Remuneration is defined as gross salary payments, superannuation and bonuses. However, no bonuses were paid during the year ended 30 June 2020.

	2020	2019
\$150,000 +	3	1
\$100,000 - \$149,999	0	2

Following an independent remuneration benchmarking review in 2019, the Board resolved to remunerate the President \$30,000 per year and each Non-Executive Director \$10,000 per year.

This remuneration reflects current not-for-profit industry standards as outlined in the independent benchmarking report and recognises the responsibilities of the Directors for the new Company Limited by Guarantee under the *Corporations Act 2001 (Cth)*. It also acknowledges the expertise and experience of each Director and the time commitment expected.



## REPORT BY THE DIRECTORS (cont)

### ACTIVITIES

The principal activity of Commonwealth Games Australia Limited during the course of the financial year was the promotion and promulgation of the Commonwealth Games Movement.

Commonwealth Games Australia Limited is the primary beneficiary of the Australian Commonwealth Games Foundation Trust.

No significant change in the nature of this activity occurred during the year. The COVID-19 outbreak has developed rapidly in 2020. Measures taken to contain the virus have affected economic and sporting activity which in turn has implications for businesses and for financial reporting. Management responded quickly to the impact of the COVID-19 pandemic, with a focus on supporting the Program Sport Members. The Company ensured its cash flows were managed and controlled and worked with each Program Sport to determine appropriate use of their funding toward agreed Birmingham 2022 outcomes given the changing environment.

### RESULTS

The profit/(loss) from operations after income tax expense for the year was a loss of \$2,003,200 (2019: profit of \$2,694,286).

### FINANCIAL STATEMENTS

In the opinion of the Directors of the Company, the accompanying Financial Statements present fairly the income and expenditure of Commonwealth Games Australia Limited for the year ended 30 June 2020 and of the assets and liabilities as at 30 June 2020.



**Ben Houston**  
President



**Craig Phillips**  
Company Secretary

### MEMBERS' GUARANTEE

Commonwealth Games Australia Limited is incorporated under the *Corporations Act 2001* and is a Company Limited by Guarantee. If the company is wound up, the Constitution states that each member is required to contribute to a maximum of \$1.00 each towards meeting any outstanding obligations of the company. At 30 June 2020 the number of members was 36.

### INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

During the year, Commonwealth Games Australia Limited has paid insurance premiums to indemnify officers of the Company against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in their capacity and representing the Company, other than conduct involving a wilful breach of duty.

### ENVIRONMENTAL REGULATION AND PERFORMANCE

There have been no significant known breaches of environmental regulations to which Commonwealth Games Australia Limited is subject to.

### AUDITOR INDEPENDENCE

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on page 40.



### Auditor's Independence Declaration

As lead auditor for the audit of Commonwealth Games Australia Limited for the year ended 30 June 2020, I declare that to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.



Andrew Barlow  
Partner  
PricewaterhouseCoopers

Melbourne  
15 October 2020

PricewaterhouseCoopers, ABN 52 780 433 757  
2 Riverside Quay, SOUTHBANK VIC 3006, GPO Box 1331, MELBOURNE VIC 3001  
T: 61 3 8603 1000, F: 61 3 8603 1999, [www.pwc.com.au](http://www.pwc.com.au)

Liability limited by a scheme approved under Professional Standards Legislation.

Signed at: Melbourne  
Dated: 15 October 2020



# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 30 JUNE 2020

	NOTE	2020 \$	2019 \$
<b>REVENUES</b>	3	2,460,005	6,946,179
<b>EXPENSES</b>			
<b>Program Expenses</b>			
NextGen grants		-	(281,600)
Team preparation grants		(2,477,607)	(1,936,876)
Community Engagement		(11,339)	(3,500)
2018 Gold Coast Games Support & Servicing		-	(6,960)
2018 Gold Coast Games		-	(46,380)
2022 Birmingham Games		(59,731)	(20,065)
Future Candidature		(26,291)	(37,495)
Sub Total		(2,574,968)	(2,332,876)
<b>Operational Expenses</b>			
Finance and administration		(105,276)	(122,848)
Depreciation and amortisation	4	(143,438)	(52,812)
Borrowing costs		(6,060)	(1,055)
Salaries, employee benefits and consultancy		(1,186,275)	(1,173,521)
Occupancy		(45,882)	(142,253)
General office		(108,875)	(86,404)
Board and AGM		(129,232)	(193,272)
Travel		(63,869)	(57,964)
Marketing, PR and hospitality		(99,330)	(88,888)
Sub Total		(1,888,237)	(1,919,017)
<b>TOTAL EXPENSES</b>		<b>(4,463,205)</b>	<b>(4,251,893)</b>
<b>PROFIT/(LOSS) BEFORE INCOME TAX</b>		<b>(2,003,200)</b>	<b>2,694,286</b>
Income tax expense		-	-
<b>PROFIT/(LOSS) AFTER INCOME TAX</b>		<b>(2,003,200)</b>	<b>2,694,286</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Income tax on items of other comprehensive income		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO THE MEMBERS</b>		<b>(2,003,200)</b>	<b>2,694,286</b>

# STATEMENT OF FINANCIAL POSITION

## AS AT 30 JUNE 2020

	NOTE	2020 \$	2019 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	1,763,820	1,035,457
Other financial assets	6	51,150	2,051,150
Trade and other receivables	7	121	1,417
Other current assets	8	2,777,268	2,463,197
<b>TOTAL CURRENT ASSETS</b>		<b>4,592,359</b>	<b>5,551,221</b>
<b>NON CURRENT ASSETS</b>			
Plant and equipment	9	73,023	118,745
Right of use Asset	10	157,831	-
Memorabilia and collectables		5,850	5,850
Intangible assets	11	-	-
Other financial assets	12	32,959,466	33,282,016
<b>TOTAL NON CURRENT ASSETS</b>		<b>33,196,170</b>	<b>33,406,611</b>
<b>TOTAL ASSETS</b>		<b>37,788,529</b>	<b>38,957,832</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	13	838,391	177,646
Provisions	14	69,600	71,329
Lease Liabilities	15	95,860	-
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,003,851</b>	<b>248,975</b>
<b>NON CURRENT LIABILITIES</b>			
Provisions	14	44,071	31,601
Lease Liabilities	15	66,551	-
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>110,622</b>	<b>31,601</b>
<b>TOTAL LIABILITIES</b>		<b>1,114,473</b>	<b>280,576</b>
<b>NET ASSETS</b>		<b>36,674,056</b>	<b>38,677,256</b>
<b>MEMBER FUNDS</b>			
Accumulated Surplus	16	36,674,056	38,677,256
<b>TOTAL MEMBERS' FUNDS</b>		<b>36,674,056</b>	<b>38,677,256</b>



## STATEMENT OF CHANGES IN EQUITY

### FOR THE YEAR ENDED 30 JUNE 2020

	ACCUMULATED SURPLUS TOTAL
AT 1 JULY 2018	35,982,970
Profit for the year	2,694,286
AT 30 JUNE 2019	38,677,256
AT 1 JULY 2019	38,677,256
Profit for the year	(2,003,200)
AT 30 JUNE 2020	36,674,056



## STATEMENT OF CASH FLOWS

### FOR THE YEAR ENDED 30 JUNE 2020

	NOTE	2020 \$	2019 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers		13,696	5,314,556
Payments to suppliers and employees		(3,431,289)	(4,306,586)
<b>NET CASH FLOWS (USED IN)/GENERATED FROM OPERATING ACTIVITIES</b>	17	<b>(3,417,593)</b>	<b>1,007,970</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received		45,151	50,756
Purchase of plant and equipment		(3,017)	(1,113)
Sale of plant and equipment		-	-
Rollover and disposal/(acquisition) of term deposits		2,000,000	(2,000,000)
<b>NET CASH FLOWS GENERATED FROM/(USED IN) INVESTING ACTIVITIES</b>		<b>(2,042,135)</b>	<b>(1,950,357)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Payments for lease liabilities		(91,129)	-
Interest paid on lease liabilities		(5,051)	-
Distributions received from Australian Commonwealth Games Foundation		2,200,000	-
<b>NET CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES</b>		<b>(2,103,820)</b>	<b>-</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>728,362</b>	<b>(942,387)</b>
Cash and cash equivalents at beginning of year		1,035,458	1,977,844
Cash and cash equivalents at end of year	5	1,763,820	1,035,457



# NOTES TO THE FINANCIAL STATEMENTS

## 1 CORPORATE INFORMATION

The financial report is for the entity Commonwealth Games Australia Limited (the company). Commonwealth Games Australia Limited is a Company Limited by Guarantee, incorporated and domiciled in Australia, at Level 2 180 Albert Road South Melbourne Victoria. Commonwealth Games Australia Limited converted from an Incorporated Association (Australian Commonwealth Games Association Incorporated) on 9 November 2018.

The principal activity of the company during the course of the financial year was the promotion and promulgation of the Commonwealth Games Movement.

The company is a not-for-profit entity for the purpose of preparing the financial statements.

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This note provides a list of all significant accounting policies adopted in the preparation of these financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial statements are for Commonwealth Games Australia Limited.

### (A) BASIS OF PREPARATION

These special purpose financial statements have been prepared for the members and must not be used for any other purpose. The directors of the company have determined that the accounting policies adopted are appropriate to meet their needs.

The financial report has been prepared on an accrual basis and based on historical cost. Cost is based on the fair values of the consideration given in exchange for assets. Unless otherwise indicated, all amounts are presented in Australian dollars.

#### (i) Going Concern

The financial report has been prepared on a going concern basis, which contemplates the continuity of normal business activity and the realisation of assets and the settlement of liabilities in the normal course of business. The company derived a deficit of (\$2,003,200) for the year ending 30 June 2020 (2019 Surplus: \$2,694,286). As at 30 June 2020 the company had cash assets of \$1,763,820 (2019: 1,035,457) and a surplus of net assets of \$36,674,056 (2019: \$38,677,256). The Directors consider the going concern basis to be appropriate based upon the existing Foundation distribution receivable.

#### (ii) Historical Cost Convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities (including derivative instruments) at fair value through profit or loss, certain classes of property, plant and equipment and investment property.

### (iii) Changes to Accounting Policies, Accounting Standards and interpretations

#### New or amended Accounting Standards and Interpretations adopted

The company has applied the following standards and amendments for the first time for their annual reporting period commencing 1 July 2019:

##### • AASB 16 Leases

The company had to change its accounting policies as a result of adopting AASB 16. The company elected to adopt the new rules retrospectively but recognised the cumulative effect of initially applying the new standard on 1 July 2019. This is disclosed in note 2(m).

#### Impact of the adoption of AASB 16 Leases on the company's financial statements

As indicated above, the company has adopted AASB 16 Leases retrospectively from 1 July 2019, but has not restated comparatives for the 2019 reporting period, as permitted under the specific transition provisions in the standard. The reclassifications and the adjustments arising from the new leasing rules are therefore recognised in the opening balance sheet on 1 July 2019.

On adoption of AASB 16, the company recognised lease liabilities in relation to leases which had previously been classified as 'operating leases' under the principles of AASB 117 Leases. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing

rate as of 1 July 2019. The weighted average lessee's incremental borrowing rate applied to the lease liabilities on 1 July 2019 was 2.0%.

At adoption the company did not have any finance leases for which the carrying amount of the lease asset and lease liability was classified as a right of use asset and lease liability.

#### (i) Practical expedients applied

In applying AASB 16 for the first time, the company has used the following practical expedients permitted by the standard:

- relying on previous assessments on whether leases are onerous as an alternative to performing an impairment review – there were no onerous contracts as at 1 July 2019

- excluding initial direct costs for the measurement of the right-of-use asset at the date of initial application, and

- using hindsight in determining the lease term where the contract contains options to extend or terminate the lease

#### (ii) Measurement of lease liabilities: Operating lease commitments disclosed as at 30 June 2019: \$262,160

#### Discounted using the lessee's incremental borrowing rate of at the date of initial application

Lease liabilities recognized as at 1 July 2019: \$252,530

Of which are:  
Current lease liabilities \$90,119  
Non-current lease liabilities \$162,411

### (B) STATEMENT OF COMPLIANCE

The Special purpose financial report complies with the recognition and measurement requirements of Australian Accounting Standards and the disclosure requirements to the extent described in Note 1.

### (C) CASH AND CASH EQUIVALENTS

Cash and short-term deposits in the statement of financial position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

### (D) TRADE AND OTHER RECEIVABLES

Trade receivables, which generally have 30-90 day terms, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts.

In accordance with IFRS 9, provisions for the bad and doubtful debts are based on the expected credit loss model. The 'simplified approach' is used with the expected loss allowance measured at an amount equal to the lifetime expected credit losses.

Receivables from related parties are recognised and carried at the nominal amount due. No interest is charged on related party receivables.

### (E) PLANT AND EQUIPMENT

Plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

2020	2019
<b>COMPUTER EQUIPMENT</b>	
2 to 3 years	2 to 3 years

#### FIXTURE AND FITTINGS

5 years	5 years
---------	---------

#### FURNITURE AND EQUIPMENT

4 to 11 years	4 to 11 years
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The assets' residual values, useful lives and amortisation methods are reviewed, and adjusted if appropriate, at each financial year end.

#### (i) Impairment

The carrying values of plant and equipment are reviewed for impairment at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of plant and equipment is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For an asset that does not generate largely independent cash inflows, recoverable amount is determined for the cash-generating unit to which the asset belongs, unless the asset's value in use can be estimated to be close to its fair value.



# NOTES TO THE FINANCIAL STATEMENTS (cont)

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

An impairment exists when the carrying value of an asset or cash-generating units exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount.

For plant and equipment, impairment losses are recognised in the statement of comprehensive income.

### (ii) Derecognition and disposal

An item of plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

### (F) TRADE AND OTHER PAYABLES

Trade payables and other payables are carried at amortised cost and represent liabilities for goods and services provided to the Company prior to the end of the financial year that are unpaid and arise when the Company becomes obliged to make future payments in respect of the purchase of these goods and services.

### (G) PROVISIONS

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an

outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The expense relating to any provision is presented in the statement of comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pretax rate that reflects the risks specific to the liability.

### (H) EMPLOYEE LEAVE BENEFITS (i) Wages, salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave are recognised in provisions in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

### (ii) Long service leave

The liability for long service leave is recognised in provisions and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service.

As per Victorian legislation, employees are entitled to eight and two thirds weeks long service leave after ten years of continuous service and 13 weeks of long service leave after 15 years of service.

### (I) SUPERANNUATION

The Board contributes to individual employee superannuation schemes as nominated by each employee. Contributions on behalf of employees are based on a percentage of gross salary as per legislation.

The schemes provide for accumulation of contributions made on behalf of employees together with income earned on accumulations and the Board is under no legal obligation to make up any shortfall in the schemes' ability to meet payments due to employees.

### (J) REVENUE RECOGNITION

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

#### Contributions

Contributions are recognised immediately as revenue once the Company gains control of the contribution, it is probable economic benefits will flow to the entity and the amount is reliably measured.

#### Fundraising Income

Fundraising income is recognised when there is reasonable assurance that the income will be received and all attaching conditions will be complied with.

### Interest Income

Interest revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured.

### Distributions

Revenue is recognised when the Company's right to receive the payment is established.

### (K) BORROWING COSTS

Borrowing costs are recognised as an expense when incurred.

### (L) INCOME TAX

The Company is classified as a sports association under Income Tax Assessment Act 1997 section 50-45 and is therefore exempt from paying income tax.

Revenues, expenses and assets are recognised net of the amount of GST except:

- (i) when the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- (ii) receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position. Cashflows are included in the Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as

operating cash flows.

### (M) LEASES

As explained below, the company has changed its accounting policy for leases where the company is the lessee. The new policy is described below and the impact of the change in note 2 (A) (iii).

Leases in which a significant portion of the risks and rewards of ownership were not transferred to the company as lessee were classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the balance sheet based on their nature. The company did not need to make any adjustments to the accounting for assets held as lessor as a result of adopting the new leasing standard.

Until 30 June 2019 leases in which a significant portion of the risks and rewards of ownership were not transferred to the company as lessee were classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) were charged to profit or loss on a straight-line basis over the period of the lease.

After 1st of July 2019 AASB 16 would result in almost all leases being recognised on the balance sheet, as the distinction between operating

and finance leases is removed. Under the new standard, an asset (the right to use the leased item) and a financial liability to pay rentals are recognised. The only exceptions are short-term and low-value leases. The accounting for lessors would not significantly change.

### (N) CRITICAL ESTIMATES, JUDGEMENTS AND ERRORS

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



# NOTES TO THE FINANCIAL STATEMENTS (cont)

	2020 \$	2019 \$
<b>3 REVENUE</b>		
<b>REVENUE</b>		
Income distribution from ACGF	2,427,450	3,174,511
Interest income	20,155	71,986
Fundraising	9,375	25,000
Other income	3,025	12,206
Marketing rights – 2018 Gold Coast	-	3,662,476
<b>TOTAL REVENUE FROM ACTIVITIES</b>	<b>2,460,005</b>	<b>6,946,179</b>
<b>4 DEPRECIATION AND AMORITISATION</b>		
Depreciation of non current assets		
Office equipment	7,391	6,657
Computer equipment	5,237	10,043
Fixture and fittings	36,111	36,111
Motor vehicle	-	-
Right of Use Asset	94,699	-
<b>TOTAL DEPRECIATION OF ASSETS</b>	<b>143,438</b>	<b>52,812</b>
<b>TOTAL DEPRECIATION EXPENSES</b>	<b>143,438</b>	<b>52,812</b>
<b>5 CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	1,763,820	1,035,457
	<b>1,763,820</b>	<b>1,035,457</b>
<b>6 OTHER FINANCIAL ASSETS</b>		
Commercial Bills & Term Deposits	51,150	2,051,150
	<b>51,150</b>	<b>2,051,150</b>
<b>7 TRADE AND OTHER RECEIVABLES (CURRENT)</b>		
Trade debtors	121	1,417
	<b>121</b>	<b>1,417</b>
<b>8 OTHER CURRENT ASSETS</b>		
Accrued Interest Income	950	25,947
GST receivable	21,962	167,053
Prepaid Expenses	4,356	70,197
Amount owed from related party in next 12 months – Australia Commonwealth Games Foundation	2,750,000	2,200,000
	<b>2,777,268</b>	<b>2,463,197</b>

	2020 \$	2019 \$
<b>9 PLANT AND EQUIPMENT</b>		
<b>FIXTURE AND FITTINGS</b>		
At cost	180,557	180,557
Accumulated depreciation	(119,056)	(82,945)
	<b>61,501</b>	<b>97,612</b>
<b>COMPUTER EQUIPMENT</b>		
At cost	85,658	86,469
Accumulated depreciation	(84,206)	(77,917)
	<b>1,452</b>	<b>8,552</b>
<b>OFFICE EQUIPMENT</b>		
At cost	36,074	35,498
Accumulated depreciation	(26,004)	(22,917)
	<b>10,070</b>	<b>12,581</b>
<b>TOTAL PLANT AND EQUIPMENT</b>		
Cost	302,289	302,524
Accumulated depreciation	(229,266)	(183,779)
<b>TOTAL WRITTEN DOWN AMOUNT</b>	<b>73,023</b>	<b>118,745</b>
<b>10 RIGHT OF USE ASSET</b>		
Right of Use Asset	252,530	-
Accumulated Depreciation	(94,699)	-
	<b>157,831</b>	<b>-</b>
<b>11 INTANGIBLE ASSETS</b>		
Trademarks	11,747	11,747
Accumulated amortisation	(11,747)	(11,747)
	<b>-</b>	<b>-</b>
<b>12 OTHER FINANCIAL ASSETS (NON CURRENT)</b>		
Amount owed from related party – Australian Commonwealth Games Foundation	32,959,467	33,282,016
<b>13 TRADE AND OTHER PAYABLES</b>		
Trade creditors	25,580	119,324
Trade and Other Payables (1)	812,811	58,322
	<b>838,391</b>	<b>177,646</b>

(1) As a result of the COVID-19 pandemic, many sporting events have been postponed due to the restrictions enforced by the Australian Government. This has resulted in the Company recognising a deferred cost of \$769,075 to the respective Program Sport Members for the funding of delayed events, as at 30 June 2020. These amounts are payable when the events are able to be completed.

# NOTES TO THE FINANCIAL STATEMENTS (cont)

	2020 \$	2019 \$
<b>14 PROVISIONS</b>		
<b>CURRENT</b>		
Employee entitlements	69,600	71,329
<b>NON CURRENT</b>		
Employee entitlements	44,071	31,601
<b>15 LEASE LIABILITIES</b>		
<b>CURRENT</b>		
Office Lease Liability	95,860	-
<b>NON CURRENT</b>		
Office Lease Liability	66,551	-
<b>16 ACCUMULATED MEMBER FUNDS</b>		
Balance at the beginning of year	38,677,256	35,982,970
Profit/(loss) for the year	(2,003,200)	2,694,286
Balance at end of year	36,674,056	38,677,256
<b>17 CASH FLOW INFORMATION</b>		
Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the statement of financial position is as follows:		
Cash and cash equivalents	1,763,820	1,035,457
<b>a) Reconciliation of cashflow from operations with surplus/(deficit)</b>		
(Loss)/Profit for the Period	(2,003,200)	2,694,286
Depreciation and amortisation	143,438	52,812
Borrowing Costs	6,060	-
Dividend and interest income	(20,155)	(71,986)
Decrease/(increase) in trade debtors	1,295	483,203
(Increase)/decrease in other operating assets	210,932	1,075,396
(Decrease)/increase in trade creditors	(93,743)	24,781
(Decrease)/increase in provision	10,741	(7,365)
Increase in other creditors	754,489	(61,511)
(Decrease)/increase in other financial assets owed	(2,427,450)	(3,174,511)
Increase in other provisions	-	(7,135)
Net Cash flow from operating activities	(3,417,593)	1,007,970

	2020 \$	2019 \$
<b>18 REMUNERATION OF AUDITORS</b>		
During the year the following fees were paid or payable for services provided by the auditor of the parent entity, its related practices and non-related audit firms:		
(a) PricewaterhouseCoopers Australia		
(i) Audit and other assurance services		
Audit and review of financial statements	40,000	43,000
Other assurance services		
Audit of regulatory returns	-	-
Due diligence services	-	-
Total remuneration for audit and other assurance services	40,000	43,000

## 19 EVENTS AFTER THE REPORTING PERIOD

There have been no significant events that have occurred subsequent to 30 June 2020.

## 20 RELATED PARTIES

The AUSTRALIAN COMMONWEALTH GAMES FOUNDATION LIMITED is a company limited by guarantee and is the Trustee of the Australian Commonwealth Games Foundation. The Constitution of the AUSTRALIAN COMMONWEALTH GAMES FOUNDATION LIMITED prescribes that the members shall be the members of the Board of Commonwealth Games Australia Limited from time to time. The Constitution further prescribes that a member of the Board of Commonwealth Games Australia Limited on being and deemed to be admitted to the Board of Directors shall likewise be and be deemed to be appointed to be a Director and that the President of Commonwealth Games Australia Limited presides as Chair of the AUSTRALIAN COMMONWEALTH GAMES FOUNDATION LIMITED.

COMMONWEALTH GAMES AUSTRALIA LIMITED

Commonwealth Games Australia Limited is the primary beneficiary of the Australian Commonwealth Games Foundation Trust.



# DIRECTORS' DECLARATION

As stated in note 2(a) to the financial statements, in the directors' opinion, the company is not a reporting entity because there are no users dependent on general purpose financial reports. This is a special purpose financial report that has been prepared to meet *Corporations Act 2001* requirements.

The financial report has been prepared in accordance with Accounting Standards and mandatory professional reporting requirements to the extent described in note 2.

In the directors' opinion:

(a) the financial statements and notes set out on pages 41 to 52 are in accordance with the *Corporations Act 2001*, including:

- (i) complying with Accounting Standards and other mandatory professional reporting requirements as detailed above, and the *Corporations Regulations 2001*; and
- (ii) giving a true and fair view of the consolidated entity's financial position as at 30 June 2020 and of its performance for the financial year ended on that date, and
- (b) there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the directors.

On behalf of the Board



**Ben Houston**

President



**Craig Phillips**

Company Secretary

Dated: 15 October 2020



## Independent auditor's report

To the members of Commonwealth Games Australia Limited

### Our opinion

In our opinion:

The accompanying financial report of Commonwealth Games Australia Limited (the Company) is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2020 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards to the extent described in Note 2 and the *Corporations Regulations 2001*.

### What we have audited

The financial report comprises:

- the statement of financial position as at 30 June 2020
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- the notes to the financial statements, which include a summary of significant accounting policies
- the directors' declaration.

### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

### Emphasis of matter - basis of accounting and restriction on use

We draw attention to Note 2 in the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for Commonwealth Games Australia Limited and its

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members and should not be used by parties other than Commonwealth Games Australia Limited and its members. Our opinion is not modified in respect of this matter.

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#### *Other information*

The directors are responsible for the other information. The other information comprises the information included in the Annual Report for the year ended 30 June 2020, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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#### *Responsibilities of the directors for the financial report*

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 2 to the financial report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

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#### *Auditor's responsibilities for the audit of the financial report*

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:  
[http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our auditor's report.



  
PricewaterhouseCoopers

  
Andrew Barlow  
Partner

Melbourne  
15 October 2020





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