

# CHIEF EXECUTIVE OFFICER

## BRISBANE ORGANISING COMMITTEE FOR THE 2032 OLYMPIC AND PARALYMPIC GAMES



**Brisbane 2032**  
Olympic and Paralympic  
Games Host  
*Queensland*



## CANDIDATE BRIEF

STRICTLY CONFIDENTIAL



ODGERS BERNDTSON



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*Odgers Berndtson would like to respectfully acknowledge the Traditional Owners of the land on which our offices and team reside, and to Elders past and present. We also recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy. In Sydney, we work on the land of the Gadigal people of the Eora Nation. In Melbourne, we work on the land of the Wurundjeri People of the Kulin Nation. In Brisbane, we work on the land of both the Jagera and Turrbul people.*





## Invitation from the President



**Andrew N. Liveris AO**

It was a proud moment for all Australians when Brisbane was awarded the 2032 Olympic and Paralympic Games.

A moment that inspired and motivated me, along with many others, to become part of the event that will transform South-East Queensland over the decade to come.

To do this, we need a team of the best, brightest, innovative, determined and most inspired minds to come together, laying the foundation for the Organising Committee that is responsible for delivering Brisbane 2032.

Now is the time for the Chief Executive Officer, our Brisbane 2032 leader, to emerge.

There is no question – the challenge is significant, but the opportunity outshines it.

I'm looking for a results-oriented leader, who will ensure the principles of sustainability, inclusion and diversity are embedded in everything we do.

I'm looking for someone visionary that understands how to turn innovative ideas into a reality that will revolutionise the visitor and spectator experience for mega-sporting events to come.

I'm looking for someone with financial acumen who has demonstrated experience in managing the fiduciary responsibilities of a multifaceted, multibillion-dollar business operation, while respecting our contractual commitments for cost-neutral Organising Committee deliverables.

I'm looking for the person that knows how to ensure Brisbane 2032 showcases our region, state and nation to the world.

All of which begs the question – Is this you?

As President of the Brisbane 2032 Organising Committee Board, I welcome your interest in this career defining role.

**Andrew N. Liveris AO**  
President, Brisbane 2032





# Background to the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games



**At the 138th International Olympic Committee (IOC) Session in Tokyo, Japan, the IOC awarded the hosting rights of the Games of the XXXV Olympiad in 2032 to Brisbane, Queensland.**

On 2 December 2021, the Queensland Government passed the Brisbane Olympic and Paralympic Games Arrangements Act 2021, establishing the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032). Brisbane 2032 is a specific statutory body responsible for the delivery of the Olympic and Paralympic Games – the world's largest sporting event.

The role of Brisbane 2032 is to plan, organise, finance and stage the Games in accordance with the terms of the Olympic Host Contract on behalf of the IOC.

Brisbane 2032 is governed by a Board (the Board), which reports to the Honourable Annastacia Palaszczuk MP, Premier and Minister for the Olympics and is responsible for the management and performance of the Organising Committee.

The Board consists of 22 Directors, including five (5) independent Directors and held its first meeting on 27 April 2022.

Following its inaugural meeting, the Board agreed to engage an executive search firm to search, assess and recommend candidates for the position of Chief Executive Officer, Brisbane 2032.



## OCOG Overview



Organising Committees for Olympic and Paralympic Games (OCOGs), which communicate directly with the IOC, are responsible for delivering most operational elements required under the Olympic Host Contract and critical aspects of Games coordination, including:

- Competition scheduling and ticketing.
- Organising safe lodging and transport for athletes and officials.
- Organising events and ceremonies such as the Olympic Torch Relay, Opening Ceremony and Closing Ceremony.
- Recruiting, retaining and organising volunteers.
- Establishing a marketing program.
- Arranging and making available host broadcaster, and other communication and information services.

The OCOG will have a total project budget of over USD \$4.5 billion. During peak years, the OCOG is likely to have over 1,000 full-time equivalent employees. This will be supplemented substantially with temporary staff and volunteers, during Games time. The OCOG will be primarily funded through contributions from the IOC and self-generated revenue from sponsorship, tickets and other merchandise.





# Brisbane 2032 Organising Committee for the Olympic and Paralympic Games



## President

- Andrew N. Liveris AO

## Vice Presidents

- The Honourable **Annastacia Palaszczuk** MP, Premier and Minister for the Olympics
- The Right Honourable the Lord Mayor of Brisbane Councillor **Adrian Schrinner**, Brisbane City Council
- **John Coates** AC, Vice President of the International Olympic Committee and IOC Member
- **Jock O'Callaghan**, President of Paralympics Australia
- Prime Minister nominee (TBC)

## Board Directors

- |   |                                  |
|---|----------------------------------|
| ■ <b>Robyn Smith</b> OAM, Australian member of the International Paralympic Committee Governing Board | ■ <b>Brett Clark</b>             |
| ■ <b>Ian Chesterman</b> AM, President of the Australian Olympic Committee                             | ■ <b>Bronte Barratt</b> OAM OLY  |
| ■ <b>Matt Carroll</b> AM, CEO of the Australian Olympic Committee                                     | ■ <b>Kurt Fearnley</b> AO PLY    |
| ■ The Honourable <b>Steven Miles</b> MP   | ■ <b>Natalie Cook</b> OAM OLY    |
|   | ■ <b>Patrick Johnson</b> OLY     |
|   | ■ <b>Rebecca Frizelle</b> OAM    |
|   | ■ <b>Rob Scott</b> OLY           |
|   | ■ <b>Sarah Kelly</b> OAM         |
|   | ■ <b>Shelley Reys</b> AO         |
|   | ■ <b>Tracy Stockwell</b> OAM OLY |
|   | ■ Lord Mayor nominee (TBC)       |
|   | ■ Prime Minister nominee (TBC)   |

For more information, please go to:

[The Brisbane Olympic and Paralympic Games Arrangements Act 2021](#)

[www.olympics.com/en/olympic-games/brisbane-2032](http://www.olympics.com/en/olympic-games/brisbane-2032)

[www.qld.gov.au/about/Brisbane2032](http://www.qld.gov.au/about/Brisbane2032)



## Role Profile



**As Chief Executive Officer (CEO), you will have overall responsibility for the strategic direction and operations as well as accountability for the financial goals of Brisbane 2032.**

The CEO will be accountable to the President and the Board for delivery of the overall outcomes and results of Brisbane 2032. You will be responsible for the creation of the organisation and oversee the planning and implementation of a wide range of Olympic and Paralympic programs. The initial focus will be on strategic, financial, and business planning, stakeholder engagement, and the establishment of the organisation in consultation and collaboration with the President and Board.

The CEO is responsible for delivering the plans for Brisbane 2032 in accordance with the terms of the Host Contract and with the commitments made by the Queensland Government, Brisbane City Council and the Australian Olympic Committee.

Internally the CEO will build excellent working relationships with the President, the Board, the senior management team and all staff. The CEO will work closely with the President on strategy and stakeholder management. Externally, working with the President, the CEO has a critical interface with all the constituent parts across the Queensland and Australian Governments, Brisbane City Council and other regional councils, AOC and PA. Developing relationships with Indigenous communities, local residents, press and media, and key commercial partners will be essential.

The CEO must be someone with confidence, credibility and gravitas who will gain immediate respect with the internal team and external stakeholder groups. They will ideally have an engaging, realistic, optimistic outlook, subservience to purpose and an ability to find consensus of opinion, across a wide spectrum of interested parties. They will be able, through the maelstrom of emotion and passion, to focus on substance, and have an intensity of purpose in order to develop a complementary and focussed team.



**Demonstrating a greater sense of purpose and mission as well as enough passion and urgency on organisational outcomes and others (rather than on themselves) will be a key attribute, as will being incisive and able to cut straight to the core issue.**

As CEO you will have a number of specific responsibilities, including the following:

- You will establish strong daily working relationships with the immediate stakeholders in the Games – the Queensland and Australian Governments and agencies, Brisbane City Council and regional councils, with other organisations with interests in the Games.
- You will establish a strong relationship with the IOC, their Co-ordination Commission, the AOC and PA and the International Sporting Federations to ensure that the delivery and operational programs of Brisbane 2032 are consistent with the commitments made in the Host Contract and reflect current best practice.
- You will provide overall strategic oversight to Brisbane 2032 and set its overall direction, policies and delivery plans. You will be expected to create an effective, high-performing organisation and people plan, focused on delivering the total Olympic Games programme on behalf of the Games' stakeholders.
- You will provide strong leadership to the Brisbane 2032 organisation in the development of operational plans in the following areas: Sports, Venues, Ticketing, Technology, Medical, Transport, Environment, Culture and Security. You will also lead the development within Brisbane 2032 of strong on-going programs in Marketing, Communications and Public Relations, for the sale of sponsorship.
- You will work closely with external government agencies required to provide Games' services such as Customs, Immigration, Security, etc.
- You will develop annual business plans and an annual budget for approval by the Board that are consistent with a ten-year Brisbane 2032 development plan and the associated financial commitments. These documents should set clear objectives and targets for delivery in the coming year and should be submitted in sufficient time to allow their approval by the Board before the start of the financial year. You will work closely with the President to bring the Board along in approving and monitoring these targets.
- You will be required to ensure a high standard of financial administration, propriety and regularity. You will manage the financial risks of Brisbane 2032 and ensure that public funds and assets are effectively and efficiently used and monitored in accordance with the annual budget and business plan.
- You will ensure the preparation and consolidation of information, setting out the financial results and position of Brisbane 2032, arranging for its audit and scrutiny, and sending the information and audit report to the Brisbane 2032 Board and the IOC. You will work closely with the Chief Financial Officer and General Counsel in assisting the President manage the Finance and Audit Committee agenda and process. You will ensure that Brisbane 2032 operates in accordance with its statutory and fiduciary requirements and satisfies health and safety regulations.
- You will ensure that the total Brisbane 2032 programme has regard to sustainable development, including economic development, environmental quality and social inclusion.
- A long term vision that extends beyond Brisbane 2032. Ensure legacy actions and the mobilisation of stakeholders around a shared roadmap to maximise the impact beyond the Games.









# The Individual

**The ideal candidate will have a strong track record in leading multifaceted organisations of scale from start-up to successful delivery.**

## Essential Skills and Experience

- A visionary and inspirational leader, leading from the front and focused on delivery. The successful candidate will have exceptional interpersonal and team-building skills, with a proven ability throughout communications, media and government relations.
- Project and program management. Excellent communication and presentational skills, with the ability to communicate messages convincingly and with great clarity to a wide variety of audiences.
- Commercial acumen and clear strategic thinker, able to manage a complex range of functions and competing priorities, and to steer a clear forward course for Brisbane 2032.
- Socio-political, cross-cultural and sports diplomacy skills.
- Recognised experience in managing a demanding, international and high-growth organisation, particularly in key management functions: finance, operations, communication and human resources.
- A focus on innovation and the digital delivery of the Games taking into consideration the consumer of the future.
- An ability to understand the challenges of the Olympic and Paralympic movement, and to build rapport with key stakeholders.
- Exceptional people and relationship networks that will enable the successful candidate to drive marketing sponsor development programs to raise revenues.
- A strong knowledge of P/L's and how to implement productivity and closely manage budgets and costs.

## Personal Attributes and Qualities

- A dynamic leader, knowledgeable and widely respected, and with a proven track record of delivery in a challenging environment.
- A self-starter, with the motivation, commitment, enthusiasm and drive to define clear goals and inspire people to achieve them. Not someone who is easily discouraged.
- Emotional intelligence and sound judgement, with a proven track record of making the right decisions considering competing pressures within tight timescales and with constrained resources.
- An approachable individual, at ease with people from widely different backgrounds and with different, sometimes conflicting agendas.
- Someone who leads by example, inclusive rather than exclusive, conciliatory and not unnecessarily provocative, prepared to teach and to learn, and to share expertise, experience and skills.
- A credible leader with a recognisable integrity, able to obtain and maintain the trust and confidence of a wide range of stakeholders, including the IOC, Ministers, senior administrators, sports professionals and key private and public sector organisations.
- A natural negotiator and empathetic listener, someone who can debate, influence and convince at all levels.





## Key Selection Criteria



The Board seeks a highly experienced, results oriented leader with a proven track record of success:

- A dynamic leader with significant executive experience capable of working with the President and the Board to develop and execute the Brisbane 2032 strategy.
- Outstanding financial and commercial acumen. Able to develop business plans and budgets with clear targets. Ensure appropriate financial risk mitigation and reporting to meet host contract and legislative requirements.
- Experience delivering a growth agenda while building diverse teams with multiple perspectives and talents, engaging them through their enthusiasm for the task.
- A persuasive and compelling communicator, able to influence a multi stakeholder environment (President, IOC, AOC, government, commercial partners, sponsors and consumers), drive consensus, and inspire confidence and credibility.
- Ability to drive the vision, mission and purpose, be a credible Ambassador and a powerful advocate for Brisbane 2032 – “make a difference and leave a legacy”.
- Emotional intelligence with the ability to lead, inspire and work with people at all levels.



# How to Apply

An executive search is being undertaken by Odgers Berndtson in parallel with the public advertisement of the position.

Applications for the position will need to include the following:

## CANDIDATE'S STATEMENT

A brief Statement of Application outlining what the candidate feels they would bring to this position.

As part of the Statement of Application, please address the key elements of the selection criteria on page 11.

## CURRICULUM VITAE

- Covering positions held, including dates and details of present position and key achievements.
- Details of education, professional training and qualifications (and dates of degree completion).
- Any other relevant information, such as offices held in professional bodies.

## REFEREES

Full contact details of three referees whom the Consultant may contact. Referees will only be contacted after prior consultation with the candidate.

## DATE OF COMMENCEMENT

An indication of the earliest date on which the candidate could commence in the position.

Applications close Friday 19 August 2022.

Applications should be submitted via the Odgers Berndtson website [www.odgers.com/86404](http://www.odgers.com/86404)

*Each application will receive an automated response, if you do not receive this or require assistance with your application, please contact Kate Anstee via [kate.anstee@odgersberndtson.com](mailto:kate.anstee@odgersberndtson.com)*

Panel interviews with the Selection Committee are projected to take place in October 2022.

## SUPPORT FOR YOUR APPLICATION

For a confidential discussion, please contact Troy de Haas (Aust), Tom Mutch (Aust) and Simon Cummins (UK) from Odgers Berndtson Executive Search who are advising Brisbane 2032.

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# About Queensland



Queensland is Australia's second largest state. It occupies approximately 23% of the continent in the north-east and shares boundaries with New South Wales, South Australia and the Northern Territory. Queensland spans 1,727,000sq. kilometres. It is seven times the size of Great Britain and the amount of geographical variation within the state definitely reflects that multiple countries could fit within its borders!

Queensland is also the only place in Australia where Aboriginal and Torres Strait Islander cultures meet, and there's no better place to discover the world's oldest living continuous cultures. From the vast grasslands of its outback to its mountainous hinterlands, pearly white beaches and ancient rainforests, Queensland boasts not only astounding landscapes but some of Australia's richest and most diverse cultural indigenous experiences.

Queenslanders famously live an outdoor lifestyle. The state is nicknamed the Sunshine State for its fantastic climate and is well known to be "beautiful one day, perfect the next". There are many captivating holiday destinations to explore - from world class beaches on the coast, to inland mountain chains, rainforests and the expansive outback plains in the west! Whether you're after an active holiday or simply want to relax, do it all here!

Queensland is famous for its pristine beaches and tropical islands. Over 200 national parks cover more than 6.5 hectares across the state, plus there are lush mountainous rainforests, bushlands and creeks and flat table lands perfect for farming. Sugarcane, beef, wheat, cotton, wool, bananas, peanuts, pineapple and citrus are among the state's major agricultural products, plus there are a lot of mining exports and commodities, including coal and metals.

Everything you do in Queensland will be bathed in sunlight. The state experiences around 260 days of sunshine every year, making it the ideal place to get outside and do as much as you can! Queensland is home to 5 of Australia's 11 World Natural Heritage areas. These include the Scenic Rim National Parks, Riversleigh Fossil Fields, the Wet Tropics (including the Daintree National Park) Fraser Island (the world's largest sand island) and the Great Barrier Reef. The Great Barrier stretches 2000km and fringes the coast. It is visible from space and can be most easily accessed from Cairns and Port Douglas.



If snorkelling and diving isn't your thing, head to the southeast to surf some of the state's world-class breaks! There are waves to try out at the Sunshine Coast and the Gold Coast, plus a range of pristine, family-friendly beaches further north. Tropical islands sit just off shore, there are rivers, estuaries and rainforests for those who travel inland, plus a range of incredible mountain peaks and table lands for hikers and bushwalkers! One of Queensland's major industries is tourism, so you'll never be at a loss for something to do. Click to learn more about the incredible experiences or tours you can go on around this great state!

For more information please visit: [www.queensland.com/au/en/home](http://www.queensland.com/au/en/home)

## BRISBANE

Queensland's riverside capital city continues to boom. The city's most famous resident, the Brisbane River, winds its way through the city centre. Dividing Brisbane into two parts, the region may well best be navigated by its proximity to this watery stretch.

Courtesy of its 283 days of sunshine on average, and year-round warm climate, Queenslanders favour being outside where possible. The population regularly descends on the bevy of open-air markets strewn throughout town, including the Brisbane City Markets in Radcliffe Place, and public green spaces like the recently redeveloped Roma Street Parkland and New Farm Park, where picnics are popular. Up for an urban adventure? The River City offers no end of adventure experiences to get your heart racing. Tackle the Story Bridge Adventure Climb, Riverlife Adventure Centre or Brisbane by Bicycle, or take a wander of Brisbane City Botanical Gardens, or a city skyline swim at Streets Beach in South Bank.

Creativity equally abounds across town. The suburbs of South Bank, West End and Fortitude Valley are well-documented for their nightlife, live music scene and galleries galore.

Blessed with year-round sunny skies, and a creative community and dining scene on par with its southern cousins, Brisbane boasts plenty of ways to spend your time.

Whether you're a self-confessed foodie or just eager to satisfy hunger pangs, there's always an outstanding eatery to visit. The gastronomic offerings of the Sunshine State are now well and truly on par with celebrated larger cousins Sydney and Melbourne. Outdoor dining precincts in particular are flourishing - luxe Valley resident James Street and ever-popular Howard Smith Wharves, where two hotels and waterside cluster of restaurants collide, are two must-visits. Beer enthusiasts will be delighted to hear there's no shortage of independent breweries worth a sampling session in a city that has become widely renowned as Australia's home of craft brewing — you'll find them scattered from the city centre to Brisbane's outer suburbs.

## GOLD COAST

Savour the sun on your skin and salt in your hair while tackling kayaking, stand-up paddleboarding, jet skiing, jetpack riding, or learn to surf in this slice of paradise. For a more peaceful escapade, enjoy a relaxed beachside picnic, waterfront shopping, local markets, or unforgettable encounter with wildlife at Currumbin Wildlife Sanctuary.

Be welcomed into a community with a passion for preserving and sharing this beautiful place, and embark on a journey of discovery through Jellurgal's cultural experience at Burleigh Heads. Engage in a guided tour, admire traditional artwork and Aboriginal artefacts, and experience a mesmerising performance or Dreamtime story showcasing Aboriginal culture.

Get a taste of the region through the Gold Coast's thriving culinary scene. This is a place where specialty coffee roasters, boutique breweries, vegan eateries, clean-eating restaurants, sophisticated dining and local cafés flourish among popular rooftop bars and iconic surf clubs, each adding their own flavour.

Need a breather from the city? Explore the serene Gold Coast Hinterland for its national parks, local wildlife and natural wonders. Home to charming wineries and lovely mountain villages, take time to experience true tranquility and admire the impressive array of lush rainforests, bushwalks, waterfalls and spectacular scenic lookouts at Springbrook, Lamington and Main Range among other top spots on the Gold Coast national park circuit.

Get your heart racing and have some fun at the Gold Coast's world-class theme parks. From grand shows, exhilarating roller coasters, thrill rides and slides to making furry friends, this is your opportunity to let your imagination run wild. Mark your calendar with the Gold Coast's vibrant calendar of events, which ranges from entertainment to spectator sports, music gigs and endurance. And don't overlook this stunning stretch of coastline as a top destination for a winter break with its whale-watching tours when migrating humpbacks pass by on their way to the warmer waters of the north.

## SUNSHINE COAST

Connect with nature, and experience true tranquillity as you paddle through the Noosa Everglades; one of only two of the world's everglades systems. Kayaking under the tree canopy, taking in the local flora and listening to the birds is the perfect refresher in this peaceful pocket of the Sunshine Coast.

If you've got the time, swap the bitumen for the beach and take the Great Beach Drive that connects the Sunshine Coast with Fraser Island. With the beach as your road, journey through natural parks, world-heritage-listed wonders and encounter a myriad of local wildlife.

For water babies of all ages and those keen for a surf, the hinterland and beaches of the Sunshine Coast more than deliver. From the freshwater swimming holes of Artists Cascades, Gardner Falls and Kondalilla Falls that provide even more reasons to visit its many national parks, to family-friendly Bulcock Beach, Kings Beach and Mooloolaba Spit and the world-class surfing at Coolum Beach, Noosa National Park and Cotton Tree, the Sunshine Coast is inherently conducive to water and sun soaked holidays. Bringing your four-legged mate? You'll find plenty of beaches where you can enjoy the water and weather together, including Point Cartwright Reserve, Sunshine Beach and Twin Waters North Shore.

From the paddock to the sea, the Sunshine Coast boasts culinary experiences to feed both your belly and your soul. You can taste the region's abundant flavours directly from the farm or trawler, fresh from the local markets, or straight to your plate at the state's best top-tier restaurants. With its laid-back lifestyle and seemingly endless sunny days, it's little surprise that the Sunshine Coast is a craft beer lover's paradise. You'll find an impressive array of local breweries right along the coast, from Noosa to Moffat Beach and Warana, not to mention inland at Eumundi and the hinterland at Maleny.



# Candidate Charter



## TALENTED PEOPLE ARE OUR LIFELOOD

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know.

Email our Managing Director, Asia Pacific at [markb@odgersberndtson.com](mailto:markb@odgersberndtson.com).



# Our global reach

## 67 offices in 33 countries

