

JOHNSON Katrina

Subject: CGF Coordination Commission Report #5

From: Darren Hall [73(2)Irrelevant]

Date: 29 June 2016 at 2:53:35 AM AEST

To: [73(2)Irrelevant], Mark Peters [73(2)Irrelevant], Bruce Robertson

[73(2)Irrelevant]

Cc: David Grevemberg [73(2)Irrelevant], HOUGHTON Megan

[73(2)Irrelevant]

, Dale Dickson

[73(2)Irrelevant]

Darren Scott

[73(2)Irrelevant]

, Craig Phillips

[73(2)Irrelevant]

"Brian

Nourse [73(2)Irrelevant]

Subject: CGF Coordination Commission Report #5

Dear Mark

Thank you again for your, and your teams support to us on the Gold Coast last month.

On behalf of our Chairman Bruce, please find attached the CGF Coordination Commission Report #5.

The CoCom look forward to working together with you in coming months, and to our next visit week beginning 5th Dec 2016.

Thanks

Darren

Darren Hall
Director of Corporate Services
Commonwealth Games Federation

CAN Mezzanine | 49-51 East Road | London | N1 6AH | United Kingdom

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WALKER Damien

From: WALKER Damien
Sent: Friday, 23 December 2016 11:13 AM
To: 73(2)Irrelevant; MOORE Teresa; HOLLANDS Stephen; GLOVER Michael; WARD Lisa
Subject: FW: Transport letter response to CGF
Attachments: Letter to Bruce Robertson re transport matters 19 December 2016.pdf

FYI

From: Mark Peters [mailto:73(2)Irrelevant]
Sent: Friday, 23 December 2016 10:55 AM
To: WALKER Damien
Subject: Transport letter response to CGF

Damien

Apologies I thought you were on the distribution list.

Regards
Mark



Mark Peters

Chief Executive Officer

Gold Coast 2018 Commonwealth Games Corporation (GOLDOC)

P: 73(2)Irrelevant **E:** 73(2)Irrelevant

Further contact information [facebook.com/GC2018](https://www.facebook.com/GC2018) twitter.com/GC2018 GC2018.com

Think before you print – GOLDOC supports the delivery of a sustainable GC2018

GOLDOC acknowledges the traditional Yugambeh Language People of the Gold Coast and Elders past and present



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19 December 2016



Mr Bruce Robertson
Vice-President
Commonwealth Games Federation

73(2)Irrelevant

Dear Bruce

Gold Coast 2018 Commonwealth Games – 6th CGF Coordination Commission Follow-up

Thank you for your letter dated 12 December 2016 following the 6th CGF Coordination Commission (CoCom) meeting for the Gold Coast 2018 Commonwealth Games (GC2018).

As GOLDOC Chairman, I firstly feel it is appropriate that I address a couple of aspects in your letter which cause me some concern.

I understand that one of the long standing agreed key principles of the CoCom process, is that the sessions are an opportunity to openly share progress and collectively work towards staging a great GC2018.

While I fully appreciate the spirit in which your letter is intended, I believe the tone doesn't fully embrace the approach of openly sharing progress and collectively working towards solutions. The 14 dot points in the letter are presented as if they are items upon which there is no progress, and the CGF is instructing the partners to take a new course of action.

Therefore, I feel it is important to highlight that the partners shared the considerable progress on each of these items, provided an update of issues at the current point in time, and outlined the plans to continue to progress each matter. In my view, it would have been appropriate for the letter to acknowledge the work that the partners have undertaken and plan to take.

In response to the discussions at CoCom, the GC2018 Executive Group will oversee an immediate detailed review of the current transport plans led by a cross-partner, cross-functional area working group – with an increased focus on integration between transport, accommodation, ticketing and communications. Issues requiring resolution through this process will be escalated to and managed through the GC2018 Strategic Group.

Confidential

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I do not believe that the "task force" in the manner described in your letter is practical taking into consideration our setup, however, I am confident that the GC2018 Executive Group with the necessary support of the GC2018 Strategic Group has the right representation and authority to drive the right outcomes.

GOLDOC and our Partners remain fully committed to delivering an integrated transport solution that appropriately supports the delivery of GC2018. To support the above process, we would like to seek additional time with Ioannis Minis early in the new year to further interrogate the planning underway and to input into the strategies to address the items raised in your letter. We also believe there will be benefit in David Leather joining Ioannis to ensure there is an opportunity to more deeply understand the work that has been done to date, and to gain a better understanding of some of the local contextual matters that need to influence our transport planning.

GOLDOC would seek the services of both Ioannis and David through the CGF Knowledge Management Program, drawing upon the 50 days per year provided by the CGF's Games Knowledge Management Program. To this end, I will ask GOLDOC representatives to liaise with the CGF to make the necessary arrangements.

My commitment to you is that GOLDOC will keep the CGF updated through this process.

Yours sincerely

73(2)Irrelevant

Hon Peter Beattie AC
Chairman

From: David Grevenberg [73(2)Irrelevant]

Sent: Tuesday, 13 December 2016 5:22 AM

To: [73(2)Irrelevant]; [73(2)Irrelevant]

CC: President; WALKER Damien; Bruce Robertson; [73(2)Irrelevant]; Brian Nourse;

[73(2)Irrelevant] David Grevenberg

Subject: ACTION: Gold Coast 2018 - 6th CGF Coordination Commission Follow-up- Transport, Accommodation and Ticketing

Attachments: 2016_12_12 Gold Coast 2018 - 6 CoCom Transport_Acomm_Ticketing.pdf

Importance: High

Dear Gentlemen,

Please see the attached correspondence from Bruce Robertson, CGF Vice President and Chairman of the Coordination Commission, for your attention and action.

Regards,

David

David Grevenberg CBE
Chief Executive Officer
Commonwealth Games Federation

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Monday, 12 December 2016

**Honourable Stirling Hinchcliffe
Minister for Transport and the Commonwealth Games
Queensland Government**

1 William Street
Brisbane QLD 4000
Australia

Via Email: 73(2)Irrelevant

**Peter Beattie AC
Chairman
Gold Coast 2018 Commonwealth Games Corporation**
Block A
Heeb St & Benowa Road
Ashmore QLD 4214
Australia

Via Email: 73(2)Irrelevant

Subject: Gold Coast 2018 - 6th CGF Coordination Commission Follow-Up

Dear Minister Hinchcliffe and Peter,

As outlined during the final plenary session of the 6th CGF Coordination Commission, the current status of the transport and accommodation planning indicates that solutions have not yet been identified to manage up to 1.2 million spectators and 50,000 contractors in addition to meeting the workforce and Games Family's requirements. Consequently, the partnership does not have a viable transportation solution for the Games and the overall operational framework is in significant risk.

Whilst there have been significant changes in planning assumptions as a result of the most recent spectator survey data, compared to version 3 of the transport planning model, the Coordination Commission does not see any path forward, in structure or in plans, that can solve the magnitude of the current problem. It is critical to note that this is not solely TMR's problem to own, but rather a partnership wide issue due the intersection of transportation, accommodation and ticketing.

We recommend that the cross partner Executive Group commissions and oversees a review of the planning in these areas specifically and to identify a range of potential solutions to the current challenges.

A package of measures should be considered, including but not limited to:

- the potential to expand rail and road capacity, recognising the time and financial resource constraints. This should include consideration of greater use of dedicated

bus shuttles not just to Games' venues to reduce the dependence on hire cars for spectators visiting from outside South East Queensland;

- reducing the number of people movements during the Games to the extent possible, consolidating movements to reduce the number of small vehicles on the road;
- behavioural change measures for residents of South East Queensland;
- rail capacity and the commitments required from the rail operator in relation to the frequency of services between the Gold Coast and Brisbane;
- M1 capacity and opportunities to prioritise Games traffic whilst recognising the needs of businesses and daily commuters;
- the impact of additional traffic movements from Games related logistics and workforce movements;
- the data required from ticket purchasers to inform transport and accommodation planning;
- how Games marketing programmes can be used to help facilitate solutions to the accommodation and transport challenges;
- sensitivity analysis compared to base planning assumptions and the ability to flex plans accordingly;
- the potential for and impact of providing a package option to include accommodation, Games tickets, Gold Coast tourism attractions, inclusive of integrated public transport solutions;
- greater consideration and understanding of accommodation, how to maximise the number of rooms available and how accommodation planning assumptions impact upon the perceived transport requirements versus available capacity;
- the impact of service level requirements for families and people with mobility requirements;
- the need for more integrated working across departments and the wider partnership, to establish an effective baseline and single points of truth for assumptions, actual data as it comes available and decision making; and
- the need to consider collocation of relevant stakeholders both in the planning and operational phases to maximise engagement, collaboration and work efficiency.

The above items must be addressed in the next 3 months otherwise the knock on effects will potentially see delays and cost risks in many other areas (e.g. overlay, security, workforce etc.). As stated during the plenary, the partnership must shift the balance of the solution from solely relying on engineering physical infrastructure to a solution that has a heavy emphasis on effectively influencing people's behaviours, which requires a significant strategic and operational contributions from communications, marketing and community engagement. Furthermore, partners will need to ensure that no dysfunctional discussions or decisions are taken that merely are aimed to protect individual resources rather than finding efficient and effective solution. This will now require a focused cross-partner, cross-functional area task force, headed by a person with the authority to make decisions on behalf of the partnership.

All partners, with appropriate, reasonable consultation should accept the recommendations of the task force.

As previously discussed, the CGF, through EKS (eg David Leather and Ioannis Minnis subject to scope and availability) is happy to support the Executive Group in relation to this matter.

We are currently preparing a more detailed log of issues that have arisen during the course of the review and a list of structural measures that the CGF is taking to support the partnership.

Yours sincerely,

73(2)Irrelevant

Bruce Robertson

Vice President and Coordination Commission Chair

CC: Louise Martin CBE, CGF President
Tom Tate, Gold Coast City Mayor
Dale Dickson, Gold Coast City Chief Executive
Mark Peters, GOLDOC Chief Executive Officer
Brian Nourse, GOLDOC General Manager Planning and Readiness
Damien Walker, Queensland Government - DTESB Acting Director General
David Grevemberg CBE, CGF Chief Executive Officer

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From: David Grevenberg [73(2)Irrelevant]
Sent: Thursday, 22 December 2016 10:09 PM
To: [73(2)Irrelevant]
CC: [73(2)Irrelevant] 'Mark Peters'; Brian Nourse; B Robertson; [73(2)Irrelevant] President; WALKER Damien
Subject: Gold Coast 2018 - Reply to Letter re: Transport
Attachments: 2016_22_12 Gold Coast 2018 - Chairman Reply Transport.pdf

Dear Peter,

On behalf of Bruce Robertson, CGF Vice President and Coordination Commission Chair, please see the attached letter for your attention.

Happy Holidays and look forward to working with you and the Gold Coast 2018 Team in the New Year.

Kind regards,

David

David Grevenberg CBE
Chief Executive Officer
Commonwealth Games Federation

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22 December 2016

Peter Beattie AC
Chairman
Gold Coast 2018 Commonwealth Games Corporation
Block A
Heeb St & Benowa Road
Ashmore QLD 4214
Australia

Via Email: 73(2)Irrelevant

Subject: Gold Coast 2018 - Transport

Dear Peter,

Thank you for your reply to our letter sent to you and the Honourable Minister regarding transport and accommodation planning for the Gold Coast 2018 Commonwealth Games.

The approach you describe, having the GC2018 Executive Group oversee an immediate detailed review of the current transport plans led by a cross-partner, cross-functional area working group, is a sound response and we support this approach. I applaud the quick agreement on a way forward.

I also note your request for support from Ioannis Minis and David Leather early in the New Year as the working group progresses its work. I understand that our teams are now in contact to determine the appropriate CGKMP support necessary to assist the delivery partners in meeting your obligations and commitments to deliver an efficient transport solution for all while keeping the Gold Coast and other event cities moving.

I understand your concern that the letter did not highlight the considerable progress the teams have made in many areas of the transport solution and yes, the teams have been very open and forthright on progress, issues, and future plans.

As we normally do, we will issue an Executive Summary of the Coordination Commissions findings early in the New Year. This will, in the broad context of the preparations to date, be overwhelmingly positive and will complement all on their hard work and contributions to date. We will also, as we have done in the past, provide recommendations on specific items in the form of an issues log to support the work of the teams going forward.

My letter, as was agreed in the plenary, was to be provided on an urgent basis outside the normal Coordination Commission reporting framework focusing specifically on a suggested way forward. The letter was designed to support you and the Minister with a firm call to action.

My letter was deliberately future action orientated because of the CGF's view of the need to convey a real sense of urgency on the part of all Delivery Partners to address these important matters which have been identified concerns of the CGF Coordination Commission since our October 2014 report.

Significant and excellent work has absolutely been undertaken. In fact the detailed transportation solution modeling undertaken to support the Gold Coast Bid Book was the best I have ever seen. We are not lacking in excellent work. What we are lacking is cross-partner and cross-functional integration and decisions. Our fear is that if the pattern of the last few years continues to hold, that is excellent work but no final decision on a workable (not perfect) solution, the knock-on impacts will become significant.

I will also be writing to you separately regarding the CGF's ongoing engagement and in particular the ongoing governance at the strategic and executive levels. I wish you and the entire Gold Coast 2018 delivery partnership a joyous festive season and a happy new year.

Yours sincerely,

73(2)Irrelevant

Bruce Robertson

Vice President and Coordination Commission Chair

CC: Louise Martin CBE, CGF President
Stirling Hinchcliffe, Minister for Transport and the Commonwealth Games
Queensland Government
Tom Tate, Gold Coast City Mayor
Dale Dickson, Gold Coast City Chief Executive
Mark Peters, GOLDOC Chief Executive Officer
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David Grevemberg CBE, CGF Chief Executive Officer

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