

COMMONWEALTH  
GAMES  
SCOTLAND

# STRATEGIC PLAN

2020-2027



“Team Scotland and the Commonwealth Games inspiring Scotland to be physically active and successful in the sporting arena”



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## who we are and what we do

Commonwealth Games Scotland (CGS), competing as Team Scotland, is the lead body for Commonwealth sport in Scotland. We select, prepare and lead Scotland's team at the Commonwealth Games and Commonwealth Youth Games.

With expertise in preparing teams for multi-sport Games at the highest level since 1930, Scotland has attended, and won medals, at every Commonwealth Games, enjoying its best ever Commonwealth Games performances in 2014 and 2018.

CGS is the leader and guardian of a Games movement in Scotland that has seen many of Scotland's most memorable and inspiring sporting achievements. We perform in what is one of the biggest multi-sport events in the world as one of over 71 countries, nations and territories representing a third of the world's population. The Commonwealth Games is the only multi-sport Games in which Scots get to compete under the Scottish flag and it is the pinnacle of the Scottish sporting pathway for many of our member sports and athletes.

Independent surveys show that Team Scotland enjoys huge support from the Scottish public. Athlete qualities of being hard working, good role models, ambitious and inspiring, are all highlighted as a source of pride.

Commonwealth Games Scotland is the operational name of The Commonwealth Games Council for Scotland Limited and comprises 28 member sports. 'Team Scotland' references not only the selected Games team members but more widely all those contributing to their success.

### we are leaders

- developing the Commonwealth Youth Games concept, hosting the inaugural Games in 2000
- hosting the Commonwealth Games three times in 1970, 1986 and 2014
- delivering the first metric games in 1970 and in 2014 what was described by the Commonwealth Games Federation as the 'best Games ever'

With a small dedicated staff, CGS is heavily dependent on voluntary input for the delivery of our services, including preparation programmes and team management, with partnership support from member sports and other external agencies.

Our income is a mixture of public partnership support (Government, sportscotland) for agreed programmes, private support (sponsorship and fundraising) and financial returns (investment and dividend) and donations from trusts and foundations. In-kind support from organisations and volunteers also makes a substantial contribution.

This plan covers the period including the 2026 Games as we move towards our Centenary in 2030. It takes into account the 2022 Games in Birmingham and acknowledges a rapidly changing external environment for sport, the country and the Commonwealth. We must be in a position to respond to opportunities and challenges, in a crowded international sporting calendar and to wider health and environmental concerns.

Our central focus will continue to be leading successful Games teams:

- enabling athletes to perform to their full potential
- recognising and celebrating the hard work and achievements which make the country proud and utilising this profile to benefit sport and Scotland
- ensuring athletes are at the heart of all we do
- achieving this in a way which is fair and inclusive recognising the rapidly changing and complex world in which we live

The plan provides a framework and direction to influence change and deliver on our ambitious goals and actions, continuing to grasp new opportunities through a leading role in national and international sport.

## our values



**athlete centred**  
Athletes at the heart of what we do



**excellence**  
Aspire to deliver excellence in our actions



**leadership**  
Lead through a participative 'One Team Scotland' approach



**inspiration**  
Promote the achievements of team members to inspire others



**inclusion**  
People respected, engaged and valued as part of the Team Scotland community regardless of their background, identity or circumstance

## our mission

Use our unique position in Scottish sport to lead and maximise the benefits for Scotland, our member sports and athletes by:

- Enabling Team Scotland athletes to perform to their potential at the Commonwealth Games and Youth Games
- Making the nation proud
- Operating in a fair and inclusive way



### our vision

Team Scotland and the Commonwealth Games inspiring Scotland to be physically active and successful in the sporting arena

## 1 strategic goal: successful teams

### actions

- Provide strong leadership and support, enabling sports and athletes to achieve their maximum potential at every Games
- Ensure all Games teams are selected and prepared to the highest standards possible, based on policies which are clear, consistent and transparent.
- Create a positive Team ethos and operating environment to enable team members to learn and excel at the Games
- Provide support programmes designed to enhance the diversity and performance of current or future teams

### success measures

- Equality of opportunity to be part of Team Scotland based on performance levels and potential
- All sports achieve performance aims agreed for each Games
- Increased percentage of athletes in each sport meeting selection performance standards during the Games
- Numbers of Youth Games athletes moving from Youth Games to senior multi-sport Games teams
- Increased diversity by having athletes and staff from different sports and backgrounds

## 2 strategic goal: effective organisation

### actions

- Provide participative leadership with timely decision making that engages partners
- Foster and encourage innovation
- High quality professional staff and volunteers attracted and retained
- A healthy organisation with efficient and effective administration and governance
- Compliance with best operating practices and ethical standards

### success measures

- Increased engagement in the development and delivery of policies and programmes through the Athlete Advisory Panel
- High CGS and Team Scotland staff satisfaction and retention rates
- Operations meet all legislative and contractual requirements and all policies and procedures are regularly reviewed and updated
- Positive Independent Development Audit report particularly relating to Governance, Equality, Sustainability and Mental Health

“Team Scotland spans sports and generations, with athletes from 13 to 72 years old representing the nation”

## 3 strategic goal: integrated partnerships

### actions

- Commonwealth Games outcomes are recognised and prioritised within Scottish and UK national sports strategies
- High priority on Commonwealth Games maintained by athletes and member sports
- CGS play a lead role in the development and delivery of the Commonwealth Games Federation programmes and policies
- CGS activities complement and enhance those of partners to deliver initiatives for wider benefit across Scotland, particularly for young people

### success measures

- Team Scotland Youth Trust able to support development of more young people from diverse backgrounds
- Commonwealth Games is prioritised by our key partners in their plans and by athletes with potential for selection
- Increased number of organisations contributing to Team Scotland and its support programmes
- Achieve programme and Scotland House supporting Games delivery are valued by participants and partners

## 4 strategic goal: secure financial base

### actions

- Ensure CGS is run according to best financial management principles and a sustainable financial approach
- Reduce dependence on any one source of income.
- New funding streams secured.
- New commercial strategy developed and implemented using the opportunities from Birmingham 2022 and the strength of the Team Scotland brand

### success measures

- Sufficient funds continue to be available to meet one forward Games cycle from reserves or independent funds
- Number and value of sponsors secured post the Birmingham 2022 Games above Glasgow 2014 home Games level
- Increased number and value of new Funding sources in 2026 cycle

“Team Scotland is the Scottish national sports team with highest positive perception from the Scottish public”  
2019 YouGov Survey

## 5 strategic goal: achievements recognised & celebrated

### actions

- Strong Team Scotland brand reflects a wider role and impacts beyond just Games time activities
- Commonwealth Games sports and athletes past, present and future recognised and promoted as the face of Team Scotland
- Campaigns and activities delivered with key partners to inspire Scots, particularly young people, to be active and engage in sport in their communities.

### success measures

- Increased public brand recognition
- Team Scotland website visitors and social media engagement levels increase by end of each Games cycle
- Team Scotland branding and imagery used by all member sports in their publications and websites by start of 2022
- Increased number of past athletes engaging with Team Scotland activities each cycle through Thistle Club and other programmes

## 6 strategic goal: actions underpinned by evidence

### actions

- Regular and appropriate research conducted to inform and improve activity planning and delivery
- Communicate research results to stakeholders to show benefit of investment and engagement

### success measures

- Post Games Reviews conducted with athletes maintaining over 90% satisfaction with their Games experience
- Public Attitude Survey conducted annually shows positive public perception and support for Team Scotland increasing over Games cycle
- Athlete Survey regularly conducted shows increased support for, and engagement with Team Scotland and its programmes after each Games cycle
- Partner survey shows increased collaborative working and value of engagement with CGS