



# FIRST AMONG EQUALS

STRATEGIC PLAN 2016–2022

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## OUR PLAN

# FIRST AMONG EQUALS



In 2015–16 Australian Commonwealth Games Association (ACGA), now **Commonwealth Games Australia (CGA)**, initiated a thorough independent Organisational Review to ensure the organisation was ideally positioned to take advantage of all opportunities presented to it, both in the lead up to the 2018 Gold Coast Commonwealth Games and beyond. Following the completion of this Review, the CGA Board of Management endorsed a broad suite of recommendations, which when implemented, will reshape our future and help drive the success of CGA and the Commonwealth Games Movement in Australia between 2016 and 2022 (and beyond).

Exciting and inspiring work is happening within the Australian and international Commonwealth Games Movement. CGA is proud to be playing both a leadership and delivery role in what we see as the most exciting period of our history. We are confident in the directional role our ***First Among Equals*** 2016–2022 strategic plan will play in this process.

**SAM COFFA AM JP**  
President



### WHAT IS FIRST AMONG EQUALS 2016–2022?

CGA, our member National Sporting Organisations (NSOs) and our partners have achieved great things, since the first Commonwealth Games in 1930. *First Among Equals 2016–2022* provides the platform from which CGA and our key partners will work together as a united collective, to drive the increased capacity, relevance and effectiveness of the organisation, our member NSOs and the entire Commonwealth Games Movement between 2016 and 2022.

*First Among Equals 2016–2022* has been developed to:

- Provide **vision and direction** to CGA and the broader Commonwealth Games Movement in Australia (and internationally);
- Guide the future **growth and capacity** of CGA and the broader Commonwealth Games Movement;
- Inform CGA partners of our **aspirations** and how they will be achieved;
- Encourage **coordination, cooperation** and **collaboration** amongst the Commonwealth Games Movement in Australia (and internationally);
- Ensure **CGA's relevance** within the Commonwealth Games Movement and the broader Australian sporting sector is maximised;
- Ensure the **successful and sustainable future** of CGA and the broader Commonwealth Games Movement, in what is a rapidly changing Australian and international sporting sector; and
- Assist all CGA partners and stakeholders to **relate to our plan, believe in it and live it!**

### A NECESSARY SHIFT IN FOCUS

Due to various Australian (and international) sport megatrends, as well as recent social, political and financial influences, the sustained success of CGA and the Commonwealth Games Movement is far from assured. Based on this awareness, CGA and our member NSOs have identified that some fundamental changes are needed to the way we work, to ensure we embrace broad **collaboration** and **inclusion** to achieve our future individual and collective potential.

CGA will work openly and collaboratively with our member NSOs and all of our key partners, to ensure we maximise our current and future relevance and effectiveness in these rapidly changing times.

### HOW *FIRST AMONG EQUALS 2016–2022* SITS WITHIN THE SPORTING LANDSCAPE

*First Among Equals 2016–2022* is part of a broad Australian (and international) Commonwealth Games sport planning framework. A key reference point for the CGA in the development of this plan, has been Transformation 2022 – The Commonwealth Games Federation Strategic Plan for 2015–2022. As such, in addition to bringing about optimal results for CGA, our member NSOs and our key partners, the aim of this unified and holistic planning approach is to positively impact the broader Australian sport sector and the international Commonwealth Games Movement.



TRANSFORMATION  
2022



FIRST AMONG  
EQUALS  
2016–2022

## OUR DNA: FIRST AMONG EQUALS

CGA IS A MEMBER-BASED ORGANISATION (OUR MEMBERS ARE THE NSOS REPRESENTING THE SPORTS PARTICIPATING IN THE NEXT COMMONWEALTH GAMES), WHICH RECEIVES NO FEDERAL GOVERNMENT FUNDING AND EXISTS TO ADMINISTER, CONTROL AND COORDINATE THE PARTICIPATION OF PROGRAM SPORTS AND THEIR RESPECTIVE ATHLETES AND OFFICIALS IN COMMONWEALTH GAMES. HOWEVER, WE DO MUCH MORE THAN THIS.

We relish the role of being both a leader and collaborative delivery agency in the Australian and international Commonwealth Games Movement and in the Australian sporting sector more generally. We see ourselves as an open, collaborative, supportive and high performing element of the Australian and International Commonwealth Games Movement. Our DNA is based on being **"first among equals"** in everything we do!

Everything we do stems from us being "end-user focused". We are committed to accurately identifying the specific needs of our members, partners and stakeholders and to developing / delivering systems, programs and support designed specifically to meet these needs.

Australia is the most successful nation in terms of medals won across all Commonwealth Games and it is our absolute desire to maintain our reputation for performance and success. Many other nations will have the same ambition. It won't be easy but it is our duty to do everything we can to work with our member sports, high performance system partners and athletes to give ourselves the best chance at success in 2018 and beyond.

In the lead up to Gold Coast 2018 we are investing upwards of \$14 million in our partner sports and athletes via our Gold Coast Gold, NextGEN and Direct Athlete Support funding programs. At a time when funding from other sources may be decreasing, Commonwealth Games Australia is making a significant contribution to ensure our sports and our athletes have the best chance of success. We are incredibly proud of our contribution to our sports and we will continue to work with all the NSOs to make sure our funding continues to assist athletes achieve their goals and dreams.

## OUR VISION

# TO INSPIRE AND UNITE ALL AUSTRALIANS THROUGH THE PURSUIT OF SPORTING EXCELLENCE.

OUR MISSION

TO CHAMPION AUSTRALIAN SPORT THROUGH:

- BEING # 1 IN THE COMMONWEALTH.
- CONNECTING MEANINGFULLY WITH ALL AUSTRALIANS.

OUR MISSION WILL BE DELIVERED WITH DYNAMIC LEADERSHIP AND INNOVATION.

OUR PURPOSE

- CGA is responsible for Australia's successful participation in the Commonwealth Games and Commonwealth Youth Games.
- CGA works collaboratively with its members, stakeholders and other high performance system partners to support Australia's athletes in the pursuit of their sporting dreams.
- CGA ensures that all Australians have the opportunity to connect with the Commonwealth Games and to celebrate the achievements of our athletes.

OUR BEHAVIOURAL FRAMEWORK

Our Behavioural Framework will drive all that we do. We will reflect a positive, collaborative and respectful approach to working effectively and transparently with all partners. We will live a **"what's possible"** mindset, underpinned by every board member, staff member, member NSO and partner, "owning" the positive role they play within CGA and the Commonwealth Games Movement – always.

OUR VALUES

INCLUSIVENESS

We welcome, embrace and represent all Australians.

We are 1-team from all walks of life, and are representative of the contemporary Australian community.

INTEGRITY

We are committed to ensuring we are fair, ethical, open, clear and honest in all that we do.

RESPECT

We are all CGA people. We will treat all CGA stakeholders with respect regardless of roles or status.

We will act professionally – always; and together we will celebrate our success with understated pride.

EXCELLENCE

We will constantly strive to be better tomorrow than we are today, in all that we do.

We will create an environment of excellence, within our organisation and within our teams.

# OUR STRATEGIC PRIORITIES

To achieve OUR VISION we will prioritise:

## BUILDING TEAM SUCCESS

We will invest our resources in helping Australian athletes achieve their sporting dreams.

We will create an exceptional Commonwealth Games Team environment which provides world's best high performance athlete support and delivers a "life's best" experience for all Team members.

## CONNECTING WITH COMMUNITIES

We will create opportunities for all Australians to feel part of our Team.

We will celebrate community diversity through our Team.

Australians will be aware of and respect our proud Commonwealth Games heritage.

## BUILDING A VALUED BRAND

We will develop and promote a CGA brand identity which resonates with all Australians.

Our brand will embody our vision, mission and values, our past and our future.

Our brand will be recognised by all Australians and held in high regard.

## LEADING THE WAY

We will work collaboratively and innovatively with our member NSOs and partners, to build an industry leading sports business.

We will proactively support the enhancement of other Commonwealth Games Associations and the Commonwealth Games Movement globally.

## OUR MEASURES OF SUCCESS

### BUILDING TEAM SUCCESS

#### Team Performance (2017 to 2022)

- More medallists and PBs in more events and sports will be achieved.
- "Hometown" advantage in 2018 will be optimised.
- Performance focused team environments will be created.
- Return on CGA Investment in sports and athletes will be maximised.
- Through CGA advocacy, increased funding and system support for Team preparation is secured.
- CGA will add value to member NSOs High Performance Plans

#### Team Members & The Games Experience

- Team members will represent Australia upholding the values of the CGA.
- Team members will exemplify personal best in sport and in life.
- The important place in Australia's sporting history of Team members will be recognised.
- New chapters to Australia's proud Games heritage will be written.
- The Games will be one of life's best experiences for Team members.

#### Team Leadership & Operations

- Team Leadership will set the example.
- Operations will be focused on team performance and Games experience.
- Teams will be outfitted and equipped for success.

### CONNECTING WITH COMMUNITIES

#### Embracing Diversity & Inclusiveness

- The diversity and inclusiveness of our Teams will be embraced and celebrated.
- Our Teams will be symbols of reconciliation with the first Australians.
- Australians will connect with and embrace our Teams and the Games.

#### Telling Our Story

- Through digital media and new technology we will connect and engage with Australians to share our story.
- Effective relationships with the Australian and international media to ensure our voice is heard.

#### Respecting Our Heritage & Embracing Our Future

- Australia's Commonwealth Games alumni will connect with each other and with Australians.
- Gold Coast 2018 will add to our reputation as great Games hosts and paves the way for the next Australian city to host the Games.
- Australians will understand Australia's enduring relationship with, and strong heritage in, the Commonwealth Games.

**BUILDING A VALUED BRAND****Developing Our Brand**

- Our brand will reflect our vibrant and dynamic nature and symbolise our core values of Inclusiveness, Integrity, Respect and Excellence.
- Our brand identity is present in the words we use, the things we do, the way our Teams look and how they perform on and off the field of play.
- Our brand respects our proud heritage and embodies our bright future.

**Promoting Our Brand**

- Our diverse range of Commonwealth Games ambassadors will be key to the promotion of our brand.
- Our brand will be accessible to all Australians – those who want to connect with us can.
- Our brand constantly reminds Australians about their strong affinity with the Commonwealth Games and why future Games will always find a home in Australia.
- Our brand will be promoted through effective partnerships with our member Sports.

**LEADING THE WAY****Building a Sustainable Business for 2018 & Beyond**

- We will meet the challenges and capitalise on the opportunities of 2018 with creativity and enthusiasm.
- GC2018 will serve as a catalyst for the CGA to build its capability and ensure a sustainable business is created for the future.
- Effective commercial partnerships will be developed with 2018 sponsors for future financial sustainability.
- Collaborative leadership and effective partnerships with other organisations will be developed.
- GC2018 will provide opportunities for CGA to develop long term legacies for Sports and the community.

**Playing Our Part Internationally**

- As the leading CGA, we will play a key role in the implementation of Transformation 2022.
- CGA will partner with Government and non-Government agencies to support our regional neighbours through sport.
- CGA will maximise opportunities for our voice to be heard throughout the Commonwealth Games family.

## OUR PROJECTS

BETWEEN 2016 AND 2022, CGA WILL DEVELOP, IMPLEMENT AND REVIEW A SUITE OF STRATEGIC PROJECTS DESIGNED TO ACHIEVE OUR MEASURES OF SUCCESS OVER THE LIFECYCLE OF THE *FIRST AMONG EQUALS 2016-2022* STRATEGIC PLAN.



## 2016-2018 PROJECTS

In 2016-18, CGA will prioritise the following 9 strategic projects:

**PROJECT - CGA HUMAN RESOURCE STRATEGY**

Restructure the CGA human resource model to ensure the optimal effectiveness of the organisation in the lead up to the 2018 Gold Coast Games.

**2016-2018 MILESTONE**

Recruitment of all key staff and intern / volunteer positions, in the lead up to the 2018 Gold Coast Games, on contract basis as required.

**PROJECT - CGA HEADQUARTERS (HQ)**

The relocation of CGA HQ to a modern, well-equipped and strategically located office environment with the capacity to meet the growing nature and demands of the business.

**2016-2018 MILESTONES**

- Identify the optimal facility location and model from which to operate CGA activities (both in the lead up to the 2018 Gold Coast Games and after).
- Full relocation of CGA to the new HQ.
- Organisational Digital Health Check Audit completed.
- Implementation of Digital health Check Audit recommendations.

**PROJECT - CGA GOVERNANCE REFORM**

A whole of organisation corporate structure review.

**2016-2018 MILESTONES**

- CGA governance structure redesigned to align with leading practice.
- CGA constitution updated.
- CGA systems, policies and procedures audit.
- Contemporary, leading Corporate Governance Framework implemented incorporating leading practice governance and operational policies and procedures.

**PROJECT - CGA TEAM PERFORMANCE STRATEGY**

A strategy designed to guide CGA's provision of exceptional sport performance support activities (both during and between Games) on behalf of its member sports.

**2016-2018 MILESTONES**

- Development of the 2016-2022 CGA Team Performance Strategy.
- Implementation of the Strategy in the lead up to Gold Coast 2018.

**PROJECT - LONG-TERM SUSTAINABLE FINANCIAL MODELLING**

Undertake comprehensive financial modelling to identify the financial requirements of the CGA between 2016 and 2034 and how sustainability can best be achieved.

**2016-2018 MILESTONES**

- Formation of a CGA finance and audit committee.
- 2016-2034 financial modelling completed and implementation commenced.
- Long term financial strategy completed and appropriate policies, frameworks and structures implemented.

**PROJECT - CGA BRAND AND COMMERCIAL STRATEGY**

A strategy designed to guide CGA's promotion of the new CGA brand and the implementation of key commercial activities designed to maximise commercial revenue.

**2016-2018 MILESTONES**

- Development of a 2016-2022 CGA Brand and Commercial Strategy
- The effective launch and promotion of the new CGA brand.
- Implementation of the Strategy in the lead up to Gold Coast 2018.

**PROJECT - CGA COMMUNITY ENGAGEMENT STRATEGY**

A strategy designed to proactively engage and embrace all elements of the Commonwealth Games Movement, in the lead up to and after Gold Coast 2018.

**2016-2018 MILESTONES**

- Development of the 2016-2022 CGA Community Engagement Strategy, which incorporates a suite of market segmentation specific actions plans (e.g. CGA State Divisions, Reconciliation, Schools, etc.)
- Implementation of the Strategy in the lead up to Gold Coast 2018.

**PROJECT - CGA DIGITAL MEDIA STRATEGY**

A strategy designed to specify how digital media systems, tools and activities can help CGA to more effectively and efficiently deliver its messages.

**2016-2018 MILESTONES**

- Development of the CGA Digital Media Strategy.
- Implementation of the Strategy in the lead up to Gold Coast 2018.

**PROJECT - FUTURE GAMES HOSTING STRATEGY**

A strategy designed to specify how and when CGA will secure the hosting of the next "home Games".

**2016-2018 MILESTONES**

- Development of the Future Games Hosting Strategy.
- Implementation of the Strategy in the lead up to Gold Coast 2018.

## 2019-2022 PROJECTS

In 2019-2022, CGA will prioritise the following 8 strategic projects:

(Note: 6 of the 8 projects listed are extensions of 2016-2018 projects)

**PROJECT – AUSTRALIAN HIGH PERFORMANCE SPORT SYSTEM CAPACITY MAPPING**

CGA to play a key supporting role in the initiation of an Australian High Performance Sport System Capacity Mapping Project (i.e. to identify who does what, where there is excessive duplication and where they are gaps, some of which may be able to be filled by the CGA).

**2019-2022 MILESTONES**

- Secured commitment from the Australian Sports Commission to drive and resource the implementation of the Australian High Performance Sport System Capacity Mapping project, with the support of other key High Performance Sport agencies (e.g. CGA, AOC, National Sporting Organisations, all elements of the National Institute Network, State / Territory Departments of Sport and others).
- Enthusiastically fulfil CGA's role in this system wide project.

**PROJECT – INTERNATIONAL DEVELOPMENT STRATEGY**

A strategy designed to maximise the support CGA provides to other Commonwealth Games Federations and therefore, how CGA can optimally contribute to strengthening the Commonwealth Games Movement internationally, particularly in our Region.

**2019-2022 MILESTONES**

- Development and implementation of the 2019-2022 CGA International Development Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

**PROJECT – CGA HUMAN RESOURCE STRATEGY (PART 2)**

Update the CGA human resource model to ensure the optimal effectiveness of the organisation following the 2018 Gold Coast Games (i.e. 2019-2022).

**2019-2022 MILESTONES**

- 2019-2020 HR structure in place by January 2019.
- 2021-2022 HR structure in place by January 2021.

**PROJECT – CGA TEAM PERFORMANCE STRATEGY (PART 2)**

A strategy designed to guide CGA activities as they relate to providing exceptional sport performance support activities (both during and between Games) on behalf of its member sports.

**2019-2022 MILESTONES**

- Assess the effectiveness of the Strategy's 2016-2018 implementation and make any necessary amendments to the 2019-2022 elements of the Strategy.
- Implementation of 2019-2022 elements of the Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

**PROJECT – CGA BRAND AND COMMERCIAL STRATEGY (PART 2)**

A strategy designed to guide CGA activities as they relate to the design promotion of the new CGA brand and the commercial activities of the CGA.

**2019-2022 MILESTONES**

- Assess the effectiveness of the Strategy's 2016-2018 implementation and make any necessary amendments to the 2019-2022 elements of the Strategy.
- Implementation of 2019-2022 elements of the Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

**PROJECT – CGA COMMUNITY ENGAGEMENT STRATEGY (PART 2)**

A strategy designed to proactively engage all elements of the Commonwealth Games Movement, in the lead up and after, the 2018 Gold Coast Games.

**2019-2022 MILESTONES**

- Assess the effectiveness of the Strategy's 2016-2018 implementation and make any necessary amendments to the 2019-2022 elements of the Strategy.
- Implementation of 2019-2022 elements of the Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

**PROJECT – CGA DIGITAL MEDIA STRATEGY (PART 2)**

A strategy designed to specify how digital media systems, tools and activities can help CGA to more effectively and efficiently deliver its messages.

**2019-2022 MILESTONES**

- Assess the effectiveness of the Strategy's 2016-2018 implementation and make any necessary amendments to the 2019-2022 elements of the Strategy.
- Implementation of 2019-2022 elements of the Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

**PROJECT – FUTURE GAMES HOSTING STRATEGY (PART 2)**

A strategy designed to specify how and when CGA will secure the hosting of the next "home Games".

**2019-2022 MILESTONES**

- Assess the effectiveness of the Strategy's 2016-2018 implementation and make any necessary amendments to the 2019-2022 elements of the Strategy.
- Implementation of 2019-2022 elements of the Strategy.
- Review of the effectiveness of the Strategy's implementation, following the 2022 Games.

# PROJECT MATRIX

The matrix below maps each of our 2016-2022 strategic projects, to our Strategic Priorities and Measures of Success. This process ensures our work is always aligned to our plan and also emphasises how, as a small, vibrant organisation, we work collaboratively as one team.

Strategic Properties and Measures of Success	STRATEGIC PROJECTS										
	Human Resource Strategy	CGA Headquarters (HQ)	Governance Reform	Team Performance Strategy	Long-Term Sustainable Financial Modelling	Brand and Commercial Strategy	Community Engagement Strategy	Digital Media Strategy	Future Games Hosting Strategy	Australian HP Sport System Capacity Mapping	International Development Strategy
BUILDING TEAM SUCCESS											
Team Performance 2017-2022											
More medallists and PBs in more events and sports will be achieved.	✓	✓		✓						✓	
Hometown" advantage in 2018 will be optimised.	✓	✓		✓							
Performance focused team environments will be created.	✓	✓		✓							
Return on CGA Investment in sports and athletes will be maximised.	✓	✓		✓							
Through CGA advocacy, increased funding and system support for Team preparation is secured.	✓	✓		✓						✓	
CGA will add value to Sports' High Performance Plans.	✓	✓		✓						✓	
Team Members & The Games Experience											
Team members will represent Australia upholding the values of the CGA.	✓	✓		✓							
Team members will exemplify personal best in sport and in life.	✓	✓		✓							
The important place in Australia's sporting history of Team members will be recognised.	✓	✓		✓							
New chapters to Australia's proud Games heritage will be written.	✓	✓		✓							
The Games will be one of life's best experiences for Team members.	✓	✓		✓							
Team Leadership & Operations											
Team Leadership will set the example.	✓	✓		✓							
Operations will be focused on team performance and Games experience.	✓	✓		✓							
Teams will be outfitted and equipped for success.	✓	✓		✓							

Strategic Properties and Measures of Success	STRATEGIC PROJECTS										
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CONNECTING WITH COMMUNITIES											
Embracing Diversity & Inclusiveness											
The diversity and inclusiveness of our Teams will be embraced and celebrated.	✓	✓					✓				
Our Teams will be symbols of reconciliation with the first Australians.	✓	✓					✓				
Australians will connect with and embrace our Teams and the Games.	✓	✓					✓				
Telling Our Story											
Through digital media and new technology we will connect and engage with Australians to share our story.	✓	✓					✓	✓			
Effective relationships with the Australian and international media to ensure our voice is heard.	✓	✓					✓	✓			
Embracing Our Heritage and Future											
Australia's Commonwealth Games alumni will connect with each other and with Australians.	✓	✓					✓				
Gold Coast 2018 will add to our reputation as great Games hosts and paves the way for the next Australian city to host the Games.	✓	✓					✓		✓		
Australians will understand Australia's enduring relationship with, and strong heritage in, the Commonwealth Games.	✓	✓					✓		✓		

Strategic Properties and Measures of Success	STRATEGIC PROJECTS										
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BUILDING A VALUED BRAND											
Developing Our Brand											
Our brand will reflect our vibrant and dynamic nature and symbolise our core values of Inclusiveness, Integrity, Respect and Excellence.	✓	✓				✓		✓			
Our brand identity is present in the words we use, the things we do, the way our Teams look and how they perform on and off the field of play.	✓	✓				✓		✓			
Our brand respects our proud heritage and embodies our bright future.	✓	✓				✓		✓			
Promoting Our Brand											
Our diverse range of Commonwealth Games ambassadors will be key to the promotion of our brand.	✓	✓				✓		✓			
Our brand will be accessible to all Australians – those who want to connect with us can.	✓	✓				✓		✓			
Our brand constantly reminds Australians about their strong affinity with the Commonwealth Games and why future Games will always find a home in Australia.	✓	✓				✓		✓			
Our brand will be promoted through effective partnerships with our member Sports.	✓	✓				✓		✓			

Strategic Properties and Measures of Success	STRATEGIC PROJECTS										
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LEADING THE WAY											
Building A Sustainable Business For 2018 & Beyond											
We will meet the challenges and capitalise on the opportunities of 2018 with creativity and enthusiasm.	✓	✓	✓		✓	✓			✓		
GC2018 will serve as a catalyst for the CGA to build its capability and ensure a sustainable business is created for the future.	✓	✓	✓		✓	✓			✓		
Effective commercial partnerships will be developed with 2018 sponsors for future financial sustainability.	✓	✓	✓		✓	✓			✓		
Collaborative leadership and effective partnerships with other organisations will be developed.	✓	✓	✓		✓	✓			✓	✓	
GC2018 will provide opportunities for CGA to develop long term legacies for Sports and the community.	✓	✓	✓		✓	✓			✓		
Playing Our Part Internationally											
As the leading CGA, we will play a key role in the implementation of Transformation 2022.	✓	✓	✓		✓						✓
CGA will partner with Government and non- Government agencies to support our regional neighbours through sport.	✓	✓	✓		✓						✓
CGA will maximise opportunities for our voice to be heard throughout the Commonwealth Games family.	✓	✓	✓		✓						✓

Via the successful implementation of our identified strategic projects, all of our Strategic Priorities will be achieved and our Measures of Success will be clear for all to see.



## OUR FUTURE NOW

*FIRST AMONG EQUALS*  
2016-2022 AIMS TO BUILD  
ON THE EXCELLENT WORK  
DONE BY MANY PEOPLE  
OVER MANY YEARS AND  
TO USE THIS PLATFORM  
TO MAKE EXCITING AND  
CHALLENGING CHANGES  
TO **WHAT WE DO, WHEN  
WE DO IT, HOW WE DO IT  
AND WHO WE DO IT WITH.**

*First Among Equals* 2016-2022  
signals the start of a new and  
extraordinary chapter in the life  
of CGA and everyone who engages  
with us. Every CGA stakeholder  
has a role to play in delivering our  
plan. CGA will be working closely  
with all key stakeholder groups  
and individuals to ensure, that  
together, we achieve our immense  
potential between 2016 and  
2022 (and beyond).

CGA's operations between 2016  
and 2022 will now be guided by this  
document, which will be used daily  
by CGA staff, monitored at each  
CGA Board meeting and formally  
reviewed annually.

Through renewed trust, cooperation,  
connection and commitment, we  
can and will achieve **OUR VISION:**

**TO INSPIRE AND UNITE ALL  
AUSTRALIANS THROUGH  
THE PURSUIT OF SPORTING  
EXCELLENCE.**

# AUSTRALIA





## COMMONWEALTH GAMES AUSTRALIA

A.B.N. 55 165 736 898

Commonwealth Games House  
173 Drummond Street  
Carlton VIC 3053

PO Box 49  
Carlton South VIC 3053

T: (03) 9654 4755

F: (03) 9654 7311

E: [enquiries@commonwealthgames.com.au](mailto:enquiries@commonwealthgames.com.au)

## JOIN US:



@CommGamesAUS  
[commonwealthgames.com.au](http://commonwealthgames.com.au)