



COMMONWEALTH  
GAMES AUSTRALIA  
ANNUAL REPORT 2021

# ANNUAL REPORT 2021



COMMONWEALTH GAMES AUSTRALIA

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the lands across Australia, and pay our respects to their Elders past, present and emerging.

We also recognise the outstanding contribution that Aboriginal and Torres Strait Islander people make, and have made, to our Commonwealth Games Team and to sport in Australia and celebrate the power of sport to promote reconciliation and reduce inequality.

DIVERSITY & INCLUSION DECLARATION

Commonwealth Games Australia values our history of diversity through the promotion of our values of inclusiveness and respect.

We believe that regardless of gender, sexual orientation, cultural background, ethnicity, location or life stage, **every person should be treated with respect and dignity.**

We recognise that people can feel safe, enjoy themselves, pursue their dreams or perform at their best if they are treated fairly.

We commit to providing environments that are free from all forms of discrimination and harassment and remove all barriers or disadvantage.

We seek to be Greater Together as we connect with and positively contribute to Australian communities through sport.

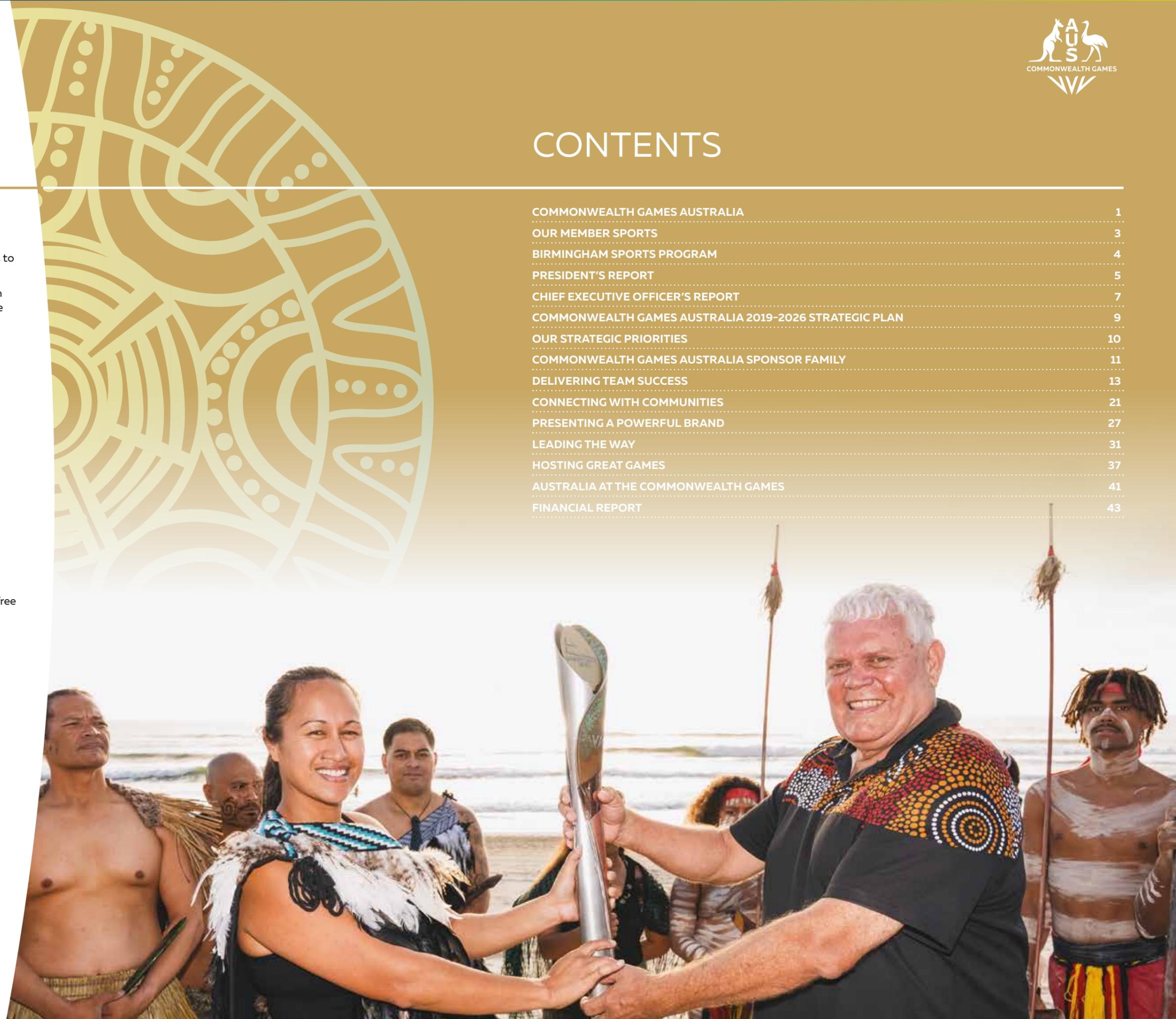
We live diversity, inclusiveness and the broadest possible definition of team.

And we live this through our actions and our voice.



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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

## 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\*  
Mr Peter Anderson OAM  
Mr Sam Coffa AM JP  
Mr Don Stockins OAM  
Mr Perry Crosswhite AM  
Mrs Marjorie Jackson-Nelson AC  
CVO MBE  
Dr Grace Bryant OAM  
Mrs Sue Taylor AM  
\* deceased

## PRESIDENT

Mr Ben Houston

## VICE PRESIDENT

Mrs Leeanne Grantham

## BOARD OF DIRECTORS

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Ms Marlene Elliott  
Mrs Jayne Ferguson  
Mr Grant Harrison  
Mr David Mandel  
Mr Steve Moneghetti AM

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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 (until April 2021)

## COMMUNITY ENGAGEMENT MANAGER

Ms Natalie Medhurst  
(until September 2021)  
Ms Alexandra Cole  
(from October 2021)

## MANAGER, PROJECTS, PLANNING & SYSTEMS

Ms Bron Parry (until April 2021)

## TEAM PLANNING MANAGER

Mr Leigh Sherman (from June 2021)

## EXECUTIVE & OFFICE ADMINISTRATOR

Ms Laura Barclay (from July 2021)

## DIGITAL COMMUNICATIONS CO-ORDINATOR

Mr Ren Thompson

## FINANCE OFFICER

Ms Liz Taylor

## MANAGER, STAKEHOLDER RELATIONS

Ms Kylie Peake

## STATE DIVISION CONTACTS

### New South Wales

Mr Peter Tate  
E: nsw@commonwealthgames.com.au

### South Australia

Mr Barry Stanton OAM  
E: sa@commonwealthgames.com.au

### Tasmania

Ms Mandy McIntyre  
E: tas@commonwealthgames.com.au

### Victoria

Mr Ian Williams  
E: ian.williams@bigpond.com

### Western Australia

Ms Olivia Birkett  
E: wa@commonwealthgames.com.au



# OUR MEMBER SPORTS

Commonwealth Games Australia (CGA) is a member-based organisation. Our members include the National Sporting Organisations (NSO's) representing the sports participating in the Commonwealth Games.

We relish the role of being both a leader and collaborative delivery agency in the Australian and international Commonwealth Sport Movement and more generally the Australian sporting sector.

## PROGRAM SPORT MEMBERS



## ASSOCIATE MEMBERS



# BIRMINGHAM SPORTS PROGRAM

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

The Birmingham 2022 Games program will eclipse the Gold Coast with 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 and there are currently seven mixed events.

## Birmingham 2022 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 close to 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.

# PRESIDENT'S REPORT



## IT HAS BEEN ANOTHER EVENTFUL 12 MONTHS AS THE WORLD CONTINUED TO BATTLE WITH COVID-19 AND TRIED TO FIND EFFECTIVE WAYS TO COEXIST WITH THE PANDEMIC.

Despite having to deal with the disruption of international travel and the constant threats of event cancellation, many of our athletes and sports were able to return to competition, domestically and internationally and start qualification and preparation for the imminent Birmingham 2022 Games, where Australia will strive to be the leading nation in the Commonwealth.

'Hosting Great Games' is one of our five strategic priorities and we had been working closely with the Commonwealth Games Federation (CGF) for the past three years to bring the Commonwealth Games back to Australia, capitalising on the renewed focus on flexibility and innovation laid out in the CGF's 2026/30 Strategic Road Map.

We are very proud to be partnering with the Victorian Government to bring the Commonwealth Games back to Australia for the sixth time in 2026, hosted by the State of Victoria.

Victoria's Games concept, developed in conjunction with CGA, will be a game-changer for the Commonwealth sport movement, showcasing a model of the Games that is unprecedented in the event's history.

A regionally focused Commonwealth Games will expand the capacity of regional cities in Victoria to deliver major events, linking tourism, arts, culture and sport. It is estimated that it will contribute more than \$3 billion to the State's economy, creating 7,500 jobs in the process.

A home Games will play a key role in the development of Australian sport at all levels and inspire our athletes to shine in what will be a unique and exciting Victorian regional Games.

The return of the Commonwealth Games to Australia will create a 'green and gold' runway to Brisbane 2032 and will provide a unique platform to develop our vision of how sport can power Australia's future, as outlined in the "Sport: Powering Australia's Future (10+10)" submission to the 2021 Intergenerational Report prepared in conjunction with the Australian Olympic Committee.

While we look forward to working with both the CGF and the Victorian Government to bring the Games to life across Victoria in 2026, our immediate focus is on the performance of the Australian Team in Birmingham.

Athletes from all sports on the Birmingham Games program have been training tirelessly to be part of our Australian Team, and I would like to acknowledge them and thank them for their passion and commitment. With an expected team size of 425 athletes, the Birmingham Team will become the largest Australian squad sent to an overseas Commonwealth Games.

The CGA team led by Chef de Mission Petria Thomas OAM have been working hard for years to plan for our Team's success, especially over the last two years when the pandemic has presented them with unpredictable and unprecedented logistical and organisational challenges. I would like to express my gratitude to them for their unwavering dedication to deliver a life best experience for our Australian representatives.

I would like to acknowledge and thank the Presidents, CEOs, Boards and staff of our Member sports, who continue to support their athletes as they chase success on the world stage.

With the Opening Ceremony of the Birmingham 2022 Commonwealth Games only a few months away, it's soon going to be up to our athletes to be Bold, Brave and Brilliant, representing our nation and our communities with pride to be 'Greater Together'.

I look forward to another memorable edition of the Commonwealth Games.

**BEN HOUSTON**  
President



# CHIEF EXECUTIVE OFFICER'S REPORT



## THE SECOND YEAR OF THE COVID-19 PANDEMIC, ONCE AGAIN SAW THE VIRUS CONTINUE TO DISRUPT THE SPORTING WORLD. AS WE CAME TO TERMS WITH 'COVID NORMAL' THE ENVIRONMENT FOR SPORTING ORGANISATIONS, ATHLETES AND SPECTATORS WAS ANYTHING BUT.

Throughout 2021, CGA maintained its focus on the five strategic priorities of its Strategic Plan – First Among Equals.

Remaining at the heart of our collective efforts and achievements are:

- Delivering Team Success;
- Connecting with Communities;
- Presenting a Powerful Brand;
- Leading the Way; and
- Hosting Great Games.

Highlighted in this Annual Report are the key activities and achievements for the reporting period 1 January to 31 December 2021. This is the first full year Annual Report since CGA adopted calendar rather than financial year reporting periods.

Two key changes from previous Annual Reports which will be immediately apparent is the inclusion of CGA's recently adopted Diversity and Inclusion Statement and an Acknowledgement of Country.

In pursuing our strategic priority of Delivering Team Success, we have focussed our efforts on seven key drivers for the 2022 Australian Commonwealth Games Team: leadership, culture and values, planning and execution, performance excellence, Games experience, team environment and performance investment.

During 2021, the leadership of the team was further strengthened by the appointment of functional area leads for Administration (Di O'Neill), Operations (Lisa Sams), Media and Communications (David Culbert), Team Experience (Damian Brown) and Performance Healthcare (Dr Michael Makdissi). This well credentialed group will work alongside the Team Executive led by Chef de Mission Petria Thomas OAM in creating the best possible team environment in the midst of COVID-19.

Supporting the Team Executive and CGA more broadly in tackling the challenges of COVID-19 is the COVID-19 Advisory Group. Their advice will help to ensure the decisions we take in mitigating the risks posed by the virus to Team members are well informed. While outside the reporting period, it is important to note that CGA has adopted a COVID-19 Vaccination Policy for the Team. In essence, all individuals, unless granted very specific medical exemptions, will need to be fully vaccinated in order to be selected to the Team.

To ensure Team nomination and selection processes are fair, transparent and open, CGA adopted a Team Nomination and Selection By-Law. Amongst other things, the By Law embeds the National Sports Tribunal as the forum for nomination and selection disputes thereby ensuring independent, well considered and timely resolutions.

CGA has maintained its commitment to providing financial support to its member National Sports Organisations (NSOs) and athletes aspiring to be selected to the Commonwealth Games Team. Rebranded as 'Green2Gold2Great' and 'Breakthrough2022', CGA's programs will deliver \$11 million to NSOs and \$2 million directly to athletes respectively.

Our strategic priority of Connecting with Communities was significantly challenged by COVID-19 as in-person activities could not be organised. Despite this, CGA launched the Bold | Brave | Brilliant Birmingham Team campaign on the 300 days to go milestone date. This milestone also saw the return of Gold Coast 2018 Games mascot, Borobi, as our Birmingham 2022 Team mascot.

During 2021, CGA developed its Reconciliation Action Plan (RAP). Due for release in 2022, it has been developed to comply with the requirements of a Reflect-level RAP within Reconciliation Australia's framework.

While outside the reporting year, CGA was pleased to see the Queen's Baton Relay return to Australia ahead of Birmingham 2022. The Relay visited the past Commonwealth Games host communities of Gold Coast, Brisbane, Sydney and Melbourne, and future host community of Ballarat before continuing on its journey around the Commonwealth.

CGA is committed to Presenting a Powerful Brand – its third strategic priority. With the agreement of the Queensland Government (as intellectual property owners) and the support of the Yugambeh community, CGA has introduced the Unity design, created as part of the Gold Coast 2018 RAP imagery, into the branding for the 2022 Team, including, most powerfully, within the designs of the Team uniforms.

CGA's family of corporate partners continues to grow with sports apparel brand, Macron, and swimwear provider, Speedo being announced during 2021.

Leading the Way is part of CGA's DNA and is our fourth strategic priority. Our Board and committees maintained their commitment to strong corporate governance throughout 2021. As part of CGA's process of constant improvement, a number of by-laws and policies were updated and refined, and consistent with our commitment to full transparency these documents are readily available on our website.

CGA worked in conjunction with the Australian Olympic Committee (AOC) to develop "Sport: Powering Australia's Future (10+10)", a report to the Federal Government in response to the 2021 Intergenerational Report. We will continue to work in close collaboration with the AOC and our collective membership of sports on trying to reshape the relationship with the Government as we embark on the exciting 'green and gold' runway over the next decade.

Following three years of engagement with various State Governments, the final few weeks of 2021 saw CGA form a valuable partnership with the Victorian Government, which would lead to CGA moving a step closer to fulfilling its fifth strategic priority – Hosting Great Games. In April 2022, the Commonwealth Games Federation (CGF) awarded the hosting of the 2026 Commonwealth Games to CGA and Victoria. We are appreciative of the faith the CGF has shown in us and grateful to the Victorian Government for sharing our vision of bringing the Games back to Australia.

As CEO, I am indebted to our Board, led by President Ben Houston, for their dedicated and diligent approach to the governance of CGA on behalf of our members. They are ably supported by CGA's various committees and advisory groups whose expertise and insights help to shape our decisions.

All that CGA does would not be possible without the hard work, strong commitment and tireless dedication of our staff, contractors and consultants. Their achievements on behalf of the Commonwealth Sports Movement in Australia are deserving of our gratitude.

For CGA to be able to successfully deliver on its strategic priorities it is important that we form effective partnerships and alliances. Within the Australian sports system we are appreciative of the strong relationships we enjoy with the AOC, Paralympics Australia, the Australian Sports Commission, the National Institute Network and Sport Integrity Australia. We are also grateful for the invaluable support we receive from our corporate partners and suppliers.

With Birmingham 2022 fast approaching, I extend best wishes to our member NSOs and their athletes with final selections and preparations. CGA is confident the performances on the field of play and manner in which our Team members conduct themselves will be a source of national pride and inspiration to all Australians.

**CRAIG PHILLIPS AM**  
Chief Executive Officer

# COMMONWEALTH GAMES AUSTRALIA 2019-2026 STRATEGIC PLAN

## OUR STRATEGIC PRIORITIES



### FIRST AMONG EQUALS

In 2019, Commonwealth Games Australia 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 (Gold Coast 2018).

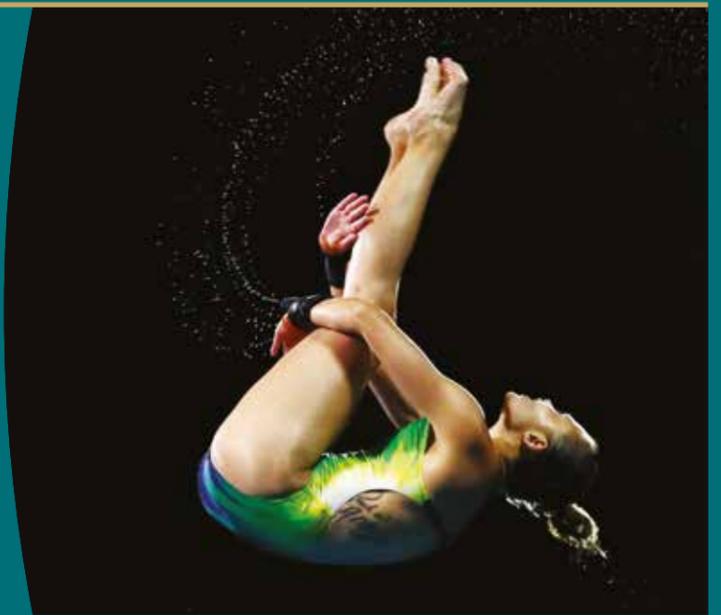
The aim of the first iteration was to ensure the organisation was ideally positioned to take advantage of all opportunities both in the lead up to Gold Coast 2018, and beyond.

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 Gold Coast 2018 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 No.1 in the Commonwealth



#### 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.

# COMMONWEALTH GAMES AUSTRALIA SPONSOR FAMILY



**R. M. WILLIAMS**

EST. 1932, AUSTRALIA

**Harvey  
Norman**



Australian Government  
Royal Australian Mint



Woolworths

CASTORE | ADVANCED MEDICAL DEVICES | KOMO





## STRATEGIC PRIORITY

# 1



## STRATEGIC PRIORITY ONE 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. Maximise team performance for all Team members
3. Take advantage of the opportunities available to maximise the Games experience for all Team members
4. Deliver a performance-focused team environment
5. Invest CGA resources into initiatives/strategies to increase the probability of achieving our strategic priorities

### STRATEGIC INITIATIVES UPDATE

To ensure the Delivering Team Success strategic priority is successfully executed, CGA focused on its seven performance drivers: leadership; culture and values; planning and execution; performance excellence; Games experience; team environment; and performance investment.

#### LEADERSHIP

The Team Executive and Management (TEAM) met six times during 2021. The group is made up of the Team Executive (Chef de Mission, General Managers and Chief Operating Officer) and Key Functional Area Leads in Administration, Team Experience, Operations, Media & Communications and Performance Healthcare. Meetings consisted of discussion and approval of Games team strategies, as well as monitoring of key functional area progress.

The TEAM endorsed the usage of software 'We Track' to assist with developing and monitoring the planning towards Birmingham 2022. Leigh Sherman (Manager, Games Planning) worked with Functional Area Leads to input plans into this format.

CGA continued to appoint individuals from within Australia's high performance system who understand and reflect the team culture and values in their actions and behaviour, as they support CGA's strategy implementation.

CGA also sought expressions of interest from individuals within the high-performance sector to fill roles within the Birmingham 2022 team. CGA received 88 submissions for performance-healthcare positions and 183 for team Headquarters positions. This overwhelming response augured well for identifying quality individuals to service the team whilst giving valuable professional development experience for the system itself.

# STRATEGIC PRIORITY ONE DELIVERING TEAM SUCCESS



## CULTURE & VALUES

The culture and values of the team are crucial in adapting to the COVID-19 normal environment CGA believes will be encountered in Birmingham. CGA continued to explore strategies to enhance its performance-driven approach, build pride and reflect the team culture.

## GAMES EXPERIENCE

CGA welcomed Damian Brown as the Games and Team Experience Functional Area Lead.

Damian competed in weightlifting at three Olympic and four Commonwealth Games between 1990 and 2002, winning four gold, one silver and three bronze Commonwealth Games medals. He was also Australia's flag bearer during the opening ceremony for the 2002 Commonwealth Games in Manchester.

The successful delivery of the Games and Team Experience functional area will be critical to building a strong sense of team across the multiple Games Village locations.

## PLANNING & EXECUTION

### COVID-19 Pandemic

The COVID-19 pandemic presented a challenging environment in which to plan and deliver key activities in the lead-up to the Birmingham 2022 Commonwealth Games. Despite this challenge, CGA continued to work towards creating a team environment suited to maximising team performance and Games experience in a context where health and safety is paramount.

### COVID-19 Advisory Group

In 2021 CGA pursued its commitment to taking all reasonable measures to ensure that the health, safety and welfare of the 2022 Australian Commonwealth Games Team would not be compromised.

CGA established a COVID-19 Advisory Group (CAG) to provide guidance and advice on COVID-19 related risk mitigation strategies leading to, during and post the Birmingham 2022 Commonwealth Games.

The CAG is chaired by Dr Michael Makdissi (Performance Health Care Lead & Team Chief Medical Officer) and includes Dr Grace Bryant (Chair of the Performance Health Care Advisory Group), and Dr Peter Harcourt (Chair, Commonwealth Games Federation Medical Commission). Dr David Hughes (Australian Institute of Sport Medical Director and Tokyo 2020 Olympic Team Chief Medical Officer) and Dr. Pip Inge (Tokyo 2020 Paralympic Team Chief Medical Officer) have been co-opted to the group due to their first-hand knowledge and experience of dealing with COVID-19 in a Games setting.

The team management worked closely with the CAG to protect the health and wellbeing of all Team members and minimise the risk of having their ability to participate and perform in the Games affected by COVID-19. Maximising performance and Games experience are other key factors that will be considered when developing risk mitigation strategies towards Birmingham 2022.

After the Tokyo Paralympic Games, the CAG met fortnightly and received both Olympic and Paralympic debriefs to assist in providing relevant, practical and up-to-date advice.

### Team Vaccination Policy

COVID-19 vaccination is a key strategy to reduce the risk of contracting, spreading and becoming seriously ill from COVID-19 in the general population. It is also a proven and highly effective strategy for preventing hospitalisation and death, and it is considered a key tool in enabling Games participation and maximising performance.

In order to reduce the overall risk of Australian Team members acquiring COVID-19 during the 2022 Commonwealth Games, as a condition of Team membership CGA adopted a mandatory full vaccination policy (i.e., two injections and as many applicable booster dose/s as appropriate) for all Birmingham 2022 Team members.

The CAG recognised there may be valid medical reasons for a Team member not to be vaccinated. Team members may seek an exemption based on the Australian Technical Advisory Group on Immunisation (ATAGI) criteria. Each application would be assessed on a case-by-case basis by the Chief Medical Officer, who would recommend (or otherwise) that an exemption be granted by CGA.

For any Team member granted a vaccination exemption, a risk assessment, safety precautions and additional measures will be put in place as required."

### Outfitting

The delegation wear manufactured by Macron was finalised and ordered. A selection of items agreed by Team Executive incorporates the 'Unity' symbol, previously used for the Gold Coast 2018 Commonwealth Games, to reflect the importance of Australian Aboriginal heritage.

R. M. Williams will supply the Australian Commonwealth Games Team formal wear to be worn during the Birmingham 2022 Opening and Closing Ceremonies, Team Celebration, Village Welcome Ceremony and other formal occasions. The Games uniform will include the iconic brown leather boots.

Completing CGA's family of team apparel providers are long-time team partner, Speedo and emerging sportswear brand, Castore, as the suppliers of competition swimwear and sports footwear respectively.

## PERFORMANCE EXCELLENCE

### Team Nomination & Selection By-Law

Recognising that disputes may occur following team's nomination, and to provide an agreed and consistent process to deal with such disputes, CGA finalised a Team Nomination, Selection and Appeals By-Law for the nomination and selection of all athletes and officials to the Australian 2022 Commonwealth Games Team.

The purpose of the By-Law is to define a set of principles and outline a consistent, transparent process for the nomination and selection of Birmingham 2022 Team members. Key to the By-Law is the use of the National Sports Tribunal (NST) for nomination and selection disputes.

This By-Law, referenced in all Birmingham 2022 Member sports nomination policies:

- a) Outlines a fair and efficient approach to a Program Sport's nomination, selection and appeals process in connection with selection and non-selection of athletes and officials to a team;
- b) Articulates the procedures that must be followed for any appeal against a decision by a Member sport regarding a Team Member's nomination or non-nomination, or a decision by CGA regarding a Team Member's selection or non-selection to a Games team.

- c) Embeds the General Division of the NST for First Instance Appeals and the Appeals Division of the NST for Final Appeals; and
- d) Is consistent with the recommendations set out in the Report of the Review of Australia's Sports Integrity Arrangements (Wood Review).

### Nomination, Selection & Qualification

Whilst CGA has exclusive authority for the selection of athletes for the 2022 Commonwealth Games Team, individual sports take responsibility for the nomination of Team Members in accordance with the nomination criteria approved by CGA. Sports were required to develop a nomination process which provided athletes with fair and full opportunities to meet the nomination requirements. All sports submitted their Nomination Criteria for Birmingham 2022, which were approved by CGA. The full list is available on the CGA website.

## STRATEGIC PRIORITY ONE

# DELIVERING TEAM SUCCESS

### Open Allocation Slots

The Commonwealth Games Federation (CGF) allocated 236 Open Athlete Allocation Slots to Australia, to cater for the 15 Open Athlete Allocation sports/disciplines.

A set of Allocation Principles was created to prioritise slots and maximise the pursuit of CGA Birmingham 2022 performance objectives, i.e. to be ranked first on the gold and overall medal tallies, and to have the highest number of medallists and sports at Birmingham 2022.

The Quota System used for determining respective athlete slot allocations comprised of:

- a Performance Quota – recognising the number of athletes who achieved a top-8 placing from the Open Athlete Allocation sports/disciplines in the last Commonwealth Games (Gold Coast 2018/Glasgow 2014 for Judo);
- a Representation Quota – a safeguard measure to ensure fair representation for all Open Athlete Allocation sports/disciplines by capping any percentage reduction on athlete quota as compared to Gold Coast 2018 (Glasgow 2014 for Judo) to 25% (rounded); and
- a quota of discretionary allocations – to cater for any opportunities to assist in achieving Birmingham 2022 Allocation Principles.

The final athlete slot allocation per sport is listed below.

OPEN ALLOCATION SPORTS	SLOT ALLOCATION
AQUATICS-DIVING	14
AQUATICS-SWIMMING	46
ATHLETICS	69
BADMINTON	10
BOXING	11
CYCLING-MOUNTAIN BIKE	2
CYCLING-ROAD	12
CYCLING-TRACK	17
GYMNASTICS-ARTISTIC	10
GYMNASTICS-RHYTHMIC	3
JUDO	12
LAWN BOWLS	10
SQUASH	8
TRIATHLON	6
WRESTLING	6
<b>TOTAL</b>	<b>236</b>

### 2022 Team Selection Committee

Recognising the necessity to consider and approve Team selections in a compressed time frame, the CGA Board appointed a Selection Committee to approve (or otherwise), under delegated authority, the selection of athletes and officials to the Australian Team. The following persons were appointed to the 2022 Team Selection Committee:

- CGA President Ben Houston (Chair);
- CGA Vice President Leeanne Grantham; and
- CGA CEO Craig Phillips AM

### Team Workshop

Two team workshops were held virtually in 2021. Both workshops featured speakers from the Performance Healthcare Advisory Group, the Australian Institute of Sport and CGA staff. Topics presented included: Birmingham 2022 Battlegrounds (AUS v ENG); Tokyo Performance Learnings; a COVID Normal Games; Coping with COVID; Birmingham Challenges; Sport Self Sufficiency; B2022 Performance Opportunities; Villages; Sport Scheduling; and CGA/Birmingham 2022 timelines.

A total of 55 individuals from various sports, State Institutes/Academies of Sport, the National Sports Tribunal, Sport Integrity Australia and the Australian Institute of Sport participated in each workshop, with very positive feedback.

### Birmingham 2022 Virtual Visit

In 2021 the Team Executive and Functional Area Leads participated in a series of virtual presentations from the Birmingham 2022 Organising Committee. Sessions included updates from different areas of the organisation, including CGA relations, sport, venues, accommodation, accreditation, transport and ticketing. The opportunity to discuss specific issues with the organisers in preparation for the Games was invaluable.

### Tokyo 2020 Debriefs

CGA also participated in Tokyo Games debriefs from Paralympics Australia and the Australian Olympic Committee. Held virtually, these briefings allowed both organisations to outline their challenges leading to and during the Tokyo Games, including what worked well and what could have been done better. Their willingness to share information from a first hand experience was invaluable from a planning perspective.

### Sport Planning Meetings

The third series of sport planning meetings were held with Member sports via video conference in August, September and October 2021. The purpose of these meetings was to receive an update on each sport's current plans and resolve any issues or questions that a sport or CGA may have had.

### PERFORMANCE INVESTMENT

#### Green2Gold2Great

CGA sport funding support was renamed "Green2Gold2Great".

With CGA committing \$11 million to support sports for the 2019-2022 quadrennial, the year 2021 saw the allocation of \$3.4 million to assist Birmingham 2022 campaigns for 2021 and 2022, with the objective to increase the likelihood of achieving Birmingham 2022 performance outcomes.

A further \$3.3 million was allocated to support COVID-19 mitigation strategies, Member sport recognition and Birmingham 2022 planning.

The allocation of funding per sport is outlined below.

Athletics Australia	\$251,360
AusCycling	\$416,800
Australian Weightlifting Federation	\$58,000
Badminton Australia	\$80,600
Basketball Australia	\$271,500
Bowls Australia	\$220,400
Boxing Australia	\$150,500
Cricket Australia	\$104,750
Diving Australia	\$131,250
Gymnastics Australia	\$182,160
Hockey Australia	\$139,750
Judo Australia	\$134,400
Netball Australia	\$86,500
Paralympics Australia	\$72,120
Rugby Australia	\$209,500
Squash Australia	\$154,440
Swimming Australia	\$230,000
Table Tennis Australia	\$260,856
Triathlon Australia	\$117,088
Volleyball Australia	\$63,500
Wrestling Australia	\$63,460
<b>Total</b>	<b>\$3,335,474</b>

# STRATEGIC PRIORITY ONE

## DELIVERING TEAM SUCCESS

### Breakthrough2022

CGA's \$2 million direct-athlete support scheme was renamed 'Breakthrough2022', with the funding covering the January 2021 to June 2022 period.

Breakthrough2022 was designed to provide Birmingham 2022-bound athletes with financial support and enable them to focus on their daily training environment and competitions leading to the Games.

This initiative was complementary to the Australian Institute of Sport's direct-athlete support scheme (dAIS). CGA formalised a Memorandum of Understanding with the AIS to ensure Breakthrough2022 funds could be distributed through its dAIS mechanism. A total of 402 athletes received support from CGA through the Breakthrough2022 program.

A breakdown of allocations per sport including the number of athletes is listed below:

	Allocation per sport	Total athletes supported per sport
AQUATICS-DIVING	\$61,000	25
AQUATICS-SWIMMING	\$272,000	36
AQUATICS PARA SWIMMING		13
ATHLETICS	\$308,000	28
PARA ATHLETICS		13
BADMINTON	\$54,000	3
BASKETBALL 3x3	\$104,000	13
PARA BASKETBALL 3x3		23
BEACH VOLLEYBALL	\$34,000	7
BOXING	\$58,000	9
CRICKET - T20		0
CYCLING-MOUNTAIN BIKE	\$181,000	24
CYCLING-ROAD		
CYCLING-TRACK		
PARA CYCLING - TRACK		
GYMNASTICS-ARTISTIC	\$86,000	14
GYMNASTICS-RHYTHMIC		0
HOCKEY MEN	\$189,000	31
HOCKEY WOMEN		31
JUDO	\$46,000	8
LAWN BOWLS	\$96,000	19
PARA LAWN BOWLS		23
NETBALL	\$68,000	21
RUGBY 7s MEN	\$144,000	10
RUGBY 7s WOMEN		14
SQUASH	\$41,000	4
TABLE TENNIS	\$75,000	7
PARA TABLE TENNIS		4
TRIATHLON	\$68,000	4
PARA TRIATHLON		2
WEIGHTLIFTING	\$50,000	8
PARA POWERLIFTING	\$22,000	2
WRESTLING	\$33,000	6
		402

### Kurt Fearnley Scholarships

In association with the Carbine Club (NSW) and the NSW Institute of Sport, Kurt Fearnley Scholarships (KFS) were again awarded in 2021 to fast track identified NSW para-athletes in their development towards the Birmingham 2022 Commonwealth Games. Four athletes were identified as recipients for 2021:

- i. Sarah Clifton-Bligh (athletics)
- ii. Indiana Cooper (athletics)
- iii. Jessie Chen (table tennis)
- iv. Alex Tuckfield (swimming)

From its inception to the end of 2021 the KFS program has provided 11 scholarships, with five of these athletes selected for the Tokyo 2020 Paralympic Team. They were:

- i. Ricky Betar (swimming - class of 2019)
- ii. Jasmine Greenwood (swimming - class of 2019)
- iii. Alissa Jordaan (athletics - class of 2019)
- iv. Luke Bailey (athletics - class of 2019)
- v. Jessica Cronje (basketball - class of 2020-21)

This was an outstanding outcome for the program and CGA was encouraged by the prospect of these athletes, and hopefully other scholarship holders, being selected for the Birmingham 2022 Team.





## STRATEGIC PRIORITY

# 2



## STRATEGIC PRIORITY TWO

# 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

The year 2021 was a transition period for the media, marketing, communications and community programs of Commonwealth Games Australia, as preparation continued to build towards the Birmingham 2022 Commonwealth Games.

Much of the period in review was spent building communication and community engagement assets, ready for launch in the latter half of 2021 and early 2022. This was combined with the ongoing daily digital communications that have been successful in engaging with existing fans through the celebration of milestones and events. These activities continue to build the CGA's fanbase.

Telling the stories of CGA's rich past, present and bright future is central to successfully engaging and connecting with our community and attracting new fans. The Tokyo Olympic and Paralympic Games provided that opportunity and were a key focus for the middle of 2021.

The conclusion of the Tokyo Olympic and Paralympic Games allowed CGA to take the driver's seat and launch a number of our Birmingham-focused team campaigns and activities, as the public attention shifted to the next Games for Australia.

Highlights of 2021 included:

- The celebration of our previous alumni during the delayed Tokyo 2020 Olympic and Paralympic Games
- The '300 Days to Go' celebration, including the launch of the **Bold | Brave | Brilliant** Birmingham Team campaign and the return of Gold Coast 2018 mascot **Borobi** as the Australian team mascot for the Birmingham 2022 Commonwealth Games
- The announcement of funding programs through CGA's **Green2Gold2Great** and **Breakthrough2022** initiatives



## STRATEGIC PRIORITY TWO CONNECTING WITH COMMUNITIES

- The launch of the **Family & Fans Tour** program, allowing Australian families and fans to sit together and stay together in Birmingham during the Games
- The launch of the first scholarships in the Ron Clarke Griffith Futures Scholarship program – a partnership between CGA and Griffith University – providing financial support to two young Indigenous student athletes who are studying at Griffith University. Swimmer **Bianca Crisp** and netballer **Beryl Friday** were the inaugural recipients.

Work also continued on a number of significant programs to be launched ahead of the Birmingham 2022 Games, including the CGA Reconciliation Action Plan (RAP) and Education program.

### RECONCILIATION ACTION PLAN

A working group was formed, led by CGA Board members **Steve Moneghetti AM** and **Jayne Ferguson**, including Indigenous members **Katie Mitchell Sigsworth** (rhythmic gymnastics – 1994) and **Kyle Vander-Kuyp** (athletics – 1990, 1994, 1998, 2006), along with fellow CGA alumni **Matthew Haanappel OAM** (swimming – 2018) and **Cassie Woods** (née McCall, archery – 2010). They were joined by former Gold Coast Commonwealth Games Manager Executive Operations **Travis Couch** and Gunaikurnai Traditional Owner **Brian Stevens**.

The project was guided by experienced RAP consultant **Karen Milward** in conjunction with CGA's Community Engagement Manager and Glasgow 2014 Commonwealth Games gold medallist **Natalie Medhurst** (netball – 2010, 2014) and then **Alexandra Cole**, who replaced Natalie in September 2021. The Project was led by CGA's General Manager Marketing, Communications & Community **David Culbert** (athletics (1986, 1990, 1994).

### GOLD COAST 2018 LEGACY

The support of the Queensland Government made possible a number of important Gold Coast 2018 Commonwealth Games legacy activities. These include the use of the Gold Coast 'Unity' symbol from the Reconciliation Action Plan (RAP), elements from the Embrace Learning Education Program, and, with the support of the Commonwealth Games Federation and the Yugambeh Museum, the return of Borobi as team mascot for Birmingham 2022.

Created for the home Games on the Gold Coast, these assets will now live on as a reminder of the success of those Games, providing an ongoing legacy for our Member sports, athletes and CGA. Much more of all three of these activities will be seen during 2022.

### HERITAGE & AWARDS COMMITTEE

Formed in 2020, the Heritage & Awards Committee seeks to energise CGA's activities in recognising, promoting and celebrating our heritage and the contribution of individuals and communities from within the Commonwealth Games Movement in Australia.

Considerable time was spent in 2021 on a refreshed CGA Awards and Honours program, which was approved by the Board in November 2021. The first phase of this project was to introduce consistent Life Membership nominations for the Membership at the annual General Meeting, addressing a recent lull in such recognition. At the 2021 Annual General Meeting, the Membership approved the Life Membership of **Marjorie Jackson-Nelson AC CVO MBE, Dr Grace Bryant OAM** and **Sue Taylor AM**. A broader CGA Awards and Honours program will be launched in 2022.

CGA Board member Marlene Elliott replaced Darryl Clout as chair in March 2021, with Mr Clout remaining on the Committee. Committee member Liz Ellis AO resigned from the Committee in December 2021. The meetings (and Awards sub-committee meetings) held during the period 1 January 2020 to 31 December 2021 are as follows:



Member	Position	Number eligible to attend	Number attended
Marlene Elliott	Chair, CGA Director	2	2
Darryl Clout	Chair, CGA Director	2	2
Greg Blood	Independent Member sports historian	2	2
Bruce Coe	Independent Member sports historian and author	2	2
Perry Crosswhite AM	Independent Member Former CGA CEO	2	2
Jenny Donnet	Independent Member Olympic and Commonwealth Games diving representative	2	0
Liz Ellis AO	Independent Member Former Australian Netball captain and 1998 and 2002 Commonwealth Games gold medallist	2	0
Peter Hamilton	Independent Member sports results and IT expert	2	2

Staff support from CGA – David Culbert (General Manager – Marketing, Communications & Community), Michelle Koster/Laura Barclay (Administration Manager/Executive & Office Administrator), Ren Thompson (Digital Communications Coordinator) attend each meeting.

### QUEEN'S BATON RELAY

Whilst outside the 2021 reporting period, in March 2022 CGA successfully conducted the Queen's Baton Relay in Australia on behalf of the Birmingham 2022 Organising Committee.

Due to the COVID-19 pandemic, Commonwealth Games Associations across the Commonwealth were tasked with conducting the Queen's Baton Relay. CGA used the opportunity as a key community, sport and athlete engagement activity.

The Queen's Baton visited previous home Games locations on the Gold Coast, in Brisbane, Sydney and Melbourne, with 16 individual activities featuring 57 previous Games participants and Birmingham aspirants among the 87 Baton Bearers.

## STRATEGIC PRIORITY TWO CONNECTING WITH COMMUNITIES



Highlights included the Welcome to Country and handover from New Zealand's Māori to the Yugambeh people on the Gold Coast, a visit to Parliament House in Brisbane and a lap of the Sydney Cricket Ground, followed by a harbour tour by boat and an official function. The reception was hosted by the **Governor-General His Excellency General the Honourable David Hurley AC DSC (Retd)** and **Her Excellency Mrs Linda Hurley** at Admiralty House. Other stops of the Queen's Baton Relay included the Longines Golden Slipper race meeting and community netball clinic in Sydney, the Melbourne Cricket Ground and Melbourne Track Classic athletics event in Melbourne and a run alongside Lake Wendouree in Ballarat.



Key Baton Bearers in Australia included Birmingham 2022 Chef de Mission **Petria Thomas OAM**, fellow swimming legends **Dawn Fraser AC MBE** and **Ian Thorpe AM**, and other Commonwealth Games medallists including **Sharelle McMahon** (netball), **Rachael Grinham** (squash), **Kelsey Cottrell** (lawn bowls), **Janelle Pallister** (née Elford – swimming), **Sally Pearson OAM** (athletics), **Kaarle McCulloch** (cycling), **Tamsyn Manou** (athletics), **Steve Moneghetti AM** (athletics), **Pam Ryan AM MBE** (athletics), **Cara Honeychurch** (ten pin bowling), **Sharni Williams OAM** (rugby sevens), **Kathryn Mitchell** (athletics), **Steve Hooker OAM** (athletics) and **Gordon Windeyer** (athletics).





## STRATEGIC PRIORITY

# 3



## STRATEGIC PRIORITY THREE 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.

### 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

#### COMMERCIAL STRATEGY

In 2020 Commonwealth Games Australia and sports marketing agency SPORTFIVE finalised the commercial, marketing and procurement strategy for the Australian team ahead of the Birmingham Games campaign. Leveraging the heightened interest in the delayed Tokyo Olympic and Paralympic Games, much work was done on building properties that would be of commercial interest for potential CGA partners.

SPORTFIVE completed a number of partnership agreements in 2021, with more partners to be announced in 2022.

#### MACRON

Leading international sporting brand Macron will outfit the Australian Team at the Birmingham 2022 Commonwealth Games following their appointment as Official Competition and Training Wear supplier.

Macron, whose presence in Australia includes partnerships with Port Adelaide in the AFL, Parramatta in the NRL, Perth Glory, Macarthur FC and Melbourne Victory in the A-League, and Australia's national basketball teams, will produce more than 50,000 items for the team. The range will include sport-specific uniform components from track and field shorts, tights, singlets and bodysuits to home and away versions of the hockey and netball competition outfits. The agreement also includes the supply of travel wear, training attire and accessories such as sports bags.



## STRATEGIC PRIORITY THREE

# PRESENTING A POWERFUL BRAND

### SPEEDO

CGA and Speedo continue a partnership that began at the Cardiff 1958 British Empire and Commonwealth Games, with the company once again outfitting Australia's swimmers and divers with competition and training wear at the Birmingham 2022 Commonwealth Games.



### BIRMINGHAM 2022 TEAM BRAND CAMPAIGN

The first phase of Australia's Team brand campaign for Birmingham 2022 was launched to celebrate 300 days to go to the Games in October 2021. CGA also revealed that the 'Unity' symbol, used as part of the Gold Coast Games' Reconciliation Action Plan, will become part of the team identity for the Australian team.

**BE BOLD | BRAVE | BRILLIANT** captures the essence and passion of the moment for Australian Team members. It is a theme that can resonate with all Team members and be something they can identify with. The



words were endorsed by a broad group including the CGA Athlete Advisory Group and the Birmingham Team Executive – including Chef de Mission Petria Thomas OAM, fellow Games gold medallists Anna Meares OAM and Sharelle McMahon and Paralympic champion Katrina Webb OAM.

### BOROBI CONTINUES HIS ROLE AS AUSTRALIAN TEAM MASCOT

Australia's favourite koala, Borobi, was appointed as the Australian Team mascot for the Birmingham 2022 Commonwealth Games.

Borobi was the official mascot of the Gold Coast 2018 Commonwealth Games, with the name 'Borobi' derived from the language of the Yugambeh people, whose traditional lands are located in South East Queensland.

Borobi's team mascot appointment continues his Commonwealth Games association beyond the Gold Coast Games, complementing his important work as an Indigenous languages champion with the Yugambeh Museum. 'Borobi Day' is celebrated during National Reconciliation Week in May each year to raise awareness of Indigenous languages in Australia.

Borobi's appointment as mascot and the use of the 'Unity' symbol are the first steps in activities developed as part of Commonwealth Games Australia's Reconciliation Action Plan, which will be launched in 2022.



### BRAND & MARKETING COMMITTEE

The CGA Brand & Marketing Committee was established in October 2019 as a committee of the Board. Its objective is to help guide and drive 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 Committee and the meetings held during the period 1 January 2021 to 31 December 2021 are as follows:

Member	Position	Number eligible to attend	Number attended
Ben Houston	Chair, CGA President	3	3
Marlene Elliott	Member, CGA Director	3	3
Jayne Ferguson	Member, CGA Director	3	3

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





STRATEGIC  
PRIORITY

4



STRATEGIC PRIORITY FOUR  
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

In 2021 the CGA's Annual General Meeting (AGM) was held in May for the first time, being the first AGM in the new financial period based on a calendar year. A six-month transitional period from 1 July 2020 to 31 December 2020 was undertaken to align with the new financial year cycle ending on 31 December, and the AGM covered the six-month period. The May AGM was again held online, as travel restrictions continued due to the ongoing COVID-19 pandemic. This annual report is the first full year under the new financial year period.

As 2021 was a transitional period, there were no elections at the 2021 AGM and the Board remained unchanged:

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

\*Jayne Ferguson is an appointed director and was reappointed by the Board in 2021 for a further two-year term to 1 July 2023.

## STRATEGIC PRIORITY FOUR LEADING THE WAY

Elections will next be due at the 2023 AGM for the positions of President and two elected directors (positions currently held by Ben Houston, Leeanne Grantham and Steve Moneghetti AM). When the constitution was changed in 2018, it was decided that no elections would be held in the year of the Games to provide continuity and consistency on the Board during important Games preparations.

A Board evaluation was undertaken during 2021, facilitated by Sport Australia in line with their updated Sport Governance

Principles. All directors completed a self-evaluation using Sport Australia's online tool, with findings presented to the Board with recommendations. Those recommendations have since been developed into an action plan for gradual implementation, taking into consideration the demands of the Games year in 2022.

Consistent with good corporate governance most of CGA's policies and By-Laws were updated during 2021 including the Ethical Behaviour By-Law, Anti-Doping By-Law, Commercial Activities By-

Law, Grievance and Discipline By-Law, Privacy Policy and Workplace Health & Safety Policy. A new Team Nomination, Selection and Appeals By-Law was introduced as well as a Team Vaccination Policy. All documents are readily available on CGA's website.

The pilot of the Advisory Committee model for State operations is yet to be completed due to ongoing disruptions as a result of COVID-19. The pilot will now be undertaken following the Birmingham Games in 2022.

### COMMITTEES OF THE BOARD

#### Finance & Audit Committee

Meetings held during the reporting period 1 January 2021 to 31 December 2021 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	5
David Ferrier	Independent Member Forensic accountant and CEO	5	5

CEO Craig Phillips AM, 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.

The Committee continued to play an integral role in monitoring CGA's financial performance and budgets, overseeing the annual financial audit process, insurance renewals and compliance with legal and regulatory requirements.

The financial results for 2021 showed a loss of \$380,100 which compared favourably to budget.



A loss was expected in the year prior to a Games, however savings were made in operational expenses as travel restrictions and lockdowns in multiple states prevented in-person meetings and activities. In addition, the annual distribution from the Australian Commonwealth Games Foundation (ACGF) was higher than expected by almost \$1.3 million.

Risk management is an ongoing priority, with the continuing effects of the pandemic being felt throughout 2021 as well as consideration of the potential health, safety, operational and financial impacts on the Australian Team that will be attending the 2022 Commonwealth Games in Birmingham. All risks identified as "very high" were reviewed at each Committee meeting and update reports were provided to each Board meeting.

CGA renewed the lease for the office premises after five years of tenancy, on better terms, to remain in the existing South Melbourne location for at least another five years.

## STRATEGIC PRIORITY FOUR LEADING THE WAY



### NOMINATIONS & REMUNERATION COMMITTEE

The Committee continued to provide assistance to the Board on matters relating to appointed director positions, director nomination processes and the Board skills matrix.

Meetings held during the period 1 January 2021 to 31 December 2021 were as follows:

Member	Position	Number eligible to attend	Number attended
Leeanne Grantham	CGA Vice President, Chair, Director	2	1
Ben Houston	CGA President, Member, Director	2	2
Noeleen Dix AM	Independent Member Chair – Confident Girls Foundation	2	2
Ros Holding	Independent Member AIS Careers & Education consultant	2	1

The Committee is assisted by CGA's Executive & Office Administrator Laura Barclay and the CEO attended meetings as required.

### FINANCIAL SUSTAINABILITY

The Finance & Audit Committee continued developing the project to implement an optimal corporate structure between CGA and the ACGF and ensure ongoing asset protection for the ACGF's significant investment portfolio. The structure has been compromised in recent years by the accumulation of a considerable liability between the two entities due to unpaid distributions from the ACGF. Whilst these funds have been drawn upon in the lead-up to the Birmingham 2022 Games to support CGA's operational requirements, this position still presents some risk.

The investments held by the ACGF rebounded well during 2021, under the management of advisors Morgan Stanley, and totaled almost \$72 million as at 31 December 2021. A more aggressive growth strategy was implemented in 2021, which involved the establishment of a gearing facility. This strategy will assist with increasing future investment returns and growing the investment pool to support long term financial sustainability.

CGA's financial sustainability model was reviewed over the past 12 months and key assumptions were updated where appropriate, including the recent awarding of the hosting of the 2026 Commonwealth Games to Victoria. The modelling indicated that some adjustments are still required to CGA's net expenditure for the organisation to remain sustainable in the long term.

### MEMBER ADVOCACY

CGA worked in conjunction with the Australian Olympic Committee (AOC) to develop "Sport: Powering Australia's Future (10+10)", a report to the Federal Government in response to the Intergenerational Report. The submission highlighted the need for ongoing certainty in funding for sport in Australia and provided independent advocacy for CGA's Member sports. The "green and gold runway" concept, first mentioned in the submission, continues to gain traction since the announcement of Victoria as host of the 2026 Commonwealth Games and Brisbane as host of the 2032 Olympic and Paralympic Games.

The submission was well received by both the Federal Government and the Opposition and whilst a formal outcome is yet to be advised, discussions of the investment funding model for sport in Australia continue within the industry.

CGA hosted two member forums during 2021, both online due to ongoing COVID-19 travel restrictions. In-person forums will resume in 2022.

CGA also worked with Sport Huddle during 2021 to develop a pilot program for its members and provide HR consulting to seven sports. The pilot was used to test the desire, need and effectiveness of sporting organisations in taking a more agile resourcing approach through the utilisation of a shared services model.

### INTERNATIONAL DEVELOPMENT

CGA continued working with the CGF and Griffith University to successfully secure funding from the Federal Government Department of Foreign Affairs & Trade (DFAT) through the Pacific AUS Sports program for the second edition of the GAPS program – Gather, Adjust, Prepare, Sustain.

The program's objective is to offer emerging Pacific nations athletes and coaches access to additional skills, knowledge and resources. These improvements in turn will advance education and support the development of inclusive sport pathways to promote positive social change in sport and communities.

Women and athletes with a disability were considered a priority, with a focus on providing training, classification and qualification opportunities for Birmingham 2022, including funding to attend camps and competitions in Birmingham and in Australia prior to the Games.

CGA congratulates Matt Levy OAM on his appointment to the CGF Athletes' Advisory Commission in late 2021.

Levy joined Dr Peter Harcourt, who serves as the CGF Medical Advisor and chair of the Anti-Doping and Medical Commission, CEO Craig Phillips AM who serves on the CGF Sports Committee, and CGA Life Member Sue Taylor AM who serves on the CGF Ethics Commission, as Australians who are contributing to the Commonwealth Sports Movement.



STRATEGIC  
PRIORITY

5



## STRATEGIC PRIORITY FIVE 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 CGA's knowledge & understanding of the important legacy benefits of hosting the Games so as to better advocate the opportunity to potential host communities and delivery partners
2. Engage proactively with Governments - Federal and 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

#### VICTORIA 2026 COMMONWEALTH GAMES

Australia is recognised globally as a great Games host and CGA prides itself on the significant long-term benefits delivered to communities through the hosting of the Commonwealth Games.

Boosts to the local, state and national economy, job creation, infrastructure – sports, transport and public domain – development and the construction of affordable housing are all legacies of hosting the Games.

CGA also recognises the powerful role that sport and major events can play in helping to address some of the key intergenerational challenges facing Australia.

In late 2018, recognising the hosting opportunity which existed, CGA committed itself to bringing the Commonwealth Games back to Australia in 2026.

Throughout 2019, 2020 and 2021 and against the backdrop of the challenges created by the COVID-19 pandemic, CGA persevered with identifying a State Government who shared its vision and wished to partner in bringing the Games back to Australia. In late 2021, CGA found such a partner in the Victorian State Government.

While outside the reporting period, it is important to note that in February 2022 CGA entered into an exclusive and confidential period of dialogue with the Commonwealth Games Federation (CGF) and the Victorian Government in order to advance a candidature for the 2026 Commonwealth Games.

## STRATEGIC PRIORITY FIVE HOSTING GREAT GAMES

In March 2022, CGA President **Ben Houston** and CEO **Craig Phillips AM** joined the Governor of Victoria Her Excellency the Honourable **Linda Dessau AC** and Minister for Tourism, Sport and Major Events the Honourable **Martin Pakula** in presenting the shared vision for the Victoria 2026 Commonwealth Games to the CGF Executive Board.

The candidature was built on a bold new plan for the Games to be hosted across Victoria in four regional hubs: Ballarat, Bendigo, Geelong and Gippsland.

On 12 April 2022 and following a review of the 2026 candidature, the CGF President **Dame Louise Martin DBE** announced the 2026 Commonwealth Games had been awarded to CGA and Victoria.

In line with its strategic priority of "Hosting Great Games", CGA will work in partnership with the CGF and the Victorian Government to deliver a ground-breaking 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
		<b>4526</b>	<b>1595</b>

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

# FINANCIAL REPORT

FOR THE YEAR ENDED 31 DECEMBER 2021  
COMMONWEALTH GAMES AUSTRALIA LIMITED  
A.C.N 629 915 448  
A.B.N. 55 165 736 898



# REPORT BY THE DIRECTORS

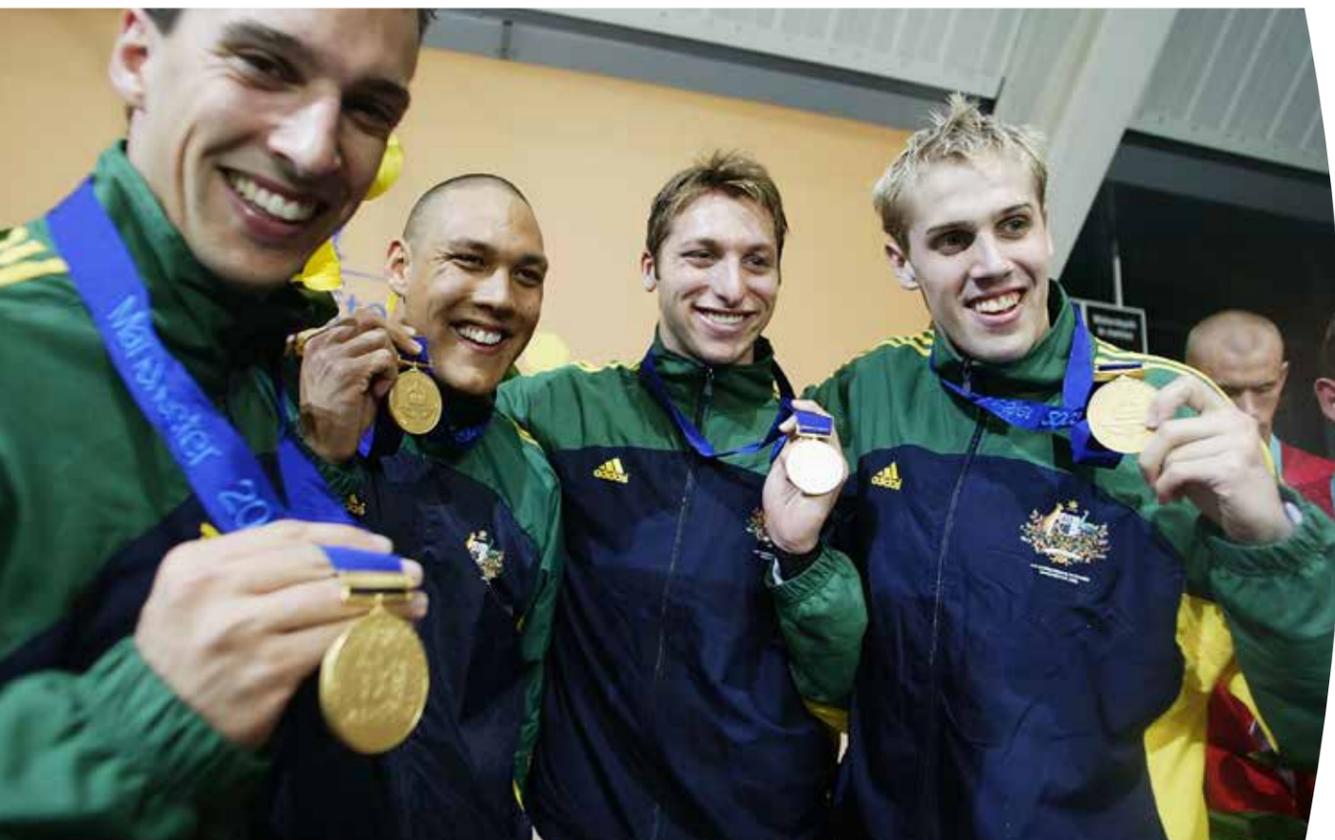
These financial statements are for the entity Commonwealth Games Australia Limited.

The financial statements are presented in Australian dollars.

Commonwealth Games Australia Limited is a Company Limited by Guarantee, incorporated and domiciled in Australia, at Level 2 180 Albert Road South Melbourne Victoria.

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.

The financial statements were authorised for issue by the Directors on 11 April 2022. The Directors have the power to amend and reissue the financial statements.



The Directors submit their report on the financial statements of Commonwealth Games Australia Limited (the Company) for the year ended 31 December 2021.

The Board of Directors and Members resolved in 2019 to change the Company's financial year end from 30 June to 31 December effective from 1 July 2020. Therefore, the comparative financial period is a six-month period to enable the change to a 31 December end of financial year date. Comparisons to this period are therefore not entirely comparable.

## DIRECTOR INFORMATION

The names, roles and other current positions of the Directors of the Company as at 31 December 2021 are set out below:

**Mr Ben Houston LLB (Hons)**  
**President and Director**  
(4 ½ year term to May 2023)

Other current positions:

Chief Executive Officer – Australian Sailing

President – Australian Commonwealth Games Foundation Ltd

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

**Mrs Leeanne Grantham**  
**Vice President and Director**  
(4 ½ year term to May 2023)

Other current positions:

Chair – Commonwealth Games Australia Nominations & Remuneration Committee

Director – Australian Commonwealth Games Foundation Ltd

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

**Mr Darryl Clout**  
**Director**  
(4 ½ year term to May 2024)

Other current positions:

Director – Australian Commonwealth Games Foundation Ltd

Member – Commonwealth Games Australia Heritage & Awards Committee

Director – Blacktown Venue Management Inc.

Director – Hunter Academy of Sport

President – World Bowls Board

**Ms Marlene Elliott GAICD**  
**Director**  
(4 ½ year term to May 2025)

Other current positions:

Principal – Solutions by ME

Associate Director – VUCA Trusted Advisors

Director – Australian Commonwealth Games Foundation Ltd

Chair – Commonwealth Games Australia Heritage and Awards Committee

Member – Commonwealth Games Australia Brand and Marketing Committee

Director – Triathlon Australia

Director – Peninsula Leisure Pty Ltd

Member – Peninsula Leisure Finance, Risk and Audit Committee

Director – Workways Australia

Member – Workways Australia Governance Committee

# REPORT BY THE DIRECTORS

## Mr Grant Harrison BBus

### Director

(4 ½ year term to May 2024)

Other current positions:

Director – Australian Commonwealth Games Foundation Ltd

Chair – Australian Commonwealth Games Foundation Ltd Investment Committee

Member – Commonwealth Games Australia Finance & Audit Committee

Vice President – Commonwealth Games Australia South Australia Division

Member – Gymnastics Australia Awards Committee

Director – Racing SA

Member – Gymnastics South Australia Audit and Governance Committee

Member – Liquor Industry Golf Club of South Australia Committee

Member – Table Tennis Australia Nominations Committee

Chair – Racing SA Governance Committee

## Mr David Mandel BSc Chemistry, CIMA, GAICD

### Director

(4 ½ year term to May 2025)

Other current positions:

Director – Australian Commonwealth Games Foundation Ltd

Chair – Commonwealth Games Australia Finance & Audit Committee

Member – Australian Commonwealth Games Foundation Ltd Investment Committee

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 Ltd

Race Director & Committee – Run for the Kids

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

Chair – Commonwealth Games Australia Reconciliation Action Plan Working Group

## Mrs Jayne Ferguson

### Appointed Director

(2 year term from 1 July 2021 to 30 June 2023)

Other current positions:

Director – Australian Commonwealth Games Foundation Ltd

Member – Commonwealth Games Australia Brand & Marketing Committee

Member – Commonwealth Games Australia Reconciliation Action Plan Working Group

Director – Coles Little Athletics Australia

Member – Coles Little Athletics Governance Committee

Member – Coles Little Athletics Nominations Committee

Member – Coles Little Athletics Digital Transformation Committee

## MEETINGS

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

Name	Position	Number eligible to attend	Number attended
Mr Ben Houston	President, Director	6	6
Mrs Leeanne Grantham	Vice President, Director	6	6
Mr Darryl Clout	Director	6	6
Ms Marlene Elliott	Director	6	6
Mr Grant Harrison	Director	6	6
Mr David Mandel	Director	6	6
Mr Stephen Moneghetti AM	Director	6	6
Mrs Jayne Ferguson	Appointed Director	6	6

## 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 31 December 2021.

12 Month Period	Jan 2021 to Dec 2021	Jan 2020 to Dec 2020
\$150,000 +	3	3
\$100,000 – \$149,999	1	1

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 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.

## ACTIVITIES

The principal activity of Commonwealth Games Australia Limited during the course of the financial period 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 period.

The impacts of the COVID-19 pandemic on Commonwealth Games Australia Limited’s operations were minimal during 2021, other than employees being required to work from home from August to November to adhere to State Government health directives. Communication was maintained with Program Sports to ensure that the funding received from Commonwealth Games Australia Limited was applied toward agreed Birmingham 2022 outcomes given the continually changing environment. As a result of continual border restrictions and event cancellations, some funding was transferred to 2022.

# REPORT BY THE DIRECTORS (cont)

## RESULTS

The profit/(loss) from operations after income tax expense for the year ended 31 December 2021 was a loss of \$380,100 (loss for the 6 month period ended 31 Dec 2020 \$380,007).

## 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 31 December 2021 and of the assets and liabilities as at 31 December 2021.

## 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 a maximum of \$1.00 each towards meeting any outstanding obligations of the company. At 31 December 2021 the number of members was 37.

## INDEMNIFICATION AND INSURANCE OF OFFICERS

During the period, Commonwealth Games Australia Limited paid insurance premiums to indemnify the officers of the company against liabilities for costs and expenses that may be incurred by them in defending any legal proceedings arising out of their conduct while acting in their capacity as officers and representing the company, other than conduct involving a wilful breach of duty. The terms of the contract of insurance prohibit the disclosure of the nature of the liabilities insured against and the amount of the premium.

## INDEMNITY OF AUDITORS

Commonwealth Games Australia Limited has agreed to indemnify their auditors, PricewaterhouseCoopers, to the extent permitted by law, against any claim by a third party arising from Commonwealth Games Australia Limited's breach of their agreement. The indemnity stipulates that Commonwealth Games Australia Limited will meet the full amount of any such liabilities including a reasonable amount of legal costs.

## PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party, for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

No proceedings have been brought or intervened in on behalf of the company with leave of the Court under section 237 of the *Corporations Act 2001*.

## 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 the following page.

This report is made in accordance with a resolution of directors.



**Ben Houston**  
President



**Craig Phillips AM**  
Company Secretary

Signed at: Melbourne

Dated: 11 April 2022



## Auditor's Independence Declaration

As lead auditor for the audit of Commonwealth Games Australia Limited for the year ended 31 December 2021, 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 Cronin  
Partner  
PricewaterhouseCoopers

Melbourne  
11 April 2022

PricewaterhouseCoopers, ABN 52 780 433 757  
2 Riverside Quay, SOUTH BANK VIC 3006, GPO Box 1331, MELBOURNE VIC 3001  
T: 61 3 8603 1000, F: 61 3 8603 1999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

# STATEMENT OF COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 DECEMBER 2021

	NOTE	12 MONTHS TO 31 DECEMBER 2021 \$	6 MONTHS TO 31 DECEMBER 2020 \$
<b>REVENUES</b>	3		
Revenue from Contracts		12,905	-
Other Income		4,884,179	814,372
<b>TOTAL REVENUE</b>		<b>4,897,084</b>	<b>814,372</b>
<b>EXPENSES</b>			
<b>Program Expenses</b>			
Team preparation grants		(2,605,526)	(5,025)
Community Engagement		(40,213)	(8,049)
2022 Birmingham Games		(83,170)	(75,000)
Future Candidature		(391,542)	(110,706)
Member Services		(20,000)	-
Sub Total		<b>(3,140,451)</b>	<b>(198,780)</b>
<b>Operational Expenses</b>			
Finance and administration		(115,499)	(69,582)
Depreciation and amortisation	4	(139,242)	(68,746)
Borrowing costs		(3,709)	(2,360)
Salaries, employee benefits and consultancy		(1,550,714)	(716,555)
Occupancy		(69,090)	(15,738)
General office		(79,159)	(46,088)
Board / AGM / Committees		(47,700)	(36,872)
Travel		(9,870)	(1,764)
Marketing, PR and hospitality		(121,750)	(37,894)
Sub Total		<b>(2,136,733)</b>	<b>(995,599)</b>
<b>TOTAL EXPENSES</b>		<b>(5,277,184)</b>	<b>(1,194,379)</b>
<b>PROFIT/(LOSS) BEFORE INCOME TAX</b>		<b>(380,100)</b>	<b>(380,007)</b>
Income tax expense		-	-
<b>PROFIT/(LOSS) AFTER INCOME TAX</b>		<b>(380,100)</b>	<b>(380,007)</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>(380,100)</b>	<b>(380,007)</b>

# STATEMENT OF FINANCIAL POSITION

## AS AT 31 DECEMBER 2021

	NOTE	31 DECEMBER 2021 \$	31 DECEMBER 2020 \$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	757,764	332,226
Other financial assets	6	51,150	51,150
Trade and other receivables	7	184,047	-
Other current assets	8	11,046,596	12,470,341
<b>TOTAL CURRENT ASSETS</b>		<b>12,039,557</b>	<b>12,853,717</b>
<b>NON CURRENT ASSETS</b>			
Plant and equipment	9	22,940	51,626
Right of use Asset	10	505,443	110,482
Memorabilia and collectables		5,850	5,850
Intangible assets	11	37,792	-
Other financial assets	12	24,384,340	24,114,585
<b>TOTAL NON CURRENT ASSETS</b>		<b>24,956,365</b>	<b>24,282,543</b>
<b>TOTAL ASSETS</b>		<b>36,995,922</b>	<b>37,136,260</b>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	13	421,101	581,740
Provisions	15	83,632	89,013
Lease Liabilities	16	94,637	98,523
<b>TOTAL CURRENT LIABILITIES</b>		<b>599,370</b>	<b>769,276</b>
<b>NON CURRENT LIABILITIES</b>			
Provisions	15	70,943	56,298
Lease Liabilities	16	411,660	16,637
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>482,603</b>	<b>72,935</b>
<b>TOTAL LIABILITIES</b>		<b>1,081,973</b>	<b>842,211</b>
<b>NET ASSETS</b>		<b>35,913,949</b>	<b>36,294,049</b>
<b>MEMBER FUNDS</b>			
Accumulated Surplus	17	35,913,949	36,294,049
<b>TOTAL MEMBERS' FUNDS</b>		<b>35,913,949</b>	<b>36,294,049</b>

# STATEMENT OF CHANGES IN EQUITY

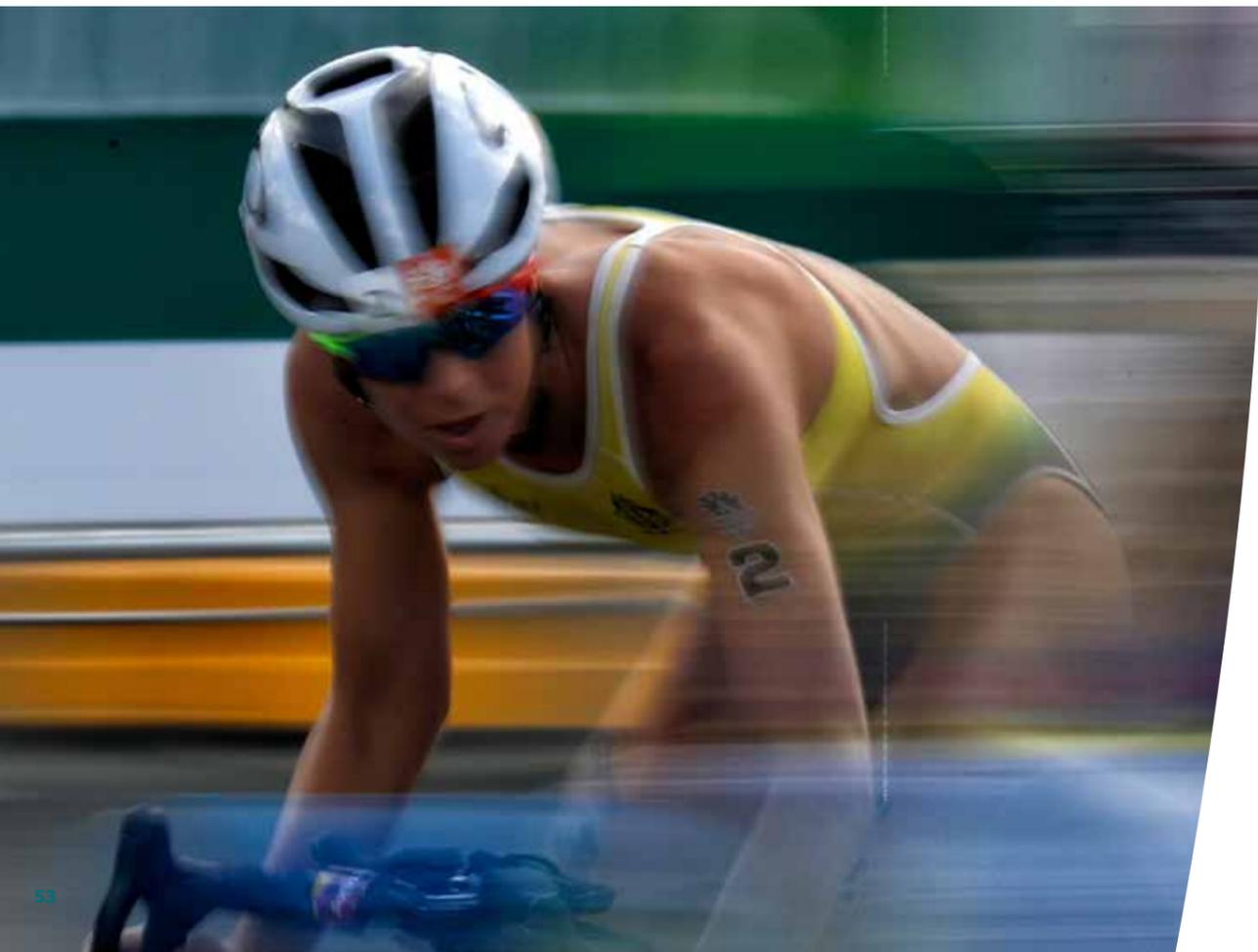
## FOR THE YEAR ENDED 31 DECEMBER 2021

	ACCUMULATED SURPLUS TOTAL
<b>AT 1 JULY 2020</b>	36,674,056
Loss for the 6 month period	(380,007)
<b>AT 31 DEC 2020</b>	36,294,049
<b>AT 1 JAN 2021</b>	36,294,049
Loss for the 12 month period	(380,100)
<b>AT 31 DEC 2021</b>	<b>35,913,949</b>

# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 DECEMBER 2021

	NOTE	12 MONTHS TO 31 DECEMBER 2021	6 MONTHS TO 31 DECEMBER 2020
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers		16,074	7,766
Payments to suppliers and employees		(5,635,035)	(1,392,182)
<b>NET CASH FLOWS (USED IN)/GENERATED FROM OPERATING ACTIVITIES</b>	18	<b>(5,618,961)</b>	<b>(1,384,416)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Interest received		381	2,434
Purchase of plant and equipment		(53,650)	-
Sale of plant and equipment		-	-
Rollover and disposal/(acquisition) of term deposits		-	-
<b>NET CASH FLOWS GENERATED FROM/(USED IN) INVESTING ACTIVITIES</b>		<b>(53,269)</b>	<b>2,434</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Payments for lease liabilities		(99,610)	(47,988)
Interest paid on lease liabilities		(2,622)	(1,624)
Distributions received from Australian Commonwealth Games Foundation Trust		6,200,000	-
<b>NET CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES</b>		<b>6,097,768</b>	<b>(49,612)</b>
<b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>		<b>425,538</b>	<b>(1,431,594)</b>
Cash and cash equivalents at beginning of period		332,226	1,763,820
Cash and cash equivalents at end of period	5	<b>757,764</b>	332,226



# NOTES TO THE FINANCIAL STATEMENTS

## 1 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.

The Board of Directors and Members resolved in 2019 to change the Company's financial year end from 30 June to 31 December effective from 1 July 2020. Therefore, the comparative financial period is a six-month period to enable the change to a 31 December end of financial year date. Comparisons to this period are therefore not entirely comparable.

### (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 \$380,100 for the twelve month period ended 31 December 2021 (6 month period to 31 Dec 2020 Deficit: \$380,007). As at 31 December 2021 the company had cash assets of \$757,764 (31 Dec 2020: \$332,226) and a surplus of net assets of \$36,995,922 (31 Dec 2020: \$36,674,056). The Directors consider the going concern basis to be appropriate based upon the ACGF Trust distribution receivable and the capacity to pay.

### (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) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The financial statements are presented in Australian dollars (\$) which is CGA's functional and presentation currency.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated

in foreign currencies are recognised in the statement of comprehensive income.

### (iv) Changes to Accounting Policies, Accounting Standards and Interpretations

There have been no new standards or interpretations applied for this reporting period commencing 1 January 2021.

### (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 day terms, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. There are currently no amounts assessed as uncollectible.

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:

2021	2020
<b>COMPUTER EQUIPMENT</b>	
3 years	3 years

<b>FIXTURE AND FITTINGS</b>	
5 years	5 years

<b>FURNITURE AND EQUIPMENT</b>	
4 to 11 years	4 to 11 years

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 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.

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) INTANGIBLES

Trademarks are shown at historical cost. Trademarks have a finite useful life and are subsequently carried at cost less accumulated amortisation and impairment losses.

Trademarks are amortised using the straight-line method over a 10 year period.

### (G) 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.

### (H) 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.

### (I) 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.

# NOTES TO THE FINANCIAL STATEMENTS (CONT)

## 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT)

### (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, at any time after completing seven years of continuous employment with one employer, an employee is entitled to an amount of long service leave on ordinary pay equal to 1/60th of the employee's total period of continuous employment less any period of long service leave taken during that period. 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.

### (J) SUPERANNUATION

The Company contributes monthly 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 Company is under no legal obligation to make up any shortfall in the schemes' ability to meet payments due to employees.

### (K) 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:

#### (i) Commercial Sponsorship

The company applies AABS15 to determine when to recognise revenue and in what amount.

The Company enters into contracts with customers for the sponsorship of the Australia Commonwealth Games Team. The sponsorship agreement typically covers the Games period and the lead up and revenue is recognised then. Consideration received under sponsorship agreements may be cash or value in kind goods and services (non-cash). The fair value of non-cash transactions received or expected to be received are included in the total transaction price of the agreement. Value in Kind elements are typically specified in the sponsorship agreements and there is no significant judgement involved in estimating such consideration.

The Company recognises contract liabilities for consideration received in respect of unsatisfied performance obligations and reports these amounts as revenue received in advance in the statement of financial position.

#### (ii) Grant Revenue

The Company assesses each grant agreement as to whether it is a donation and falls under the scope of AASB 1058 income of not-for-profit entities or is a contract with a customer under AASB15. Most of the company's agreements are deemed enforceable and have sufficiently specific performance obligations

and are therefore recognised in accordance with AABS15.

Grant revenue is recognised when the performance obligation set out within the grant agreement is satisfied. The company recognises a contract liability for consideration received in respect of unsatisfied performance obligations and reports these amounts as revenue received in advance.

#### (iii) 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.

#### (iv) 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.

#### (v) 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.

#### (vi) Distributions

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

### (L) BORROWING COSTS

Borrowing costs are recognised as an expense when incurred.

### (M) 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. Cash flows 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.

### (N) LEASES

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Company under residual value guarantees

- the exercise price of a purchase option if the Company is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Company exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

The Company is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

### (O) 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)

	12 MONTHS TO 31 DECEMBER 2021	6 MONTHS TO 31 DECEMBER 2020
	\$	\$
<b>3 REVENUE</b>		
<b>CONTRACT REVENUE</b>		
Sponsorship Income	10,000	-
CGF Grant Income	2,905	-
<b>TOTAL CONTRACT REVENUE</b>	<b>12,905</b>	<b>-</b>
<b>OTHER INCOME</b>		
Income distribution from ACGF	4,869,755	805,118
Interest income	255	1,609
Other income	14,169	-
CGF Grant Income	-	7,645
<b>TOTAL OTHER REVENUE</b>	<b>4,884,179</b>	<b>814,372</b>
<b>TOTAL REVENUE FROM ACTIVITIES</b>	<b>4,897,084</b>	<b>814,372</b>
<b>4 DEPRECIATION AND AMORTISATION</b>		
Depreciation of non current assets		
Office equipment	4,516	1,974
Computer equipment	36,111	1,219
Fixture and fittings	3,916	18,204
Motor vehicle	-	-
Right of Use Asset	94,699	47,349
<b>TOTAL DEPRECIATION OF ASSETS</b>	<b>139,242</b>	<b>68,746</b>
<b>TOTAL DEPRECIATION EXPENSES</b>	<b>139,242</b>	<b>68,746</b>
<b>5 CASH AND CASH EQUIVALENTS</b>		
Cash at bank and on hand	757,764	332,226
	<b>757,764</b>	<b>332,226</b>
<b>6 OTHER FINANCIAL ASSETS</b>		
Commercial Bills & Term Deposits	51,150	51,150
	<b>51,150</b>	<b>51,150</b>
<b>7 TRADE AND OTHER RECEIVABLES (CURRENT)</b>		
Trade debtors	184,047	121
	<b>184,047</b>	<b>121</b>

	12 MONTHS TO 31 DECEMBER 2021	6 MONTHS TO 31 DECEMBER 2020
	\$	\$
<b>8 OTHER CURRENT ASSETS</b>		
Accrued Interest Income	-	126
GST receivable	129,118	40,667
Prepaid Expenses	117,478	29,548
Amount owed from related party in next 12 months - Australian Commonwealth Games Foundation Trust	10,800,000	12,400,000
	<b>11,046,596</b>	<b>12,470,341</b>
<b>9 PLANT AND EQUIPMENT</b>		
<b>FIXTURE AND FITTINGS</b>		
At cost	180,557	180,557
Accumulated depreciation	(173,372)	(137,260)
	<b>7,185</b>	<b>43,297</b>
<b>COMPUTER EQUIPMENT</b>		
At cost	101,516	85,658
Accumulated depreciation	(89,941)	(85,425)
	<b>11,575</b>	<b>233</b>
<b>OFFICE EQUIPMENT</b>		
At cost	36,074	36,074
Accumulated depreciation	(31,894)	(27,978)
	<b>4,180</b>	<b>8,096</b>
<b>TOTAL PLANT AND EQUIPMENT</b>		
Cost	318,147	302,289
Accumulated depreciation	(295,207)	(250,663)
<b>TOTAL WRITTEN DOWN AMOUNT</b>	<b>22,940</b>	<b>51,626</b>
<b>10 RIGHT OF USE ASSET</b>		
Right of Use Asset- Lease expire 2021	110,482	252,530
Accumulated Depreciation	(94,699)	(142,048)
<b>SUB TOTAL</b>	<b>15,783</b>	<b>110,482</b>
Right of Use Asset - Lease 2022	489,660	-
Accumulated Depreciation	-	-
<b>SUB TOTAL</b>	<b>489,660</b>	<b>-</b>
<b>TOTAL RIGHT OF USE ASSET</b>	<b>505,443</b>	<b>110,482</b>

# NOTES TO THE FINANCIAL STATEMENTS (CONT)

	12 MONTHS TO 31 DECEMBER 2021	6 MONTHS TO 31 DECEMBER 2020
	\$	\$
<b>11 INTANGIBLE ASSETS</b>		
Trademarks	49,539	11,747
Accumulated amortisation	(11,747)	(11,747)
	<b>37,792</b>	-
<b>12 OTHER FINANCIAL ASSETS (NON CURRENT)</b>		
Amount owed from related party – Australian Commonwealth Games Foundation Trust	24,384,340	24,114,585
<b>13 TRADE AND OTHER PAYABLES</b>		
Trade creditors	87,543	66,141
Other Payables (1)	333,558	515,599
	<b>421,101</b>	581,740
(1) As a result of the COVID-19 pandemic, many sporting events were postponed due to the restrictions enforced by the Australian or State Governments. This has resulted in the Company recognising a deferred cost of \$66,500 to the respective Program Sport members for the funding of delayed events, as at 31 December 2021, which has reduced from \$468,796 since 31 December 2020. These amounts are payable when the events are able to be completed.		
<b>14 COMMITMENTS</b>		
As at 31 December 2021, Commonwealth Games Australia Limited has \$1,839,538 allocated to funding Program Sports for agreed 2022 Birmingham Commonwealth Games preparation projects/events. Should these events not go ahead due to COVID-19 or any other reason, there is no commitment to pay the funding.		
During 2021, Commonwealth Games Australia Limited signed contracts with various suppliers relating to the 2022 Birmingham Commonwealth Games Team, totalling \$1,391,000, of which \$45,500 was paid in 2021.		
<b>15 PROVISIONS</b>		
<b>CURRENT</b>		
Employee entitlements	83,632	89,013
<b>NON CURRENT</b>		
Employee entitlements	70,943	56,298
<b>16 LEASE LIABILITIES</b>		
<b>CURRENT</b>		
Office Lease Liability	94,637	98,523
<b>NON CURRENT</b>		
Office Lease Liability	411,660	16,637
<b>17 ACCUMULATED MEMBER FUNDS</b>		
Balance at the beginning of period	36,294,049	36,674,056
(Loss)/Profit for the period	(380,100)	(380,007)
Balance at end of period	<b>35,913,949</b>	36,294,049

	12 MONTHS TO 31 DECEMBER 2021	6 MONTHS TO 31 DECEMBER 2020
	\$	\$
<b>18 CASH FLOW INFORMATION</b>		
Cash at the end of the financial period is shown in the statement of cash flow and is reconciled to the related items in the statement of financial position as follows:		
Cash and cash equivalents	757,764	332,226
<b>a) Reconciliation of cashflow from operations with surplus/(deficit)</b>		
(Loss)/Profit for the Period	(380,100)	(380,007)
Depreciation and amortisation	139,242	68,746
Borrowing Costs	3,709	2,360
Dividend and interest income	(255)	(1,609)
Decrease/(increase) in trade debtors	(18,046)	121
(Increase)/decrease in other operating assets	(176,381)	(43,899)
(Decrease)/increase in trade creditors	21,402	40,561
(Decrease)/increase in provision	9,265	31,640
Increase in other other creditors	(182,041)	(297,212)
(Decrease)/increase in other financial assets owed	(4,869,755)	(805,118)
Net Cash flow from operating activities	<b>(5,618,961)</b>	(1,384,417)
<b>19 REMUNERATION OF AUDITORS</b>		
During the period 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	44,500	29,500
Other assurance services		
Audit of regulatory returns	-	-
Due diligence services	-	-
Other advisory services	24,500	45,900
Total remuneration for audit and other assurance services	<b>69,000</b>	75,400
<b>20 EVENTS AFTER THE REPORTING PERIOD</b>		
Subsequent to 31 December 2021, the Company and the Victorian Government have entered into an exclusive period of dialogue and negotiations with the Commonwealth Games Federation regarding hosting of the 2026 Commonwealth Games in Victoria, Australia.		
<b>21 RELATED PARTIES</b>		
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 1(a) to the financial statements, in the directors' opinion, the company is not a reporting entity because there are no users dependent on special 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 1.

In the directors' opinion:

(a) the financial statements and notes set out on pages 51 to 62 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 entity's financial position as at 31 December 2021 and of its performance for the twelve month financial period 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 AM**

Company Secretary

Dated: 11 April 2022



## 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 31 December 2021 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

### What we have audited

The financial report comprises:

- the statement of financial position as at 31 December 2021
- 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 significant accounting policies and other explanatory information
- 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 1 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

PricewaterhouseCoopers, ABN 52 780 433 757  
2 Riverside Quay, SOUTH BANK VIC 3006, GPO Box 1331, MELBOURNE VIC 3001  
T: 61 3 8603 1000, F: 61 3 8603 1999

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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 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.

#### 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 31 December 2021, 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.

#### 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 1 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.

#### 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.

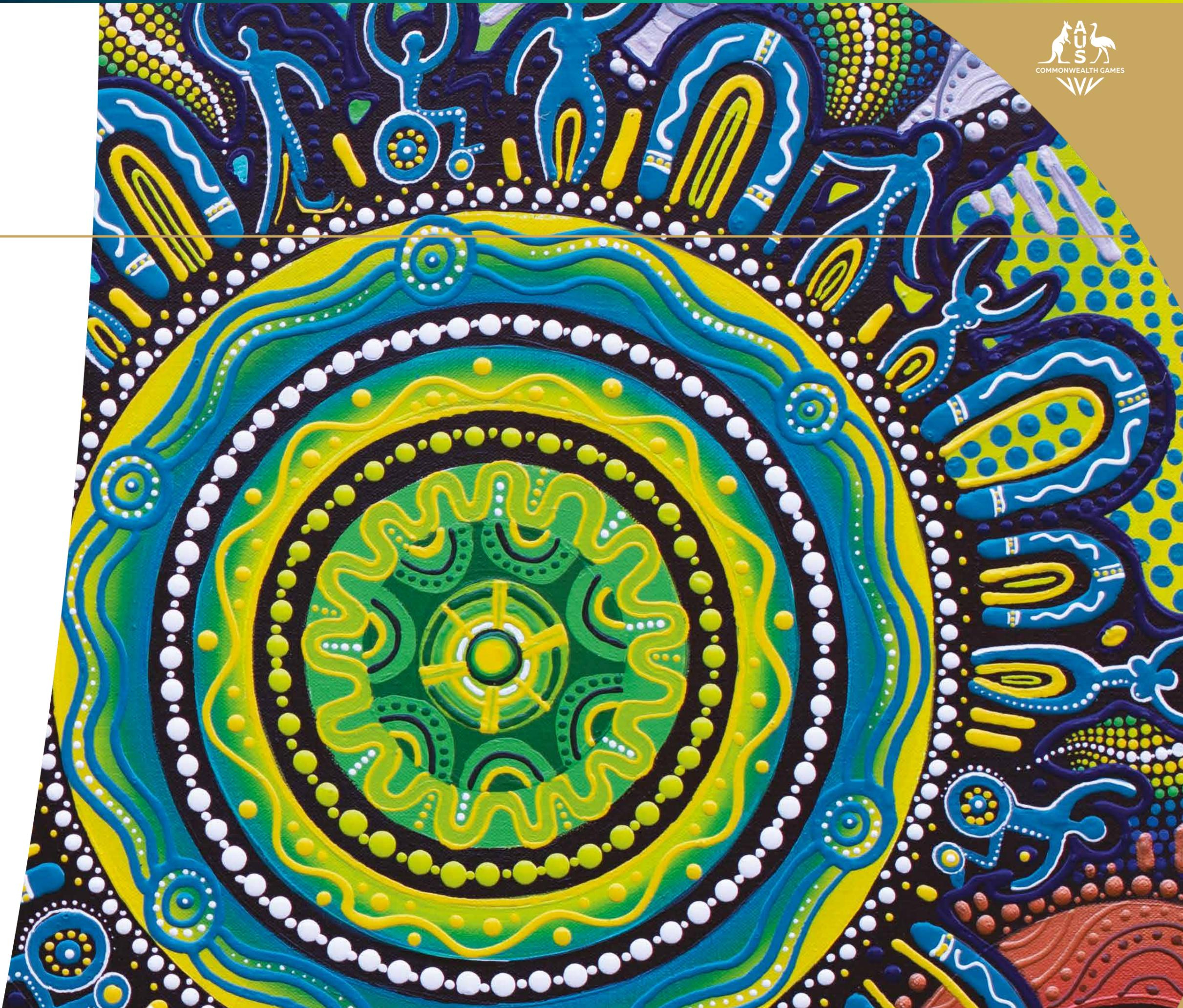


PricewaterhouseCoopers



Andrew Cronin  
Partner

Melbourne  
11 April 2022





## COMMONWEALTH GAMES AUSTRALIA

A.C.N. 629 915 448

A.B.N. 55 165 736 898

Level 2, 180 Albert Rd  
South Melbourne, VIC 3205

PO Box 586  
South Melbourne  
VIC 3205, Australia

T: +61 (03) 9453 9300

[enquiries@commonwealthgames.com.au](mailto:enquiries@commonwealthgames.com.au)  
[www.commonwealthgames.com.au](http://www.commonwealthgames.com.au)

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@COMMGAMESAUS