



Transformation 2022

The Commonwealth Games Federation
Strategic Plan 2015–2022

UPDATED DRAFT





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1. Purpose of this document



1. Purpose of this document

This document outlines the vision, mission, values and strategic priorities from 2015 to 2022 of the Commonwealth Games Federation (the CGF) as the governing body of the Commonwealth Sports Movement.

The strategic plan focuses on the key actions required of the whole Movement – its Commonwealth Games Associations, Executive Board, Management Team and stakeholders – and provides a framework for our planning and collaboration. It also provides a clear articulation to our partners and stakeholders about our values, ambitions and our direction for the future.

With the approval of the CGF Executive Board in March 2015 this plan will commence implementation. It is fully recognised that ongoing consultation, engagement and alignment with affiliated CGAs and other stakeholders is required for success.

Any constitutional changes resulting from the implementation of this plan will be submitted to the CGF General Assembly for consideration and subsequent ratification during September 2015.



2. Introduction



2. Introduction

Sport underpins the unique connections and friendships which bring together a third of the world's population as citizens of the nations and territories of the Commonwealth. For more than eight decades the Commonwealth Games Federation has taken a global leadership role in uniting the Commonwealth's athletes, citizens and communities through the transformative and connecting power of sport.

Like the Commonwealth itself, the CGF has evolved and flourished: from the first Games held in 1930 in Hamilton, Canada where 11 countries sent just 400 athletes, the Commonwealth's sporting movement has continued to grow in both stature and reach. The XX Commonwealth Games, a joyous and inclusive festival of sport and culture was held in Glasgow in 2014.

The Games attracted more than 4500 athletes from 71 nations and territories to compete in 11 days of sport, which were enthusiastically embraced by over a billion people throughout the Commonwealth and beyond. The universally-acclaimed success of Glasgow 2014 gives the Commonwealth sporting movement a vibrant platform from which to continue to build a sustainable, relevant and positive future.

Commonwealth athletes are at the heart of everything we do. As they constantly push boundaries and challenge limits to deliver peak performance, it's our ambition to ensure their high performance on the field of play inspires wide and lasting impact in communities and across the nations and territories of the Commonwealth. As a movement and through our inspirational athletes we are uniquely placed to deliver the transformational leap from impactful performance in sport to performance impact in the Commonwealth. We relish the opportunity.

Recognising the well-established history and the proud heritage that the Commonwealth Games and Commonwealth Sports Movement have in uniting diverse nations and cultures through the power of sport, the CGF undertook a strategic review during 2012 in order to capitalise on the momentum of the movement. Commonwealth Games Associations (CGAs), International Federations (IFs) and various stakeholder groups enthusiastically embraced this process recognising the ambitious, dynamic, exciting and distinct opportunities that exist through solid partnerships underpinned by the Movement's strong values of 'Humanity, Equality and Destiny.'

As a cornerstone of the Commonwealth itself, our dynamic sporting movement – driven by its values of Humanity, Equality and Destiny – has a key role to play in an energised, engaged and active Commonwealth of Nations and Territories.

This Strategic Plan works in synchronicity with the 2012 Strategic Review and the outcomes subsequently adopted for action by the CGF General Assembly. However, it also dares to present a refreshed vision, mission and narrative surrounding our values. It aims to establish the ideals of our Movement and how we plan to transform them into strategic priorities that result in tangible actions with impact.

The strategic plan is titled 'Transformation 2022' and is segmented into four priority areas that aim to transform the Movement's predominate focus on hosting the Commonwealth Games to a wider vision to be realised by 2022 that is based on partnership, engagement and value generation.

The strategic priority areas include the following:

- Innovative and Inspirational Games;
- Good Governance and Management;
- Strong Partnerships;
- A Valued Brand.

The plan is and will continue to be complemented by an annual Business Plan that recognises the need for prudent expenditure, targeted revenue generation and strategic investment.

Furthermore, it is implied and recognised that Affiliated CGAs will play a critical role in successfully delivering the plan's outcomes.

3. Vision, Mission and Values of the Commonwealth Sports Movement

HUMANITY
EQUALITY
DESTINY



3. Vision, Mission and Values of the Commonwealth Sports Movement

The CGF strategic plan will only be successful if it builds on an overall vision for the Commonwealth Sports Movement true to its core values.

The CGF Vision is

Building peaceful, sustainable and prosperous communities globally by inspiring Commonwealth Athletes to drive the impact and ambition of all Commonwealth Citizens through Sport.

The CGF Mission is

To be an athlete-centred, sport-focused Commonwealth Sports Movement, with integrity, global impact and embraced by communities that accomplishes the following:

- We deliver inspirational and innovative Commonwealth Games and Commonwealth Youth Games, built on friendships and proud heritage, supported by a dynamic Commonwealth Sports Cities Network;
- We nurture and develop one of the best governed and well-managed sports movements in the world;
- We attract and build on public, private and social partnerships that widely benefit Commonwealth athletes, sports and communities;
- We champion, through our brand, Commonwealth athlete, citizen and community engagement in everything we do.



The CGF Values

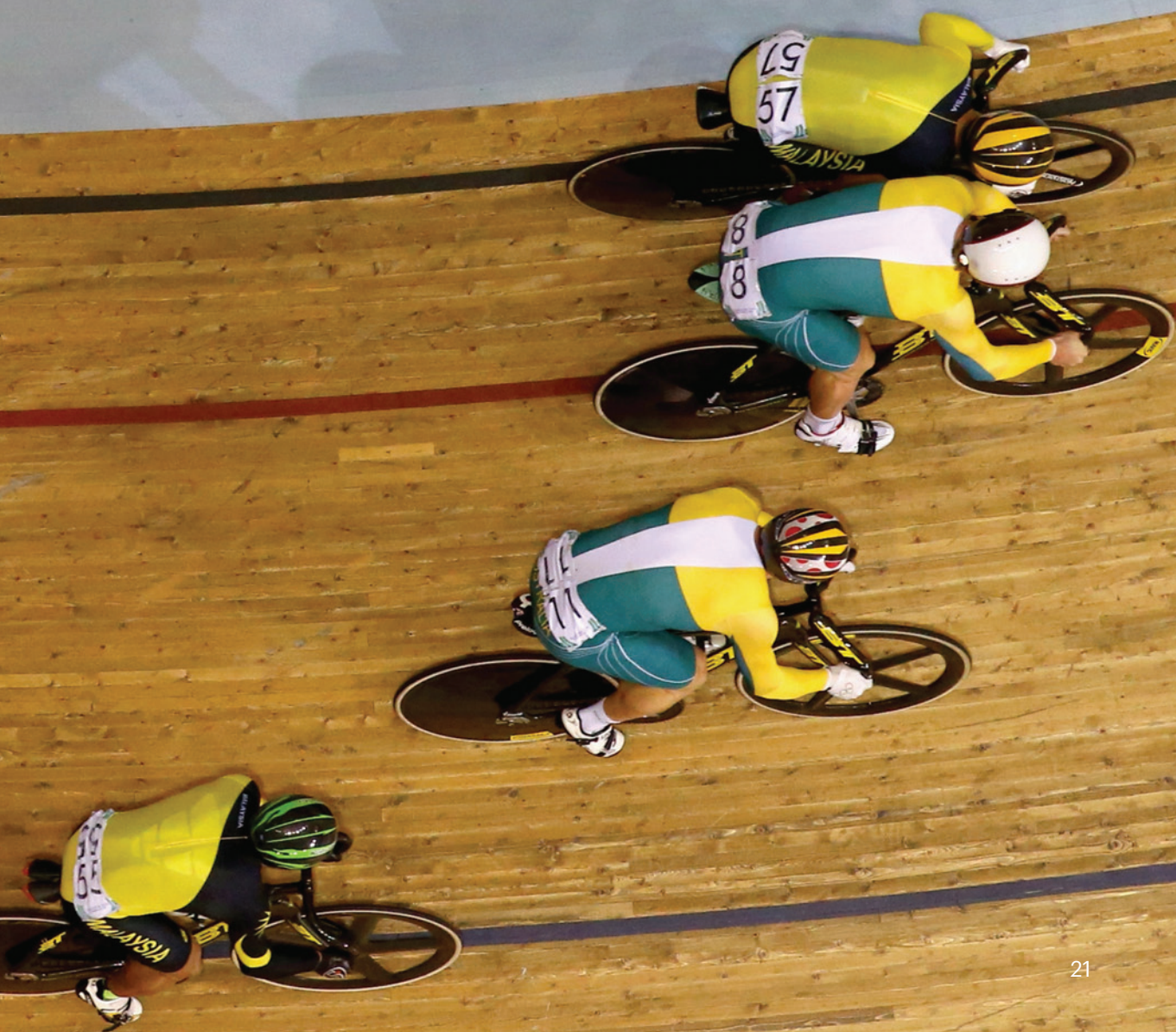
The Commonwealth Games Federation's values are Humanity, Equality, and Destiny.

- Driven by our **Humanity** we embrace all Commonwealth athletes, citizens, communities and nations;
- Respecting **Equality** we promote fairness, non-discrimination and inclusion in all that we do;
- Inspired by **Destiny** we combine high-performance sport with performances that have impact, helping Commonwealth athletes, citizens and communities realise their aspirations and ambitions.

These values uphold the ideals of the Commonwealth as expressed through the Commonwealth Charter (March 2013) and will underpin our strategic partnerships and collaboration with organisations, institutions and agencies in the public, private and third sectors.



4. Strategic Priorities



4. Strategic Priorities

Introduction

This Strategic Plan outlines the priority areas for the CGF over the next seven years 2015–2022 and is informed by the findings of the Strategic Review undertaken in 2012, as well as consultation and interviews with a range of CGF stakeholders and key influencers.

This plan recognises and seeks to be reflective of the rapidly-changing landscape of international sporting events and movements as well as the global socio-economic challenges facing citizens and communities. However, the CGF must continue to be bold, ambitious and optimistic about its future respecting the need to remain agile and engaged with current trends and affairs.

The aim of the plan is to initially outline the SMART objectives to be led by the Federation's Executive Board and Management Team from 2015–2018. The action points outlined in this document will be activated over a range of specified timeframes with responsibilities assigned to various stakeholders. The actions will be reviewed and expanded annually. The Executive Board will report on progress annually.

The following four strategic priorities with their guiding principles are core to supporting and contributing to the overall advancement of the Commonwealth Sports Movement's vision, mission and values.

Strategic Priority One

Innovative Games

We deliver inspirational and innovative Commonwealth Games and Commonwealth Youth Games, supported by a dynamic Commonwealth Sports Cities Network

Guiding principles

In doing so, we will uphold and embed the following guiding principles in all our work with Candidate and Host Cities/CGAs, IFs, all Games delivery stakeholders and client groups:

To be inspiring and impactful through our decisions, actions and narrative. We aim to maximise efficiency and effectiveness in our delivery of a world-class event with real community relevance that is both affordable and universally appealing.

Actions to achieve Strategic Priority One

1. By Q3 2015, approve a new **Sports Programme** of compulsory and optional sports (including para-sports), and associated athlete quotas, athlete attraction strategies, athlete performance pathways, stabilised competition formats and optimised competition schedules for the Commonwealth Games in 2018 and beyond.
2. By Q1 2016, develop and augment the positioning and awareness of the **Commonwealth Youth Games** product.
3. By Q2 2016, review and update the **Coordination Commission and Transfer of Knowledge** processes, to ensure innovation, efficiency, collaboration, integration and leadership.
4. By Q2 2016, and enshrined in the 2022 Host City Contact, establish a **Games Delivery Partnership model** that positions the CGF and Host CGAs as delivery partners and support financial, operational and reputational efficiencies and outcomes.
5. By Q2 2017, develop and implement a **Commonwealth Sports Cities Network** in collaboration with local authorities and CGAs to enable, support and engage cities aspiring to host the Games and other sport events in the Commonwealth.
6. By Q4 2017, share expertise and champion best practice in the fields of **social, economic, cultural and environmental impact** to nurture sustainable Games legacy for host cities/nations and their local communities, aligned with the UN's post 2015 Sustainable Development Goals.





Strategic Priority Two

Good Governance

We nurture and develop one of the best-governed and well-managed sports movements in the world.

Guiding principles

In doing so, we will uphold and embed the following guiding principles within the governance and management cultures of our organisation and Movement:

To implement decisions and activities which adhere to universal principles of good governance. This is underpinned by a strong commitment to, and respect of human rights, environment and sustainability, health, safety and wellbeing as well as accessibility and inclusivity.

We act with clarity of direction and purpose in order that all constituent groups are able to exercise their rights, contribute effectively, meet their obligations with delegated authority and empowerment in order to advance the aims and objectives of our Movement.

Actions to achieve Strategic Priority Two

1. By Q2 2015, approve and delegate the **2015/16 budget** and approve in principle the 16/17, 17/18 budget forecasts.
2. By Q2 2015, approve an updated **CGF Management Team structure**, along with associated role profiles.
3. By Q4 2015, create and **consolidate corporate governance policies and procedures** to formalise and strengthen the incorporation and management of the CGF company, to include:
 - **Transparent budgeting**, financial delegations, robust and reliable forecasting and financial planning across cost centres and strategic priorities;
 - Development of **HR policies and procedures** to UK leading compliance standards to support, develop and manage the CGF workforce now and into the future;
 - Development of **corporate policies and procedures** to UK leading compliance standards across procurement, contract management, IT, facilities, asset management, health and safety, gifts and gratuities, risk management and insurance.
4. By Q3 2016, establish a **seven year financial plan** for the Federation.



Actions to achieve Strategic Priority Two continued

5. By Q4 2016, create and consolidate **the Federation's governance policies and procedures** to formalise and strengthen the membership, to include:
 - Approval of **updated CGF constitution**, aligned to this Strategic Plan;
 - Adoption of an industry-leading **Code of Ethics**, which promotes integrity, respect and human rights;
 - Adoption of **General Assembly Standing Orders** and definition of associated sanctions and dispute resolution procedures;
 - Review and update **Terms of Reference** for all standing committees and commissions;
 - Approval and implementation of the **CGA Development Framework**;
 - Launch new concept for the **CGF General Assembly** to include a conference programme with partnership networking opportunities, Movement wide recognition initiatives and compelling and relevant presentations and discussions focussed on sport, culture, business and youth in the Commonwealth.
6. By Q2 2017, ensure **all IFs are aligned with CGF Sports Programme** rights and obligations, and prioritise and protect the Commonwealth Games and Commonwealth Sports Movement.
7. During Q2 2018, establish an **Athletes' Commission** delivered through an athlete-driven electoral process at the XXI Commonwealth Games.
8. By Q4 2018, ensure **all CGAs are aware, aligned and able** to exercise their rights and meet their obligations as affiliate bodies of the CGF.

Strategic Priority Three

Strong Partnerships

We attract and build on public, private and social partnerships that widely benefit Commonwealth athletes, sports and communities.

Guiding principles

In doing so, we will uphold and embed the following guiding principles in our approach to collaborative working:

To always be innovative, bold, relevant and resonant. We aim to generate value, have impact, and position and gain recognition for the Movement as a contemporary, progressive and positive force for good.

Actions to achieve Strategic Priority Three

1. By Q4 2015, define and activate **Global Charity Partnerships** to uphold, support and advance CGF vision, mission and impact. To include the scoping and development of a Charitable Foundation to support these ambitions.
2. By Q1 2016 develop and activate a commercial strategy to monetise core CGF assets and create new revenue streams. To include:
 - Developing and delivering a **sponsorship rights** model to attract four CGF headline partners by 2018;
 - Retention and commercialisation of all **broadcast rights** from 2018 to maximise revenue per cycle.
3. Uphold the Commonwealth Charter, supporting Commonwealth Development and Integration via strategic relationships with key partners. To include:
 - By Q2 2016 develop strategic plan to maximise opportunity of **international diplomacy and exchange** through key fora including CHOGM and General Assembly;
 - By Q2 2016 develop **strategic relationship plan** to maximise opportunities with Royal Household, High Commissioners and the Foreign and Commonwealth Office;
 - By Q4 2015 co-locate with aligned Commonwealth organisation/s to maximise collaboration opportunities and efficiencies via a **Commonwealth Community Hub**;
 - By Q3 2016 establish **Cooperative Agreements with leading Commonwealth institutions** – the Commonwealth Secretariat, Royal Commonwealth Society, Commonwealth Local Government Forum and the Commonwealth Enterprise and Investment Council.
4. By Q2 2017, establish **co-operative agreements with core and optional sports IFs**, incorporating technical requirements related to Games involvement, development programme alignment, generic and sports-specific promotional initiatives and joint reputational enhancement activities.

Strategic Priority Four

Valued Brand

We champion, through our brand, Commonwealth athlete, citizen and community engagement in everything we do.

Guiding principles

In doing so, we will uphold and embed the following guiding principles in our approach to living the brand of our Movement:

To instil a youthful, active, authentic and sincere personality in our brand. Upholding our character as a selfless, honest, accountable, objective, respectful and leading Movement, that protects its integrity and interest by staying true to its Vision, Mission and Values.

Actions to achieve Strategic Priority Four

Informed and guided by the updated vision and mission, the CGF will develop and increase the value and ownership of the CGF brand.

1. Develop and deliver an innovative, digitally-enabled medium and long-term **Marketing and Communications Strategy** to include:
 - Overhaul of **social media channels** (by Q3 2015) and **website re-design** (by Q2 2016);
 - Develop and deliver **Ambassador Strategy** by Q4 2015;
 - Clear and effective **media relations and media management** policies (by Q2 2016);
 - **Recruitment of 500,000 followers and subscribers** to CGF marketing channels by Q2 2018 and effective databases to communicate with and manage them;
 - Development of **strategic and integrated promotional campaign** across key partnerships and milestones to drive awareness and communicate the CGF's vision, mission and values, eg CGF's involvement with Commonwealth Week and attendance at major sporting conferences eg SportAccord.
2. By Q4 2016, develop and implement a CGA tool to provide **licensed access to CGF media resources** (photographs, video footage and other imagery and branding).
3. By Q2 2018, develop and deliver **brand licensing and amplification strategy** to increase value and awareness of the Commonwealth and CGF brands across QBR, results, rankings, Championships and other events.
4. By Q2 2018, undertake a **CGF re-brand** to include Games marks, brand guidelines, core narrative and style guide, appropriate intellectual property protections and registrations.



5. Conclusion: The Commonwealth Athlete



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At the heart of the Commonwealth Movement, **Commonwealth Athletes** inspire us with their dedication, their work ethic and their desire to push boundaries in pursuit of constant improvement.

To Commonwealth Athletes, sport is more than just competition. Sport connects them – and all of us – with dreams, goals and aspirations for ourselves, our families and our communities.

The team colours and flags Commonwealth Athletes wear with pride in competition mark them out as of one of the world's most diverse fraternities of nations, territories and people. Commonwealth Athletes stand for much more than just a competitor number on a start list or results sheet: they are the vanguard of a great movement whose purpose has been carried and shared across decades, across generations and across borders.

Commonwealth Athletes are inspiring leaders of a forward-looking global sporting force which has committed to act with grace, humility and pride as it seeks to change the world for the better by upholding and living its values of humanity, equality and destiny. Through their actions, words and deeds Commonwealth Athletes inspire fairness, inclusion and respect for the individual regardless of gender, ability, faith, sexuality or colour. Commonwealth Athletes uphold and cherish the principle of the level playing field and connect people across the world through a shared passion for sport and a sense of common purpose that endures.

Through their drive to achieve greatness for themselves, their teams and their loved ones, Commonwealth Athletes stir ambitions and dreams in all of us. We watch with pride what Commonwealth Athletes do. It is how Commonwealth Athletes make us feel that inspires us to act. They drive the ambition and power of all Commonwealth citizens through sport.

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