

Standing Offer Arrangement QGP0050-18



Request for Quote

Standing Offer Arrangement QGP0050-18 Tranche 3

For the provision of Professional Services – Management, Policy and Agile Project/Program Management Services by Consultants to the Queensland Government

REQUEST FOR QUOTE

Department of the Premier and Cabinet

RFQ Title: Brisbane 2032 Governance arrangements

Sub-category: Management

Specialisation: Strategic business planning and development

Reference No: DPC-34-2021

Date of Issue: 13 April 2022

Closing date: 9 May 2022

Please Note:

Items Marked with Blue Highlight are Supplier Inputs (Remove Highlighting when updated)

Released under RTI - DPC



**Queensland
Government**



This document must be read in conjunction with the Queensland Government’s Standing Offer Arrangement Conditions Version 3.0 – dated December 2020 and General Contract Conditions for General Goods and Services Version 3.0 – dated December 2020, and any additional Standing Offer Arrangement Conditions as detailed in the SOA Details Deed of Agreement.

Topic	Details
TO BE COMPLETED BY THE CUSTOMER:	
Customer details	<p>Name: The State of Queensland acting through the Department of the Premier and Cabinet (DPC)</p> <p>ABN or ACN: 65 959 415 158</p> <p>Street address: 1 William Street, Brisbane QLD 4000</p> <p>Postal address: PO Box 15185, City East QLD 4002</p> <p>Contact person: Rosie McGeoch, Director, Brisbane 2032 Taskforce</p> <p>Email: Brisbane2032Secretariat@premiers.qld.gov.au cc: rosie.mcgeoch@premiers.qld.gov.au</p> <p>All notices and other communications relating to the Contract are to be sent to the Customer at the details set out in this item, or any updated details that the Customer provides to the Supplier in writing.</p>
Contract Name and/or Contract Reference Number	<p>Contract Name: Brisbane 2032 Governance arrangements</p> <p>Contract Number: DPC-34-2021</p>
Customer Requirements	Refer to Appendix 1
Mandatory Criteria – Yes / No	<ul style="list-style-type: none"> Attendance at Supplier briefing. Confirmation that at least one consortium member or significant sub-contractor; or key personnel are based in Queensland. Confirmation of compliance with the Ethical Supplier Threshold. Confirmation of compliance with the Queensland Government Supplier Code of Conduct.
Other Evaluation Criteria	<ol style="list-style-type: none"> Supplier experience (local and international) and key personnel, capability and capacity <input style="border: 1px solid red; width: 40px; height: 20px;" type="text" value="CTPI -"/> Ability to meet delivery timeframe and total project cost (including value for money) <input style="border: 1px solid red; width: 40px; height: 20px;" type="text" value="CTPI -"/> Project methodology and/or proposed process <input style="border: 1px solid red; width: 40px; height: 20px;" type="text" value="CTPI"/> Local Benefits Test <input style="border: 1px solid red; width: 40px; height: 20px;" type="text" value="CTPI"/> <p>*Provide details of the following in relation to your offer:</p> <ul style="list-style-type: none"> Location of key personnel Use of local sub-contractors for the supply of services (or consortium).



Topic	Details
	<p>Offerors willing to partner with Queensland based small to medium suppliers (SMEs) through a consortium will be viewed favourably.</p> <p>Notes:</p> <ul style="list-style-type: none"> i. A local supplier (and local sub-contractors) means a supplier of goods or services that maintains a workforce whose usual place of residency (i.e. where they normally live, sleep and eat) is located within a 125 kilometre (km) radius of where the good or service is to be supplied. ii. An SME is defined as any business employing less than 200 people. A 'Queensland SME' means an SME that has registered its main business location as Queensland, with the Australian Business Register.
Contract term	<p>This is the period of the individual Contract when the Supplier must provide the Services:</p> <p>Start date: On mutual signing of contract</p> <p>End date: 31 August 2022</p> <p>Extension Options: By mutual written agreement by both parties</p>
Customer Inputs	<p>It is mandatory for all persons requiring access to 1 William Street as part of the deliverables under this contract to be fully vaccinated against COVID-19.</p> <p>To assist in the cultivation of a deeper understanding of different ideas, strategies, possibilities, and opportunities the Supplier can pursue, develop, or replicate within their own organisation, the Customer welcomes sub-contracting arrangements with subject matter experts / organisations.</p> <p>Any sub-contractors to the Supplier must complete a confidentiality deed at the commencement of the contract.</p>
Departures from standard Terms and Conditions	<p>No marketing rights. In accordance with the Olympic Host Contract (OHC) - Operational requirements, the Supplier must not associate its goods or services with Brisbane 2032 or publish or issue any statement (factual or otherwise) about its connection with Brisbane 2032 without the express written agreement of the Australian Olympic Committee or the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games.</p> <p>The Customer requests no Supplier departures where possible.</p>
Site details	<p>Services: Location(s) for performing the Services: 1 William Street, Brisbane, Queensland, 4000</p>
Contract governance requirements	<ul style="list-style-type: none"> • Weekly meetings with the Customer to discuss progress and confirm work activity for the next period. • Provision of a brief monthly report on services provided, including time expended by key personnel on key tasks and cost. • The Supplier will be asked to present outcomes of this engagement to senior governance groups across the Games partnership.



Topic	Details
TO BE COMPLETED BY THE SUPPLIER:	
Supplier details <i>Insert the name of the legal entity that is providing services under the SOA</i>	Name: [insert] ABN or ACN: [insert] Street address: [insert] Postal address: [insert] Contact person: [insert] Position: [insert] Email: [insert]
Supplier Diversity	Please outline your organisation's status as either: 1. Social Enterprise 2. Aboriginal and Torres Strait Islander Business 3. SME 4. Regional Supplier (nominate region 1 – 5 as per SOA)
Key Personnel (Services only) [Delete if not applicable]	<p>[The concept of Key Personnel is not appropriate where the Customer is only concerned that the Supplier meet the Requirements and does not require specific individuals to do this. In many Contracts for Services there will not be any Key Personnel. However, if the Customer requires any specific individuals to be involved in delivery of the Services, then identify them here as "Key Personnel" – please supply details as outlined below]:</p> <p>Name:</p> <p>Position title:</p> <p>Phone:</p> <p>Email:</p> <p>Role / key obligations:</p> <p>Committed level: [insert number of hours, percentage of full-time equivalent, or other level of commitment to the Contract.]</p> <p>Name:</p> <p>Position title:</p> <p>Phone:</p> <p>Email:</p> <p>Role / key obligations:</p> <p>Committed level: [insert number of hours, percentage of full-time equivalent, or other level of commitment to the Contract.]</p>



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Cap on Liability	<p>Liability for each Contract established under this SOA is \$5 million, or as limited by law or binding scheme (specified below)</p> <p>Binding Scheme applicable (as per SOA Details document)</p> <p>Supplier to insert name of applicable Scheme</p> <p>For a copy of applicable scheme please refer to the Queensland Contract Directory site QGP0050-18.</p>																																
Price	<p>The total Price payable under the Contract must be calculated in accordance with the pricing in the SOA Details.</p> <p>Supplier to provide a breakdown of hours for each milestone.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">Description</th> <th style="background-color: #cccccc;">Unit Price (Excl. GST)</th> <th style="background-color: #cccccc;">Price (GST component only)</th> <th style="background-color: #cccccc;">Total Price (Incl. GST)</th> </tr> </thead> <tbody> <tr> <td>Milestone 1 – Delivery and Acceptance of Detailed Project Plan</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td>Milestone 2 – Provision of a detailed matrix of defined roles and responsibilities.</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td>Milestone 3 – Provision of defined Brisbane 2032 governance arrangements.</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td>Milestone 4 – Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td>Milestone 5 – Delivery of draft written report, taking into account partner feedback from interim report(s) presentations</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td>Milestone 6 – Delivery of final written report, taking into account partner feedback from draft report</td> <td>\$ <insert price></td> <td>\$ <insert price></td> <td>\$ <insert price></td> </tr> <tr> <td colspan="3" style="background-color: #cccccc;">TOTAL OFFER PRICE</td> <td>\$ <insert price></td> </tr> </tbody> </table>	Description	Unit Price (Excl. GST)	Price (GST component only)	Total Price (Incl. GST)	Milestone 1 – Delivery and Acceptance of Detailed Project Plan	\$ <insert price>	\$ <insert price>	\$ <insert price>	Milestone 2 – Provision of a detailed matrix of defined roles and responsibilities.	\$ <insert price>	\$ <insert price>	\$ <insert price>	Milestone 3 – Provision of defined Brisbane 2032 governance arrangements.	\$ <insert price>	\$ <insert price>	\$ <insert price>	Milestone 4 – Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products	\$ <insert price>	\$ <insert price>	\$ <insert price>	Milestone 5 – Delivery of draft written report, taking into account partner feedback from interim report(s) presentations	\$ <insert price>	\$ <insert price>	\$ <insert price>	Milestone 6 – Delivery of final written report, taking into account partner feedback from draft report	\$ <insert price>	\$ <insert price>	\$ <insert price>	TOTAL OFFER PRICE			\$ <insert price>
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<p>Other pricing information</p>	<p>The Supplier must set out any other matters which may affect the Prices. The Prices will not be changed in response to any event which is not described here.</p>																												
<p>Payment milestones</p>	<p>The Supplier may invoice the Customer at the frequency, or after successful achievement of the milestones, as follows:</p> <p>The Supplier is to set out the timetable for payments (either frequency or linked to milestones), the amount of each payment and the Deliverables that the payments relate to. (Example milestone payment table below.)</p> <table border="1" data-bbox="464 633 1461 1720"> <thead> <tr> <th>Milestone</th> <th>Deliverable</th> <th>Timeframe</th> <th>Milestone Payment (if applicable)</th> </tr> </thead> <tbody> <tr> <td>Milestone 1</td> <td>Delivery and Acceptance of Detailed Project Plan</td> <td>[insert date]</td> <td>[insert payment %]</td> </tr> <tr> <td>Milestone 2</td> <td>Provision of a detailed matrix of defined roles and responsibilities.</td> <td>[insert date]</td> <td>%</td> </tr> <tr> <td>Milestone 3</td> <td>Provision of options analysis and recommendations for coordination of non-OCOG responsibilities across local, State and federal government.</td> <td>[insert date]</td> <td>%</td> </tr> <tr> <td>Milestone 4</td> <td>Milestone 4 – Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products</td> <td>[insert date]</td> <td>%</td> </tr> <tr> <td>Milestone 5</td> <td>Delivery of Draft Report</td> <td>[insert date]</td> <td>%</td> </tr> <tr> <td>Milestone 6</td> <td>Delivery of Final Report</td> <td>[insert date]</td> <td>%</td> </tr> </tbody> </table>	Milestone	Deliverable	Timeframe	Milestone Payment (if applicable)	Milestone 1	Delivery and Acceptance of Detailed Project Plan	[insert date]	[insert payment %]	Milestone 2	Provision of a detailed matrix of defined roles and responsibilities.	[insert date]	%	Milestone 3	Provision of options analysis and recommendations for coordination of non-OCOG responsibilities across local, State and federal government.	[insert date]	%	Milestone 4	Milestone 4 – Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products	[insert date]	%	Milestone 5	Delivery of Draft Report	[insert date]	%	Milestone 6	Delivery of Final Report	[insert date]	%
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<p>Quote details and specifications</p>	<p>Response to Customer’s specification to be provided by Supplier as an attachment (PDF format – to be no more than 25 pages) to this Request for Quote (RFQ) form – per below:</p> <ul style="list-style-type: none"> • Response to specification/requirements and Key Performance Indicators (KPIs) (refer Attachment A). • Response to evaluation criteria. • Supporting information, such as full key personnel biographies, to be provided as attachments (<i>Does not form part of 25 page limit.</i>) 																												



Topic	Details
Conditions of contract	Any contract that is formed as a result of this Request for Quote will be governed under the terms and conditions of SOA QGP0050-18.

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APPENDIX 1

BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES - GOVERNANCE ARRANGEMENTS

BACKGROUND

On 21 July 2021, at the 138th IOC Session in Tokyo, Japan, International Olympic Committee (IOC) Members voted to award the hosting rights of the Games of the XXXV Olympiad in 2032 (Brisbane 2032) to Brisbane. On the same day, the Premier and Minister for Trade, the Lord Mayor of Brisbane City Council (BCC) and the President of the Australian Olympic Committee (AOC) executed the [Olympic Host Contract](#) (OHC) with the IOC.

Signing the OHC commits the Queensland Government to a significant responsibility for the next 10 years planning and delivering Games-related government activities and services (including transport, venues, villages, legacy and operational services). The [final response to the IOC's Future Host Questionnaire](#) (FHQ), which forms part of the OHC, proposed that an Olympic coordination entity (the Olympic Coordination Authority (OCA)) with representatives from three levels of government would be established to coordinate all non-OCOG (Organising Committee for the Olympic Games (OCOG)), government responsibilities in relation to the Brisbane 2032. The FHQ did not articulate the legal form of the coordinating entity, however it foreshadowed the OCA would provide a shared governance model to ensure public authorities had full oversight of Games projects from the planning, scoping and design phase through to contracting, construction and delivery.

On 7 October 2021 the Premier Annastacia Palaszczuk was announced as the Minister for the Olympics, with two Ministers providing assistance with the portfolio including the Honourable Dr Steven Miles MP, Deputy Premier, Minister for State Development, Infrastructure, Local Government and Planning and Minister Assisting the Premier on Olympics Infrastructure; and the Honourable Stirling Hinchliffe MP, Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement.

As a result of these new Ministerial responsibilities, Queensland Government's contribution to activities associated with the planning and delivery for Brisbane 2032 will be shared across agencies that have existing Queensland legislative powers and delivery capability in mega-events and infrastructure that would deliver on the Brisbane 2032 commitments.

In addition, an intergovernmental agreement (IGA) between the Queensland and Australian Governments for 50/50 funding for critical infrastructure and associated governance is under negotiation and will need to be considered in the broader governance context for Brisbane 2032.

The Brisbane 2032 Games partners¹ seek to define roles, responsibilities and governance arrangements that provide the necessary coordination and oversight for the three levels of government involved in the planning and delivery of all non-OCOG programs and projects while ensuring close collaboration with the AOC, Paralympics Australia (PA) and the future OCOG.

Whilst successful delivery of the Brisbane 2032 requires the provision and coordination of both business-as-usual and specific Games-related matters, including transport, venues, villages, legacy and government services, etc., the primary responsibility for the organisation of the Games itself (i.e. the 'staging' of the Games) will be facilitated through the Brisbane 2032 OCOG.

The role of the OCOG will be to plan, organise, finance and stage the Games in accordance with the terms of the OHC. The OCOG was established as a Queensland Government statutory body under the *Brisbane Olympic and Paralympic Games Arrangements Act 2021* on 20 December 2021. The governance arrangements established for non-OCOG activities will need to interface closely with the OCOG during the planning and delivery of Brisbane 2032.

¹ Games partners include state government agencies, the Australian Government, local governments (Brisbane City Council, Sunshine Coast Council, City of Gold Coast and CoMSEQ), the Australian Olympic Committee (AOC), Paralympics Australia (PA) and the future OCOG.



The Customer requires the Supplier to undertake a process taking into account existing local, Queensland and Australian Government agencies and capabilities, the OHC requirements and partner guarantees and the [final response to the IOC's Future Host Questionnaire](#). The supplier will define the Brisbane 2032 Partner's roles and responsibilities and provide recommendations for fit for purpose whole-of-Games governance (including issue escalation and resolution), management oversight and integrated reporting frameworks and practices to assure Games investment and realise the identified benefits.

SUPPLIER BRIEFING

The Brisbane 2032 Taskforce (Department of the Premier and Cabinet (DPC)) will hold a 1 hour online briefing session on **Thursday 21 April 2022, 12:30pm to 1:30pm** via Microsoft Teams.

This session will provide Suppliers with an opportunity to engage directly with the Brisbane 2032 Taskforce to increase their understanding of the tender requirements / process. It is mandatory for Suppliers to attend the briefing session in order to submit an offer. Should Suppliers wish to submit questions prior to the briefing they may do so before **5pm on Tuesday 19 April 2022** and answers will be discussed in the briefing.

Suppliers are to notify the department via email Brisbane2032Secretariat@premiers.qld.gov.au with details of representatives attending. **Registrations close as 5pm on Tuesday 19 April 2022**. A Microsoft Teams link will be sent to registered attendees.

All Suppliers are required to submit a signed confidentiality agreement at time of registration. Note, only one executed *Deed of Confidentiality* per organisation for all Supplier representatives is required.

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REQUIREMENTS / SCOPE

Brisbane 2032 Governance arrangements – Discovery and Recommendations

<p>Description of goods / products and/or services required</p>	<p>Develop a comprehensive matrix of roles and responsibilities for key parties involved in planning for and delivering the Games, with a focus on clarifying non-OCOG, Brisbane 2032 planning and delivery responsibilities.</p> <p>Define governance arrangements for the coordination of non-OCOG responsibilities across the local, Queensland and Australian Governments.</p> <p>Define a Portfolio, Program and Project (P3) target operating model and enabling frameworks to support the responsibilities of the Queensland Government and ensure integration across all Games partners.</p>
<p>Deliverables</p>	<p>In delivering the following work packages, the Supplier is expected to:</p> <ol style="list-style-type: none"> 1. consult with Games partners through meetings and workshops to understand interests and requirements 2. review existing governance and reporting arrangements across the Games partners that will inform Brisbane 2032 governance and integration arrangements 3. draw on lessons learned from previous mega events such as the London 2012 Olympic and Paralympic Games in the provision of recommendations 4. present outcomes of each work package to the Customer for endorsement prior to commencing work on subsequent work packages. <p>Work package 1 – Detailed matrix of roles and responsibilities</p> <ol style="list-style-type: none"> 1. Based on the OHC, including all documents referenced in clause 1.1 of the OHC, and partner guarantees provided to the IOC, and in consultation with Games partners, develop a comprehensive matrix of roles and responsibilities for key parties involved in planning for and delivering the Brisbane 2032 Games, with a focus on clarifying non-OCOG, Brisbane 2032 planning and delivery responsibilities. <p>Work package 2 – Defined Brisbane 2032 governance arrangements</p> <ol style="list-style-type: none"> 1. Provide options and recommendations on governance arrangements for the coordination of non-OCOG responsibilities across local, Queensland and Australian governments, ensuring the model will have capacity to: <ul style="list-style-type: none"> • effectively coordinate agencies within and across the three levels of Government with responsibilities for Games-related matters, as identified in Question 33 of the Future Host Questionnaire response • where possible, leverage existing legislative powers and capability that exists within government agencies to deliver Brisbane 2032 infrastructure without duplication of effort and responsibilities • address potential risks of duplication of effort and responsibilities and unnecessary red-tape that may hinder effective delivery • integrate the governance arrangements outlined in the intergovernmental agreement for critical infrastructure (when defined by the Australian and Queensland governments) • provide full oversight of all Brisbane 2032 Games projects from the planning, scoping and design phase through to contracting, construction and delivery

Release



- interface with all Games partners through joint governance groups to ensure effective collaboration, integration, coordination and reporting
- manage any other identified risks associated with pursuing the proposed governance arrangements
- successfully respond to performance audits undertaken by respective Games partner audit offices / requirements.

Work package 3 – Defined Target Operating Model (Queensland Government) and P3 management products

1. Develop a portfolio, program and project office target operating model (blueprint) for Queensland Government agencies the structure to support key Queensland Government agencies in delivery, oversight, integration, performance monitoring, dependency management and reporting in line with the Queensland Government ministerial responsibilities.
2. Based on deliverables from work package 1 and 2, recommend an integrated P3 governance and reporting model that leverages existing arrangements and minimises duplication.
3. Recommend best practice core documentation to be prepared for an Olympic and Paralympic Games governance context that would satisfy assurance and audit requirements, including but not limited to:
 - whole-of-Games brief/planning documentation to enable effective and efficient delivery, integrated reporting and oversight of the 10- year program
 - a fully integrated master schedule
 - a current and forecasted project dossier (list).
4. Recommend integrated whole-of-Games P3 management products and their components for implementation, which may include the following frameworks, standards and associated key artefacts (e.g. detailed reporting templates) and supporting material, with consideration of the seven process perspectives contained within the *Portfolio, Programme and Project Management Maturity Model (P3M3@)*:
 - P3 management framework for delivery of the Brisbane 2032 initiatives (minimum standards and approach for the pre-initiation (investment decision frameworks), initiation, planning, delivery, monitoring, control and closure of programs and projects).
 - Detailed governance framework, associated delivery agencies and partners, including an integrated reporting framework, incorporating whole-of-Games attributes (e.g. OCOG, IOC) and development of the Terms of Reference for the senior Brisbane 2032 cross - partner governance groups.
 - With consideration of the *IOC Risk and Assurance Governance Model*:
 - a risk, issues and opportunities management framework, incorporating dependency management aspects and IOC risk management requirements; this output includes establishment of the centralised whole-of-Games risk register
 - an assurance framework that integrates with the overarching P3 management framework and the proposed risk, issues and opportunities management framework.
5. Provide a strategy for implementation of the recommendations, including a proposed costing model (if known) or daily rate per consultant level.

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Out of scope:

The following items are out of scope for detailed analysis however should be considered as part of the overall assessment and solution design of broader Brisbane 2032 governance arrangements – note, these bodies of work may be delivered under a separate procurement or internal to government. Successful supplier(s) will be required to work together proactively, including the sharing of information and stakeholder engagement:

- Benefits realisation framework
- Financial management
- Resource management
- Information and knowledge management
- Legacy framework and program
- Stakeholder engagement.

Approach

The successful supplier is expected to undertake and manage the following activities:

- a. **Pre-planning and Project Plan** – this may include onsite meetings, provision of guidance / direction to Customer, e.g. setting expectations, document review, etc.
- b. **Conduct desktop review, undertake consultation / workshops**, including but not limited to:
 - undertaking research on lessons learned from previous Olympic and Paralympic Games governance and integration (e.g. assurance and audit reviews)
 - review of documentation – e.g. Future Host Questionnaire response, Olympic Host Contract including documents listed in clause 1.1, guarantee letters and deeds, governance model information (including the intergovernmental agreement),
 - conducting a series of structured workshops, face-to-face interviews, with Brisbane 2032 Games partners and key stakeholders.
- c. **Development of interim/work package reports and final written report**, providing an in-depth analysis, supported by a summary of findings, and prioritised recommendations with suggested action plan(s).

Games partners will have the opportunity to provide feedback on the draft and/or final written report and request amendments.
- d. **Presentation of findings**
 - Delivery of draft findings to be presented to Games partners prior to development of the final written report.
 - Delivery of final outcomes via comprehensive presentation ensuring receipt of clear and constructive advice and recommendations.
 - Follow-on recommendations based on the priority activities identified.
- e. **Provision of written progress reports**
 - The Successful Offeror will be required to provide a brief monthly report on services provided, including time expended by key personnel on key tasks and cost – format to be agreed between Supplier and Customer.



	<ul style="list-style-type: none"> The Associate Director-General Brisbane 2032 Taskforce and Games partners may request further advice or clarification on submitted progress reports. <p>Acceptance criteria</p> <p>Each deliverable will need to pass a quality assurance process to ensure that the outputs meet in-scope requirements before being presented to and accepted by the relevant governance body(ies). Acceptance criteria includes:</p> <ul style="list-style-type: none"> all relevant key Games partners / stakeholders are consulted quality review required by the Brisbane 2032 Taskforce approval by Director-General, DPC provision of high-quality report content responsive to issues and requests provision of accurate and complete reports within agreed timeframes.
<p>Future stages of work</p>	
<p>Description</p>	<p>Following the completion of the scope identified it is envisaged that further procurement may be undertaken to develop solutions and where required, support implementation of the recommendations.</p> <p>DPC reserves the right to select more than one Supplier to deliver the services in their entirety, or a combination of Suppliers, for individual work packages for any future procurement stages, depending on qualification, capacity and capability. Conversely, depending on the outcomes of stage 1, DPC also reserves the right not to proceed with future stages of work.</p> <p>In addition, once the OCOG Chief Executive Officer (CEO) and support officers are appointed, it is proposed a future procurement process is undertaken in partnership with the OCOG to engage a Supplier to deliver a visioning and strategic planning process across the Brisbane 2032 Games partnership to meet the following objectives:</p> <ol style="list-style-type: none"> Facilitate refinement of the vision and core themes outlined in the Future Host Questionnaire and engage the Games partners in the co-design of the Brisbane 2032 strategic vision and objectives. Development of an action plan for implementation with allocated roles and responsibilities and key performance indicators (KPIs) for delivery of agreed Games objectives to guide Games partner activity to plan and delivery Brisbane 2032.

Proposed personnel skillset

- Demonstrated relevant professional experience and proven track record in relation to planning and delivery of mega-events from both an organising committee (OCOG) and government coordination (non-OCOG) perspective e.g. Olympic and Paralympic Games, Commonwealth Games and international sporting events. Offerors must present specific examples of their role and services provided to previous customers in an OCOG or non-OCOG capacity.
- Experience in working collaboratively with government and other program/project advisors in the planning and delivery of large scale, complex and interdependent programs of work.
- Local knowledge of government agencies planning and delivery capability in mega-events.

Note:

- Information about Key Personnel is collected for the purposes of evaluating an Offeror’s capability and experience. The personal information of Key Personnel will be disclosed to the evaluation panel and government staff involved in the attainment of approvals.



- ii. Suppliers must have suitable contingency arrangements in place so that an immediate replacement can be arranged if Key Personnel become unavailable to delivery services due to unforeseen circumstances, e.g. illness.
- iii. Offerors willing to partner with Queensland based small to medium suppliers (SMEs) through a consortia will be viewed favourably.

Other considerations (additional conditions of contract)

DPC reserves the right to engage additional suppliers during the term arrangement as and when required. Circumstances by which DPC may increase the number of suppliers include but are not limited to the following scenarios:

- i. Supplier's capacity is insufficient to satisfy the ongoing/increasing demand for services.
- ii. The Supplier is unable to provide appropriately skilled and cost effective resources for the required services.
- iii. The performance of the Supplier/s has been deemed to be unsatisfactory.

Consideration of the requirement for new suppliers will be undertaken at the discretion of DPC. This process will not be subject to negotiation.

Background information relevant to this Request for Quote (RFQ)

- [IOC Future Host Commission Questionnaire Response \(May 2021\)](#)
- [Report of the Future Host Commission for the Games of the Olympiad to the IOC Executive Board \(10 June 2021\) – Targeted Dialogue Brisbane 2032](#)
- [Olympic Host Contract \(OHC\) \(21 July 2021\)](#)
- [Brisbane Olympic and Paralympic Games Arrangements Bill 2021](#)
- [IOC website – Brisbane 2032](#)

From: Rosie McGeoch
Sent: Tuesday, 31 May 2022 12:18 PM
To: [Redacted]
Subject: Executed contract and inception meeting
Attachments: DPC-34-2021 B2032 Governance Arrangements Executed Contract - Deloitte.pdf

Hi [Redacted]

Please find attached a copy of the executed contract for your records.

Regarding the inception meeting:

- Happy for Deloitte to include the core team and partners
- Can we run it from 10.30-12.00?
- Are you able to provide an agenda?

I'll issue an appointment once the time is confirmed that will include a link to MS Teams for those who need to attend virtually.

Kind regards

Rosie



Rosie McGeoch
Director
Brisbane 2032 Taskforce
Department of the Premier and Cabinet
p [Redacted] s.73 Irrelevant
Level 30, 1 William Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002



This email may contain Cabinet-in-Confidence information and its distribution should be limited accordingly.

From: [Redacted] <[Redacted]@deloitte.com.au>
Sent: Tuesday, 31 May 2022 11:31 AM
To: Rosie McGeoch <rosie.mcgeoch@premiers.qld.gov.au>
Subject: Inception meeting Thursday

Hi Rosie

For the inception meeting on Thursday from 10.15-11.45 at DPC, we propose to bring our core delivery team –

- Pradeep Philip [Redacted]
- John Greig [Redacted]
- Damian Garnham [Redacted]
- [Redacted]

Subject to your preference, we could also bring our key partners –

- [Redacted]
- [Redacted]

Can you advise us of the scale of the meeting you prefer?

Regards,

[Redacted]
CTPI - Personal Inf

Deloitte Access Economics

Level 23, Riverside Centre, 123 Eagle Street, Brisbane, Queensland, 4000

M: [Redacted] s.73 Irrelevant inform

[Redacted] CTPI - Personal Information www.deloitte.com.au

Deloitte.

Please consider the environment before printing.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. Deloitte refers to a Deloitte member firm, one of its related entities, or Deloitte Touche Tohmatsu Limited (“DTTL”). Each Deloitte member firm is a separate legal entity and a member of DTTL. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more. Nothing in this e-mail, nor any related attachments or communications or services, have any capacity to bind any other entity under the ‘Deloitte’ network of member firms (including those operating in Australia).

Released under [Redacted] - DPC

Standing Offer Arrangement QGP0050-18



Contract Order

Standing Offer Arrangement QGP0050-18 Tranche 3

For the provision of Professional Services – Management, Policy and Agile Project/Program Management Services by Consultants to the Queensland Government

Department of the Premier and Cabinet

CONTRACT ORDER: DPC-34-2021

TITLE: For the provision of Professional Services – Management, Policy and Agile Project/Program Management Services by Consultants to the Queensland Government

Sub-category: Management

Specialisation: Strategic business planning and development

Items Marked with Blue Highlight are Supplier Inputs (Remove Highlighting when updated)

Released under RTI - DPC

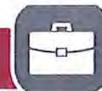


This document must be read in conjunction with the Queensland Government's Standing Offer Arrangement Conditions Version 3.0 – dated December 2020 and General Contract Conditions for General Goods and Services Version 3.0 – dated December 2020, and any additional Standing Offer Arrangement Conditions as detailed in the SOA Details Deed of Agreement.

Topic	Details
Customer Details	<p>Name: The State of Queensland acting through the Department of the Premier and Cabinet (DPC)</p> <p>ABN or ACN: 65 959 415 158</p> <p>Street address: 1 William Street, Brisbane QLD 4000</p> <p>Postal address: PO Box 15185, City East QLD 4002</p> <p>Contact person: Rosie McGeoch, Director, Brisbane 2032 Taskforce</p> <p>Email: Brisbane2032Secretariat@premiers.qld.gov.au cc: rosie.mcgeoch@premiers.qld.gov.au</p> <p>All notices and other communications relating to the Contract are to be sent to the Customer at the details set out in this item, or any updated details that the Customer provides to the Supplier in writing.</p>
Supplier Details	<p>Name: Deloitte Touche Tohmatsu</p> <p>ABN or ACN: 74 490 121 060</p> <p>Street address: Riverside Centre, 123 Eagle Street, Qld 4000</p> <p>Postal address: Riverside Centre, 123 Eagle Street, Qld 4000</p> <p>Contact person: John Greig Position: Deputy Chair, Deloitte Australia</p> <p>Email: jgreig@deloitte.com.au</p>
Customer Requirements	<p>Refer to Appendix 1.</p> <p>Additional requirements:</p> <p>The Supplier will keep relevant policies, strategies and practices up to date:</p> <ul style="list-style-type: none"> • fostering respectful, safe, supportive and equitable workplace cultures • helping prevent or end domestic and family violence.
Contract term / Delivery Period	<p>This is the period of the individual Contract, when the Supplier must provide the Services:</p> <p>Start date: On mutual signing of contract</p> <p>End date: 31 August 2022</p> <p>Extension Options: By mutual written agreement by both parties</p>
Customer Inputs	<ul style="list-style-type: none"> • It is mandatory for all persons requiring access to 1 William Street as part of the deliverables under this contract to be fully vaccinated against COVID-19.



Topic	Details
	<ul style="list-style-type: none"> • Provision of a Customer contact responsible for management of this activity; to be available throughout the duration of the project with involvement in a weekly status meeting with the Deloitte team. • Provision of a Customer resource(s) to assist with the organisation and scheduling of any required stakeholder engagement. Re-occurring stakeholder engagement meetings to be booked prior to commencement. • The Customer (and other key) stakeholders to support engagement activities for the duration of the engagement. Deloitte to schedule any stakeholder engagement with due notice to minimise conflicts. • The Customer to provide access to available documentation and information / data requested on week 1 of contract delivery. <p>Sub-contractors:</p> <ul style="list-style-type: none"> • To assist in the cultivation of a deeper understanding of different ideas, strategies, possibilities, and opportunities the Supplier can pursue, develop, or replicate within their own organisation, the Customer welcomes sub-contracting arrangements with subject matter experts / organisations. • Any sub-contractors to the Supplier must complete a confidentiality deed at the commencement of the contract and comply with the <i>Ethical Supplier Threshold</i> and <i>Queensland Government Supplier Code of Conduct</i>. <p>[If the Supplier requires additional Customer Inputs to deliver the services, include details here]</p> <ul style="list-style-type: none"> • The Customer to provide access to available documentation and information / data requested for additional document requests if required, in addition to initial batch in Week 1 of contract delivery. • The Customer to agree a deliverables acceptance approach in Week 1 of project delivery including primary reviewers, distribution approach and target timelines for feedback.
<p>Departures from standard Terms and Conditions</p>	<p>No marketing rights. In accordance with the Olympic Host Contract (OHC) - Operational requirements, the Supplier must not associate its goods or services with Brisbane 2032 or publish or issue any statement (factual or otherwise) about its connection with Brisbane 2032 without the express written agreement of the Australian Olympic Committee or the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games.</p>



Key Personnel	<p>Name: Pradeep Philip (Brisbane and Melbourne Offices)</p> <p>Position title: Partner</p> <p>Phone: s.73 Irrelevant info</p> <p>Email: pphilip@deloitte.com.au</p> <p>Role / key obligations:</p> <ul style="list-style-type: none"> • Role: Lead Partner • Pradeep will be accountable for our work and lead Work Package 1 and 2 working closely with CTPI - Personal Information Damian and [redacted] • Pradeep and Damian will provide leadership around the delivery of this work. Pradeep has knowledge of the stakeholders and governance essential for delivery of WP1 and WP2. <p>Committed level: CTPI - Business</p>
	<p>Name: John Greig (Gold Coast – Brisbane Office)</p> <p>Position title: Partner, Deputy Chairman, Deloitte Australia</p> <p>Phone: s.73 Irrelevant info</p> <p>Email: jgreig@deloitte.com.au</p> <p>Role / key obligations:</p> <ul style="list-style-type: none"> • Role: Quality Assurance Partner • John will work closely with Pradeep to lead the overall quality of delivery. As Deputy Chair of Deloitte Australia, John will also provide a point of escalation in the engagement management structure. • John is a senior leader in the Queensland market and has deep experience of complex negotiation, governance and restructure, most recently in his leadership of the turnaround and sale of Virgin Australia. <p>Committed level: CTPI - Business</p>
	<p>Name: [redacted] CTPI - Personal Information</p> <p>Position title: [redacted]</p> <p>Phone: [redacted]</p> <p>Email: [redacted]</p> <p>Role / key obligations:</p> <ul style="list-style-type: none"> • Role: Project Lead and Work Package 1 Lead. • [redacted] will be the project lead and primary day to day point of contact. [redacted] will work closely with Pradeep to lead the core delivery group of governance and P3M3 practitioners. • CTPI - Personal Information [redacted] <p>Committed level: CTPI - Business</p>



Name: **Philip Davies** (Sydney Office)

Position title: Partner

Phone: s.73 Irrelevant inform

Email: phd Davies@deloitte.com.au

Role / key obligations:

- **Role: Governance & Work Package 2 Lead**
- Philip is the former CEO of Infrastructure Australia and now an Infrastructure Advisory Partner at Deloitte. He has substantial experience negotiating and delivering complex infrastructure projects across levels of government.

CTPI - Personal Information

Committed level: CTPI - Business

Name: **Judith Donovan** (Brisbane Office)

Position title: Partner

Phone: s.73 Irrelevant inform

Email: jdonovan@deloitte.com.au

Role / key obligations:

- **Role: Governance & Work Package 2 Partner**
- Judith is a specialist in the development of complex governance arrangement and delivery of corporate risk management and assurance.

Committed level: CTPI - Business

Name: **Damian Garnham** (Sunshine Coast - Brisbane Office)

Position title: Partner

Phone: s.73 Irrelevant inform

Email: dgarnham@deloitte.com.au

Role / key obligations:

- **Role: P3M3 and Work Package 3 Lead**
- Damian formerly led the Program Leadership capability for the Public Sector in Deloitte UK and is an experienced P3M3 and major program leader. He brings direct Olympic Games experience of London 2012 and P3M3 expertise to support the delivery of WP2 and lead WP3.

Committed level: CTPI - Business



Name: CTPI - Schedule 4
 Position title:
 Phone:
 Email:

Role / key obligations:
 • **Role: P3M3 and Work Package 3 Support**
 CTPI - Schedule 4

Committed level: CTPI - Business

Name: CTPI - Schedule 4
 Position title:
 Phone:
 Email:

Role / key obligations:
 • CTPI - Schedule 4

Committed level: CTPI - Business

Supplier Diversity

Please tick your organisation's status as either (if applicable):

- Social Enterprise
- Aboriginal and Torres Strait Islander Business
- SME
- Regional Supplier (nominate region 1 – 5 as per SOA)

Deloitte is a **Regional Supplier with physical presence is in Region 5, South East Queensland. Service coverage is in all regions, 1-5.**



Local Benefits Test	Yes															
Site details	<p>Services: Location(s) for performing the Services:</p> <ul style="list-style-type: none"> • 1 William Street, Brisbane, Queensland, 4000 • Supplier's premises • Any other location as agreed between the Customer and the Supplier. 															
Cap on Liability	<p>Liability for each Contract established under this SOA is \$5 million, or as limited by law or binding scheme (specified below).</p> <p>Binding Scheme applicable (as per SOA Details document): Chartered Accountants of Australia and New Zealand (Qld) Scheme (CAANZ Scheme).</p> <p>Summary of liability cap: as outlined in relevant scheme.</p> <p>For a copy of applicable scheme please refer to the Queensland Contract Directory site QGP0050-18.</p>															
<p>Price / approved expenses</p> <p>The quote must be in AUD, be GST inclusive where applicable and identify the GST value.</p>	<p>The total Price payable under the Contract must be calculated in accordance with the pricing in the SOA.</p> <p>The Supplier is to set out the contract pricing specifying all costs associated with the service delivery.</p> <p>The Supplier is to indicate whether costs are firm [that is the price/rate does not change for the duration of the Contract unless the scope of the work changes] or fixed.</p> <p>Pricing is Fixed</p> <p>Milestone payment schedule</p>															
	<table border="1"> <thead> <tr> <th data-bbox="359 1332 766 1456">Description</th> <th data-bbox="782 1332 997 1456">Unit Price (Excl. GST)</th> <th data-bbox="1013 1332 1228 1456">Price (GST component only)</th> <th data-bbox="1244 1332 1460 1456">Total Price (Incl. GST)</th> </tr> </thead> <tbody> <tr> <td data-bbox="359 1467 766 1556">Milestone 1 - Delivery and Acceptance of Detailed Project Plan</td> <td colspan="3" data-bbox="782 1467 1460 2083" rowspan="5">CTPI - Business Affairs</td> </tr> <tr> <td data-bbox="359 1568 766 1680">Milestone 2 - Provision of a detailed matrix of defined roles and responsibilities.</td> </tr> <tr> <td data-bbox="359 1691 766 1803">Milestone 3 - Provision of defined Brisbane 2032 governance arrangements.</td> </tr> <tr> <td data-bbox="359 1814 766 2004">Milestone 4 - Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products</td> </tr> <tr> <td data-bbox="359 2016 766 2083">Milestone 5 - Delivery of draft written report, taking into account</td> </tr> </tbody> </table>	Description	Unit Price (Excl. GST)	Price (GST component only)	Total Price (Incl. GST)	Milestone 1 - Delivery and Acceptance of Detailed Project Plan	CTPI - Business Affairs			Milestone 2 - Provision of a detailed matrix of defined roles and responsibilities.	Milestone 3 - Provision of defined Brisbane 2032 governance arrangements.	Milestone 4 - Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products	Milestone 5 - Delivery of draft written report, taking into account			
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Milestone 4 - Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products																
Milestone 5 - Delivery of draft written report, taking into account																



partner feedback from interim report(s) presentations	CTPI - Business Affairs		
Milestone 6 –Delivery of final written report, taking into account partner feedback from draft report			
TOTAL OFFER PRICE	\$ 497,000	\$ 49,700	\$ 546,700

- All additional expenses to be charged at cost and to be approved in writing by the Customer prior to the expense being incurred. Copies of respective receipts to be provided to the Customer.

Other pricing information

Given the dynamic environment under which this work will be conducted, we envision a close working relationship between the Customer and Supplier to continually review that the deliverables structure and timing below meet the objectives of the engagement. Should new information emerge that would present mutually agreed alternatives or changes to scope, we would work to reallocate resources within the overall budget envelope where possible.

Scenarios where pricing may be subject to modification include:

- Agreed modification to scope of work provided in Appendix 1
- Lack of availability of critical stakeholders for interview / workshops as agreed with the Customer. This risk will be proactively managed throughout the project to mitigate impact.
- Review timelines of deliverables extend beyond agreed acceptance processes.
- Agreed in-person travel to stakeholders outside South-East Queensland.

Payment milestones

The Supplier may invoice the Customer after successful achievement of the milestones, as follows:

Milestone	Deliverable	Timeframe	Milestone Payment (if applicable)
Milestone 1	Delivery and Acceptance of Detailed Project Plan	Week 1 (w/e 3 Jun 22)	5%
Milestone 2	Provision of a detailed matrix of defined roles and responsibilities.	Week 4 (w/e 10 Jun 22)	15%
Milestone 3	Provision of options analysis and recommendations for coordination of non-OCOG responsibilities across local, State and federal government.	Week 8 (w/e 22 Jul 22)	25%
Milestone 4	Milestone 4 – Provision of a defined Target Operating Model (Queensland Government), enabling frameworks and P3 management products	Week 12 (w/e 19 Aug 22)	25%
Milestone 5	Delivery of Draft Report	Week 12 (w/e 19 Aug 22)	15%



	Milestone 6	Delivery of Final Report	Week 14 (31 Aug 22)	15%
Contract governance requirements	<ul style="list-style-type: none"> Weekly meetings with the Customer to discuss progress and confirm work activity for the next period. Provision of a brief monthly report on services provided, including time expended by key personnel on key tasks and cost. The Supplier will be asked to present outcomes of this engagement to senior governance groups across the Games partnership. 			
Confidentiality / Privacy and Personal Information	Clauses 15 to 17 of the <i>General Contract Conditions</i> apply.			
Escalation of Complaints	<p>Issues or complaints can be escalated to:</p> <p>Customer:</p> <p>Name: Rosie McGeoch Position: Director, Brisbane 2032 Taskforce</p> <p>Phone: s.73 Irrelevant inform</p> <p>Email: Brisbane2032Secretariat@premiers.qld.gov.au cc: rosie.mcgeoch@premiers.qld.gov.au</p> <p>Supplier:</p> <p>Name: Pradeep Philip Position: Partner, Deloitte Access Economics</p> <p>Phone: s.73 Irrelevant inform</p> <p>Email: pphilip@deloitte.com.au</p>			

Released under RTI - DPC



EXECUTION BY CUSTOMER:

SIGNED SEALED AND DELIVERED)
for and on behalf of the **STATE OF QUEENSLAND**)
(acting through the Department of the Premier and Cabinet))

this 31st day of May 2022)

by an authorised officer in the presence of:)

Rosie McGeoch)
(insert full name of witness))

s.73 Irrelevant information

(Signature of witness)

Kerry Petersen)
(insert full name of authorised officer))

s.73 Irrelevant information

(Signature of authorised officer)

EXECUTION BY SUPPLIER:

Deloitte Touche Tohmatsu ABN: 74 490 121 060)

in accordance with section 127 of the)
Corporations Act 2001 (Cth))
by its duly authorised representative,)

.....Pradeep Philip.....)
(insert duly authorised representative's name))

s.73 Irrelevant information

(Signature of duly authorised representative)

who declares that he/she is)
duly authorised to enter into this Contract on behalf)

Deloitte Touche Tohmatsu ABN: 74 490 121 060)

in the presence of:)

.....CTPI - Personal Informa.....)
(insert full name of witness))

s.73 Irrelevant informati

(Signature of witness)

.....30..... / ...05..... / 2022)
(date))

APPENDIX 1



REQUIREMENTS / SCOPE

Brisbane 2032 Governance arrangements – Discovery and Recommendations

<p>Description of goods / products and/or services required</p>	<p>Develop a comprehensive matrix of roles and responsibilities for key parties involved in planning for and delivering the Games, with a focus on clarifying non-OCOG, Brisbane 2032 planning and delivery responsibilities.</p> <p>Define governance arrangements for the coordination of non-OCOG responsibilities across the local, Queensland and Australian Governments.</p> <p>Define a Portfolio, Program and Project (P3) target operating model and enabling frameworks to support the responsibilities of the Queensland Government and ensure integration across all Games partners.</p>
<p>Deliverables</p>	<p>In delivering the following work packages, the Supplier is expected to:</p> <ol style="list-style-type: none"> 1. consult with Games partners through meetings and workshops to understand interests and requirements 2. review existing governance and reporting arrangements across the Games partners that will inform Brisbane 2032 governance and integration arrangements 3. draw on lessons learned from previous mega events such as the London 2012 Olympic and Paralympic Games in the provision of recommendations 4. present outcomes of each work package to the Customer for endorsement prior to commencing work on subsequent work packages. <p>Work package 1 – Detailed matrix of roles and responsibilities</p> <ol style="list-style-type: none"> 1. Based on the OHC, including all documents referenced in clause 1.1 of the OHC, and partner guarantees provided to the IOC, and in consultation with Games partners, develop a comprehensive matrix of roles and responsibilities for key parties involved in planning for and delivering the Brisbane 2032 Games, with a focus on clarifying non-OCOG, Brisbane 2032 planning and delivery responsibilities. <p>Work package 2 - Defined Brisbane 2032 governance arrangements</p> <ol style="list-style-type: none"> 1. Provide options and recommendations on governance arrangements for the coordination of non-OCOG responsibilities across local, Queensland and Australian governments, ensuring the model will have capacity to: <ul style="list-style-type: none"> • effectively coordinate agencies within and across the three levels of Government with responsibilities for Games-related matters, as identified in Question 33 of the Future Host Questionnaire response



- where possible, leverage existing legislative powers and capability that exists within government agencies to deliver Brisbane 2032 infrastructure without duplication of effort and responsibilities
- address potential risks of duplication of effort and responsibilities and unnecessary red-tape that may hinder effective delivery
- integrate the governance arrangements outlined in the intergovernmental agreement for critical infrastructure (when defined by the Australian and Queensland governments)
- provide full oversight of all Brisbane 2032 Games projects from the planning, scoping and design phase through to contracting, construction and delivery
- interface with all Games partners through joint governance groups to ensure effective collaboration, integration, coordination and reporting
- manage any other identified risks associated with pursuing the proposed governance arrangements
- successfully respond to performance audits undertaken by respective Games partner audit offices / requirements.

Work package 3 – Defined Target Operating Model (Queensland Government) and P3 management products

1. Develop a portfolio, program and project office target operating model (blueprint) for Queensland Government agencies the structure to support key Queensland Government agencies in delivery, oversight, integration, performance monitoring, dependency management and reporting in line with the Queensland Government ministerial responsibilities.
2. Based on deliverables from work package 1 and 2, recommend an integrated P3 governance and reporting model that leverages existing arrangements and minimises duplication.
3. Recommend best practice core documentation to be prepared for an Olympic and Paralympic Games governance context that would satisfy assurance and audit requirements, including but not limited to:
 - whole-of-Games brief/planning documentation to enable effective and efficient delivery, integrated reporting and oversight of the 10- year program
 - a fully integrated master schedule
 - a current and forecasted project dossier (list).
4. Recommend integrated whole-of-Games P3 management products and their components for implementation, which may include the following frameworks, standards and associated key artefacts (e.g. detailed reporting templates) and supporting material, with consideration of the seven process perspectives contained within the *Portfolio, Programme and Project Management Maturity Model (P3M3®)*:
 - P3 management framework for delivery of the Brisbane 2032 initiatives (minimum standards and approach for the pre-initiation (investment decision frameworks), initiation, planning, delivery, monitoring, control and closure of programs and projects).
 - Detailed governance framework, associated delivery agencies and partners, including an integrated reporting framework, incorporating whole-of-Games attributes (e.g. OCOG, IOC) and development of the Terms of Reference for the senior Brisbane 2032 cross - partner governance groups.



	<ul style="list-style-type: none"> - With consideration of the <i>IOC Risk and Assurance Governance Model</i>: <ul style="list-style-type: none"> ▪ a risk, issues and opportunities management framework, incorporating dependency management aspects and IOC risk management requirements; this output includes establishment of the centralised whole-of-Games risk register ▪ an assurance framework that integrates with the overarching P3 management framework and the proposed risk, issues and opportunities management framework. <p>5. Provide a strategy for implementation of the recommendations, including a proposed costing model (if known) or daily rate per consultant level.</p> <p>Out of scope:</p> <p>The following items are out of scope for detailed analysis however should be considered as part of the overall assessment and solution design of broader Brisbane 2032 governance arrangements – note, these bodies of work may be delivered under a separate procurement or internal to government. Successful supplier(s) will be required to work together proactively, including the sharing of information and stakeholder engagement:</p> <ul style="list-style-type: none"> • Benefits realisation framework • Financial management • Resource management • Information and knowledge management • Legacy framework and program • Stakeholder engagement.
	<p>Approach</p> <p>The successful supplier is expected to undertake and manage the following activities:</p> <ol style="list-style-type: none"> a. Pre-planning and Project Plan – this may include onsite meetings, provision of guidance / direction to Customer, e.g. setting expectations, document review, etc. b. Conduct desktop review, undertake consultation / workshops, including but not limited to: <ul style="list-style-type: none"> • undertaking research on lessons learned from previous Olympic and Paralympic Games governance and integration (e.g. assurance and audit reviews) • review of documentation – e.g. Future Host Questionnaire response, Olympic Host Contract including documents listed in clause 1.1, guarantee letters and deeds, governance model information (including the intergovernmental agreement), • conducting a series of structured workshops, face-to-face interviews, with Brisbane 2032 Games partners and key stakeholders. c. Development of interim/work package reports and final written report, providing an in-depth analysis, supported by a summary of findings, and prioritised recommendations with suggested action plan(s). <p>Games partners will have the opportunity to provide feedback on the draft and/or final written report and request amendments.</p>



	<p>d. Presentation of findings</p> <ul style="list-style-type: none"> • Delivery of draft findings to be presented to Games partners prior to development of the final written report. • Delivery of final outcomes via comprehensive presentation ensuring receipt of clear and constructive advice and recommendations. • Follow-on recommendations based on the priority activities identified. <p>e. Provision of written progress reports</p> <ul style="list-style-type: none"> • The Successful Offeror will be required to provide a brief monthly report on services provided, including time expended by key personnel on key tasks and cost – format to be agreed between Supplier and Customer. • The Associate Director-General Brisbane 2032 Taskforce and Games partners may request further advice or clarification on submitted progress reports. <p>Acceptance criteria</p> <p>Each deliverable will need to pass a quality assurance process to ensure that the outputs meet in-scope requirements before being presented to and accepted by the relevant governance body(ies). Acceptance criteria includes:</p> <ul style="list-style-type: none"> • all relevant key Games partners / stakeholders are consulted • quality review required by the Brisbane 2032 Taskforce • approval by Director-General, DPC • provision of high-quality report content • responsive to issues and requests • provision of accurate and complete reports within agreed timeframes.
<p>Future stages of work</p>	
<p>Description</p>	<p>Following the completion of the scope identified it is envisaged that further procurement may be undertaken to develop solutions and where required, support implementation of the recommendations.</p> <p>DPC reserves the right to select more than one Supplier to deliver the services in their entirety, or a combination of Suppliers, for individual work packages for any future procurement stages, depending on qualification, capacity and capability. Conversely, depending on the outcomes of stage 1, DPC also reserves the right not to proceed with future stages of work.</p> <p>In addition, once the OCOG Chief Executive Officer (CEO) and support officers are appointed, it is proposed a future procurement process is undertaken in partnership with the OCOG to engage a Supplier to deliver a visioning and strategic planning process across the Brisbane 2032 Games partnership to meet the following objectives:</p> <ol style="list-style-type: none"> 1. Facilitate refinement of the vision and core themes outlined in the Future Host Questionnaire and engage the Games partners in the co-design of the Brisbane 2032 strategic vision and objectives. 2. Development of an action plan for implementation with allocated roles and responsibilities and key performance indicators (KPIs) for delivery of agreed Games objectives to guide Games partner activity to plan and delivery Brisbane 2032.