



FIRST AMONG EQUALS

STRATEGIC PLAN
2019 – 2026

PURSuing
SPORTING
EXCELLENCE
CONNECTING WITH
COMMUNITIES



PRESIDENT'S MESSAGE

The first iteration of the CGA's FIRST AMONG EQUALS Strategic Plan (i.e. 2016-2022) was developed following the independent organisational review of the Australian Commonwealth Games Association (now Commonwealth Games Australia - CGA) in 2015/16.

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

FIRST AMONG EQUALS 2016-2018 Projects were designed and delivered to ensure that the governance structure, facility and human resources model were redesigned to align with leading practice.

This work combined with the launch of the new Brand and commercial and community engagement strategy, have combined to deliver fundamental change for CGA. These changes provided the 'foundation stones' for the member centric, values-led organisation and the platform for the next phase for the CGA.

CGA's new Board which was elected in November 2018, saw the opportunity to undertake a review of the 2016-2022 Strategic Plan in order to optimally position CGA and the broader Commonwealth Games Movement in Australia (and internationally) to ensure that the organisation remains relevant to its members and stakeholders, following a period of change in the sports sector and CGA reforms. This review also intended to position CGA and, through it, the Commonwealth Games Movement, at the service of our communities.

Creating the best Strategic Plan to ensure CGA gets to where it should be by 2022 (and beyond) has taken careful thought, as well as time and contributions from a wide range of key CGA stakeholders and I want to sincerely thank our members and stakeholders for their valuable contribution. The result is this FIRST AMONG EQUALS 2019-2026 CGA's Strategic Plan.

A summary of the work completed in the lead up to developing FIRST AMONG EQUALS 2016-2026 is presented below.

CGA looks forward to working with all of our members, partners and communities between 2019 and 2026 to achieve our vision.

Ben Houston – President



WHAT IS FIRST AMONG EQUALS?

FIRST AMONG EQUALS 2019-2026 has been developed to:

- PROVIDE **VISION & DIRECTION**
- GUIDE CGA'S FUTURE **GROWTH & CAPACITY**
- INFORM CGA PARTNERS OF OUR **ASPIRATIONS**
- ENCOURAGE **COORDINATION, COOPERATION & COLLABORATION**
- ENSURE **CGA'S CONTINUED RELEVANCE** WITHIN THE COMMONWEALTH GAMES MOVEMENT & THE BROADER AUSTRALIAN SPORTING ECOSYSTEM
- ENSURE THE **SUCCESSFUL & SUSTAINABLE FUTURE** OF CGA, IN WHAT IS A RAPIDLY CHANGING AUSTRALIAN & INTERNATIONAL SPORTING LANDSCAPE
- ACHIEVE OUR GOAL OF BEING **#1 IN THE COMMONWEALTH**

WHAT IS FIRST AMONG EQUALS?

CGA is a member-based organisation – our members are the National Sporting Organisations (NSO) representing the sports participating in the next Commonwealth Games and our State Divisions. CGA receives no Federal Government funding to support our teams or programs.

We introduce more people in more communities to the power of the Commonwealth Games and show a new generation how to get involved in the Commonwealth Games Movement. Our community is broad and diverse and includes our Team athletes, coaches, support staff and volunteers, CGA Board, committees and staff, member sporting organisations, Governments and high performance system, commercial and media partners.

We will work in collaboration with other peak bodies and high-performance system partners such as Sport Australia, Paralympics Australia, the Australian Olympic Committee and the National Institute Network, with Governments, universities and schools, and of course, the Commonwealth Games Associations of other nations from across

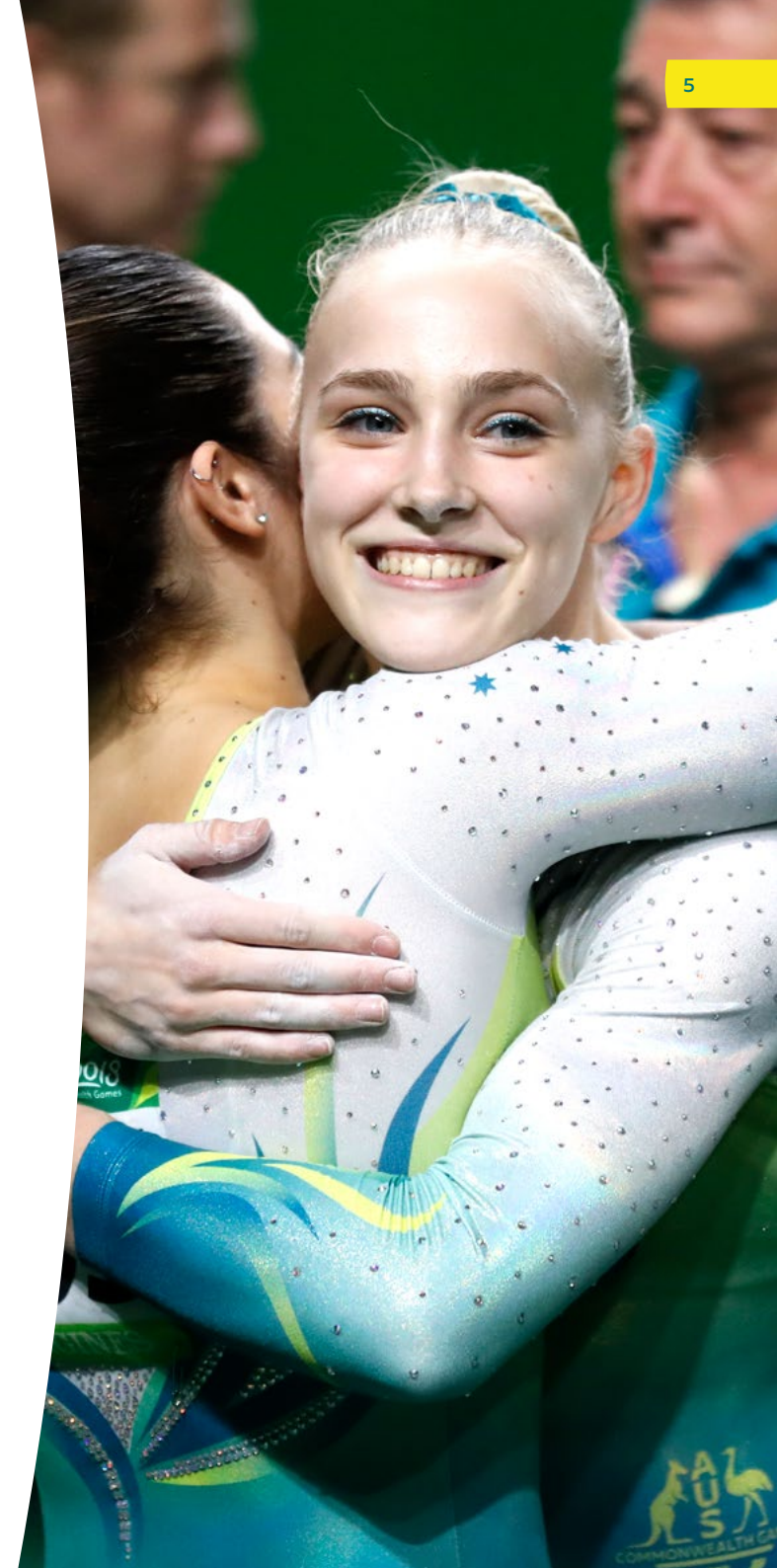
the Commonwealth. Together, we are the CGA community and guided by FIRST AMONG EQUALS 2019-2026 and our combined passion, we will achieve great things.

We relish the role of being both a leader and collaborative delivery agency in the Australian sporting sector and the Commonwealth Games Movement internationally. We are an open, collaborative, supportive and high performing contributor to the Australian and International Commonwealth Games Movement. CGA will continue to pursue its goal of financial independence. Hosting the Commonwealth Games often is part of our future and is key to CGA being able to achieve this independence and through it, to be a strong advocate for our members and their athletes.

Each element of the FIRST AMONG EQUALS 2019-2026 plan is important and each is connected. Combined, they will fuel our collective success. As we deliver the plan, we will see our vision realised.

The inspiring and impactful performances of our Commonwealth athletes have delivered on the promise of a historic collection of 'firsts' that were achieved in the run up to the Games; whether that be the ground-breaking Reconciliation Action Plan, the equal number of medals for men and women for the first time, or the largest ever fully-integrated para-sport program seen in Commonwealth and world sport.

Dame Louise Martin CBE, President CGF



OUR PURPOSE

DRIVE AUSTRALIA'S SUCCESS AT COMMONWEALTH GAMES

- To uphold our position as the leading sporting nation in the Commonwealth.
- To drive Australia's successful participation in the Commonwealth Games and Commonwealth Youth Games (the Games).
- To work with our member organisations and sport system partners to:
 - Provide excellent performance environments for our Games Teams.
 - Enhance Australia's emerging talent pathways and support frameworks.

CREATE OPPORTUNITIES FOR COMMUNITIES TO CONNECT & CELEBRATE OUR ACHIEVEMENTS

- To ensure Australian communities can connect meaningfully with the Commonwealth Games and celebrate the achievements of our Team.
- To inspire and unite communities through a sense of national pride in the successes and achievements of Australia's Commonwealth Games teams – in that unique way that only sport can.
- To maximise the ongoing benefits to Australian communities through the hosting of "home" Commonwealth Games.
- To raise the profile, value, reputation and sustainability of the Commonwealth Games Movement in Australia and internationally.

OUR VISION



OUR VALUES & BRAND PERSONALITY

OUR VALUES

Inclusiveness

We embrace diversity in our communities.

We openly share our capabilities and experience.

Integrity

We are fair, ethical and transparent.

We believe how we compete is as important as winning.

Respect

We are thoughtful and courteous in everything we do.

We treat all with respect.

Excellence

We lead by example in pursuing excellence.

We celebrate Australian sporting success and heritage.



OUR BRAND PERSONALITY

PROUDLY AUSTRALIAN
AUTHENTIC INNOVATIVE

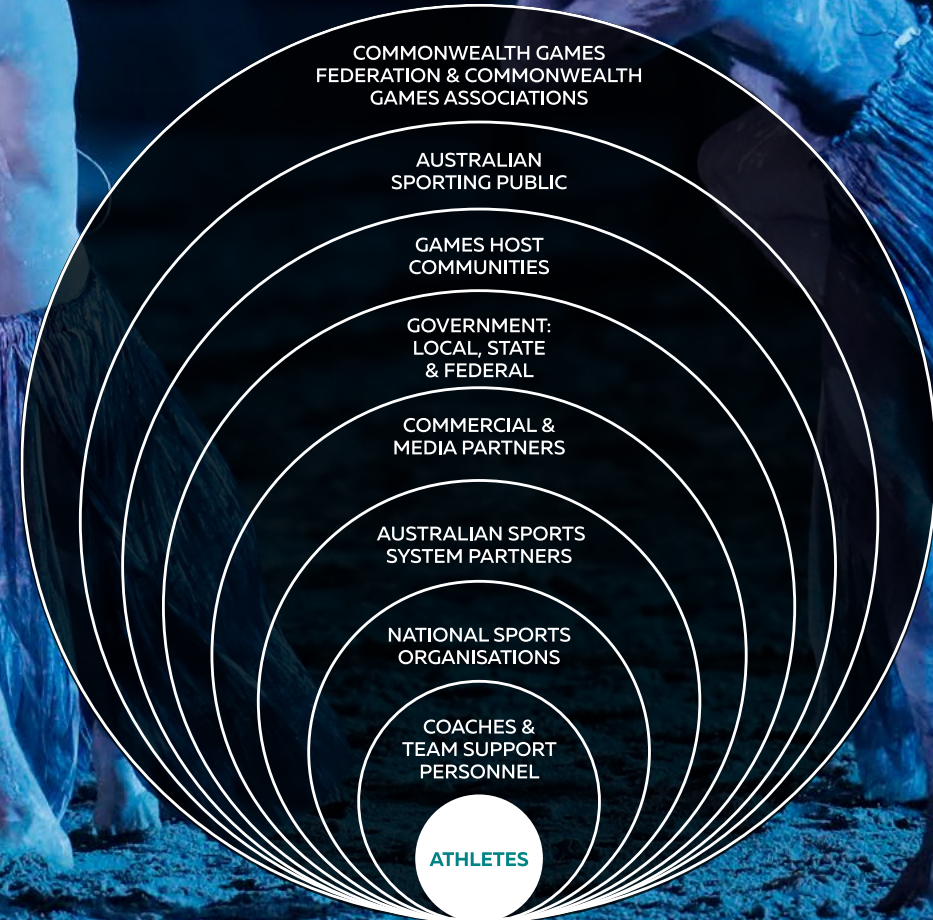
FOCUSSED FUN LOVING COURAGEOUS
INSPIRING OPTIMISTIC SINCERE SPIRITED



OUR COMMUNITIES

CGA's communities are diverse.

Our ambition is to unlock the power of the pursuit of sporting excellence and to connect with our communities.



ATHLETES

Athletes are at the core of CGA. Whether they are emerging or current Team members, we will ensure we do all we can to support our athletes in their preparation for and participation at the Commonwealth Games and Commonwealth Youth Games. We will deliver a Team environment which supports high performance and provides for a life best experience for Team members.

Our alumni will be given opportunities to remain connected with CGA and the Commonwealth Games Movement.



COACHES & TEAM SUPPORT PERSONNEL

The success of our athletes is underpinned by the efforts of hardworking coaches, management, medical and technical personnel. Whether in the home training environment or in the Games Village, CGA will invest in high performance programs led by coaches to maximise opportunities for athletes to fully prepare for Commonwealth Games competition.

Coaches and support personnel selected for the Commonwealth Games will take their place alongside our athletes as valued Team members.

NATIONAL SPORTS ORGANISATIONS & STATE DIVISIONS

CGA is a member-based organisation – we are the custodians of the Commonwealth Games Movement in Australia on behalf of our members. We provide funding support for the high-performance programs of our member NSOs. Through collaboration with our member NSOs we will ensure our Commonwealth Games athletes enjoy the best possible preparation and are well supported at the Games to perform at their best.

CGA will advocate on behalf of our member NSOs and their athletes with the Federal Government and within the community.

CGA will work in collaboration with the State Divisions to promote the Commonwealth Games Movement within their respective communities.

AUSTRALIAN SPORTS SYSTEM PARTNERS

Our ambition to remain the #1 sporting nation in the Commonwealth requires CGA to work in partnership with a network of organisations in the Australian sports system. When pursuing our own ambitions, CGA will be cognisant of Sport Australia's vision for the future of Australian sport as outlined in Sport Australia 2030 and how Commonwealth Games success aligns with this vision.

CGA will also work in close collaboration with the Australian Institute of Sport and the National Institute Network to ensure our Teams' success. We will partner with other Australian peak bodies, including Paralympics Australia, UniSport Australia and the Australian Olympic Committee in the service of Australia's athletes.

COMMERCIAL & MEDIA PARTNERS

To deliver successful Teams, CGA will enlist the support of commercial partners. In addition to providing financial and value in kind support, commercial partners will help CGA to amplify its voice in communities so that more people can connect with our Teams. CGA will create opportunities for commercial partners to share in our values of Inclusiveness, Integrity, Respect and Excellence.

It is important for Australian communities to engage with our Teams. Effective relationships with Games broadcasters and other media organisations are critical to CGA connecting our Teams with communities – to help share their stories.



GOVERNMENT – FEDERAL, STATE & LOCAL

For CGA to realise our ambition of hosting the Commonwealth Games often, we will collaborate closely with all three tiers of Government as key delivery partners for the hosting of Games. We will bring understanding by Governments of the legacy.

GAMES HOST COMMUNITIES

When Australia hosts the Commonwealth Games, CGA aspires to unlock the power of hosting the Games for the benefit of host communities. Our ambition is to work with Local, State and Federal Governments to ensure the legacy benefits which only the Commonwealth Games can provide are delivered to host communities.

Communities transformed for the better by the Commonwealth Games are our priority.

AUSTRALIAN SPORTING PUBLIC

Australia is a sports loving nation – it is part of our national DNA. Our Teams are Australia's Teams.

Our Teams and the Games provide great moments of inspiration and pride. CGA wants the Australian sporting public to share in and celebrate these moments. We will share our Teams' stories. We want communities across Australia to feel pride in the Teams' success and in how they represent us all.

CGA will celebrate diversity and inclusion within our Teams and within our broader communities. Through our Teams, we will promote reconciliation, mutual respect and tolerance between individuals and within communities across Australia.

COMMONWEALTH GAMES FEDERATION & COMMONWEALTH GAMES ASSOCIATIONS

Through collaborative leadership, CGA will support the Commonwealth Games Federation (CGF) in its ambitions to place the Commonwealth Games Movement at the service of communities across the Commonwealth. Our Strategic Plan aligns with the CGF's Transformation 2022. Our responsibility is to help to drive the future growth and relevance of the Commonwealth Games Movement both in Australia and globally.

We will lead by example. We will use our capability to help strengthen the role other Commonwealth Games Associations play with their own sports and athletes and in their own communities. CGA will focus on supporting the Commonwealth Games Associations of Oceania in pursuing their ambitions.

The future strength of CGA lies in our people – our Team athletes, coaches, support staff and volunteers, our Board and committees, and our member organisations. We will commit ourselves to attracting, supporting and retaining people who love the Commonwealth Games and who can help us achieve our vision.

"It is fitting that the Commonwealth Games is known as 'the Friendly Games', as one of the world's friendliest countries has invited us into their homes for this momentous event.

Sport can be a great force for good which can help create harmony between communities. In even the most trying of times, it unites us in the spirit of friendship and competition."

Her Majesty Queen Elizabeth II

OUR STRATEGIC PRIORITIES



Delivering Team Success

We invest in all elements of our Commonwealth Games and Youth Games Team.

We deliver life-best experiences for our Team members.



Connecting with Communities

We connect with and positively contribute to Australian communities through sport.

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



Presenting a Powerful Brand

Our brand is proud and daring and brings to life our values and behavioral framework.

Our brand is recognised and celebrated for the positive impact and contribution it has on our Teams, our members and on Australian communities.



Leading the Way

We work collaboratively with our partners to build a sustainable and industry-leading sports business and to advance the Commonwealth Games Movement.



Hosting Great Games

We collaborate with Governments and other delivery partners to realise "whole of community" benefits associated with the hosting of great "Home" Games.



WHAT SUCCESS LOOKS LIKE



"Greater Together was athletes from 18 different sports – able bodied and para – standing alongside each other to compete for our nation on home soil. Greater Together was about celebrating all the family, friends and loved ones who were part of the journey to Gold Coast 2018.

Greater Together was embracing the home crowd support and the fact that 24 million Australians were on our team too. And Greater Together was about Commonwealth Games Australia working closely with all partner sports and the Australian sporting system to provide our team the best opportunity of success."

Steve Moneghetti AM – Chef de Mission
2018 Commonwealth Games Team



DELIVERING TEAM SUCCESS

- Win overall and gold medal tallies at each Commonwealth Games and Commonwealth Youth Games (the Games).
- Performance focused Team environments are provided for both home and away Games Teams.
- Our investment is focused on maximising performance returns at each Games.
- Our Games time services and resources are focused on Team performance and Games experience.
- Through CGA advocacy, increased funding and system support for Team preparation is secured.
- High-performance system support is provided to all member national sporting organisations, including for their emerging talent.
- Participation in the Games is a life-best experience for Team members.
- Team members live our core values when they represent Australia.
- Team uniforms are designed using world's best performance technology and our Team are proud to wear them.
- The importance of past Teams and of adding to Australia's proud Games history is understood by Team members.



CONNECTING WITH COMMUNITIES

- We actively celebrate diversity and inclusion within our Games Teams and within our broader communities.
- We actively promote reconciliation, mutual respect and tolerance between individuals and communities across Australia.
- Our Games Teams will connect with and embrace all elements of Australian communities.
- We connect new fans to the Commonwealth Games Movement.
- We use sport and the Games Movement as a vehicle to benefit communities.
- We share our success stories with all elements of Australian communities - often.
- Our Games alumni connect with Australian communities.
- Australian communities have a positive affinity with the Commonwealth Games.
- Our winning Teams inspire, excite and motivate the Australian communities through their Games performances and their behaviour.





PRESENTING A POWERFUL BRAND

- Our brand epitomises our beliefs that:
 - through sport – its inspirations and motivations, we can make a real difference to people's lives.
 - how we compete is as important as winning itself.
 - through our actions we can help all members of our community discover the champion within themselves.
 - our Team is defined by diversity and inclusion.
 - we should celebrate Australia's sporting success and heritage and nurture the next generation of athletes and community leaders.
 - we lead by example.
- Our brand reflects our vibrant and dynamic nature and symbolises 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 is highly sought after by commercial and media partners.
- Our Team athletes, coaches and support staff and our member national sporting organisations recognise, value and promote our brand.



LEADING THE WAY

- We make decisions in the best interest of the Commonwealth Games, our members, our partners and our communities; and we use the power of the Games to make a positive difference.
- We access stronger and more diversified revenue streams and commercial partnerships to underpin our plan and ensure a financially sustainable future for CGA.
- We advocate strongly on behalf of our member national sporting organisations.
- We invest in improving our understanding of how people engage with the Commonwealth Games to improve our decision making.
- We develop and enhance collaborative leadership and productive partnerships with our members and kindred organisations.
- As a leading Commonwealth Games Association, we play a key role in the implementation of the CGF's Transformation 2022 strategy.
- We effectively partner with Government and non-Government agencies to support our regional neighbours through sport.
- We work openly with the CGF and the Commonwealth Games Movement to optimise our voice within the Games family and the positive impact we can have on the Movement.

"We did something special on the Gold Coast and it was one of the best weeks of my life. The team, crowds, staff and volunteers nailed it."

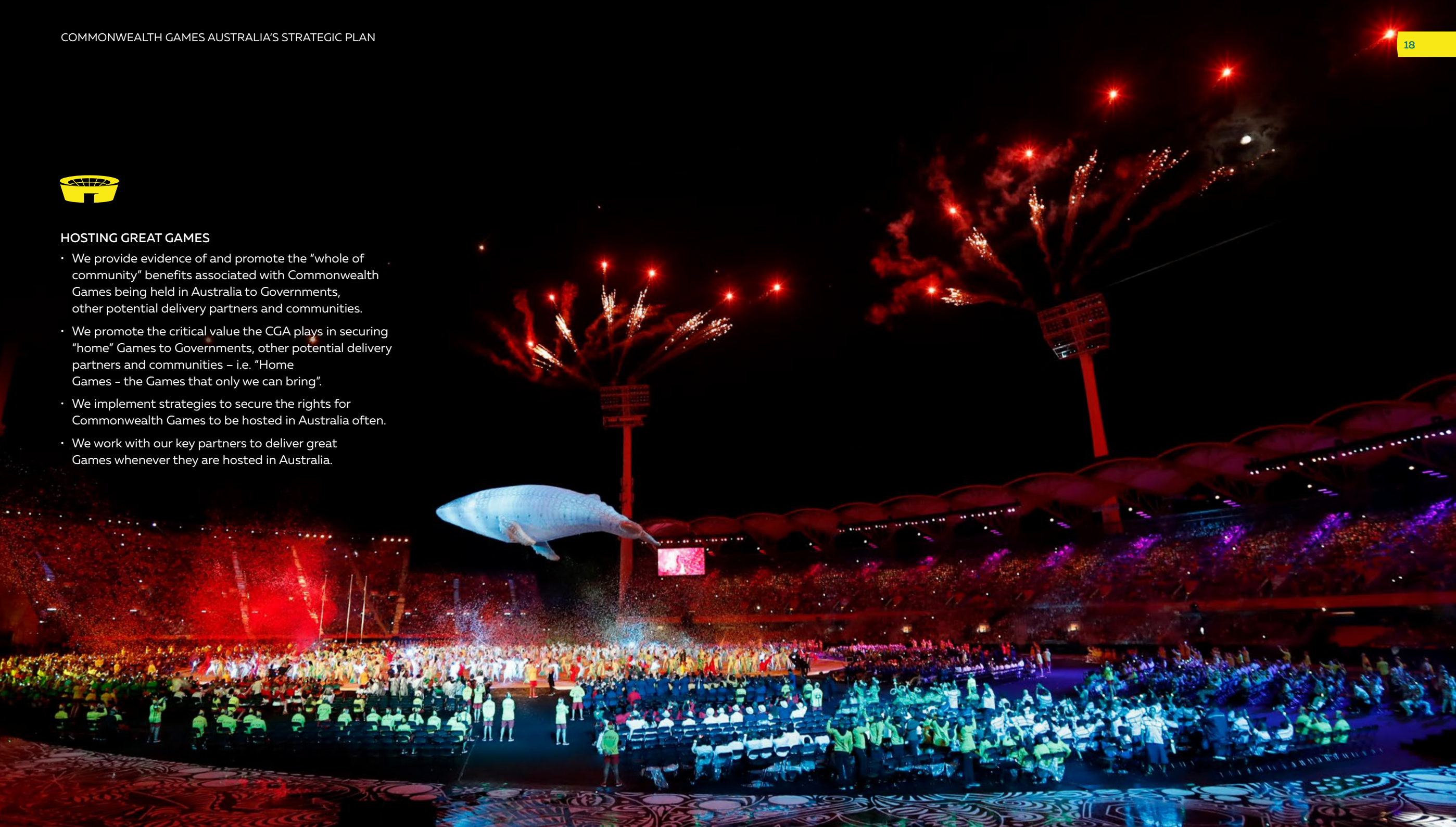
Kurt Fearnley AO – Australian Flagbearer
GC2018 Closing Ceremony





HOSTING GREAT GAMES

- We provide evidence of and promote the “whole of community” benefits associated with Commonwealth Games being held in Australia to Governments, other potential delivery partners and communities.
- We promote the critical value the CGA plays in securing “home” Games to Governments, other potential delivery partners and communities – i.e. “Home Games – the Games that only we can bring”.
- We implement strategies to secure the rights for Commonwealth Games to be hosted in Australia often.
- We work with our key partners to deliver great Games whenever they are hosted in Australia.





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