



Candidate Brief Chair

Commonwealth Games Wales





Commonwealth Games Wales Background

Commonwealth Games Wales is responsible for preparing and delivering the Welsh Team at the Commonwealth Games and Commonwealth Youth Games.

We are one of 74 Commonwealth Games Associations who are members of Commonwealth Sport. Commonwealth Games Wales is one of only six countries to have competed in every Games since its launch in 1930.

Our responsibility is to lead and manage the participation of Team Wales and to deliver excellent performance and support environments. For every Games, we aim to deliver the best prepared team possible, create an inspiring environment, and provide strong leadership. We also aim to represent Wales effectively within Commonwealth Sport, and to raise the profile and reinforce the value, reputation and future of these great sporting events. We also aim to raise awareness of the Commonwealth Games through engaging every individual in Wales and Welsh communities across the Commonwealth, ensuring an everyday relevance to sport and well being.

Commonwealth Games Wales consists of a board of directors Chaired by Gareth Davies, our President Helen Phillips MBE, and an executive team led by our Chief Executive Officer, Rebecca Edwards-Symmons. The executive team consists of 5 full time executives. We invest heavily in supporting interns through the Commonwealth Sport internship program and these are mostly part-time roles. Our team management, committees and forums are heavily supported by a large team of volunteers who remain integral to our existence.

CGW 's income in the 4-year cycle from 2022-2026 was circa £2.3m derived from Sport Wales and commercial partnerships.



Team Wales Strategy

One Team. One Wales. Un Tîm. Un Cymru.

- Support an athlete-centred Games environment that enables everyone to achieve their full potential.
- Use the power of sport as a catalyst for social betterment within Wales and across the Commonwealth.
- Build an inclusive, sustainable, and successful Tîm Cymru.
- Celebrate our legacy and inspire future generations.

Our Values

Excellence:

Striving for excellence in all aspects of the team, from athlete performance to organisational operations. Sustainable practices are integral to achieving the highest standards across the board, signifying that Tîm Cymru is not only excelling in performance but also in responsible and environmentally conscious operations.

Inspiration:

To inspire and motivate future generations of athletes, fans, and communities across Wales. Striving to make a positive impact on society, not just in sports but also through social betterment initiatives.

Inclusivity:

Fostering inclusivity of individuals, teams and communities creates a sense of real collaboration, support and community. In turn this will deliver lasting and positive impacts on our society, as well as ensuring the well-being of Tîm Cymru and the diverse group of people we aim to inspire.





The Commonwealth Games

The Commonwealth Games is a multi-national, multi-sport event. Held every four years, it involves the elite athletes of the Commonwealth of Nations.

Commonwealth Sport is the organisation responsible for the direction and control of the Commonwealth Games. Individual participating countries have Commonwealth Games Associations, responsible for the national team's attendance and performance at the Games.

The first Games, then known as the British Empire Games, were held in 1930 in Hamilton, Ontario, in Canada. The name changed to British Empire and Commonwealth Games in 1954, to British Commonwealth Games in 1970 and to the current name of the Commonwealth Games in 1974.

As well as many Olympic sports, the Games also include some sports that are played mainly in Commonwealth countries, such as lawn bowls, netball and squash. In line with Commonwealth Sport's strategy, more than ever there is flexible for future hosts to consider varied model and scales of games delivery.

There are currently 56 members of the Commonwealth of Nations, and 74 teams participate in the Games. The four constituent countries of the United Kingdom - England, Scotland, Wales and Northern Ireland - send separate teams, and individual teams are also sent by Guernsey, Jersey and the Isle of Man.

Only six teams have attended every Commonwealth Games: Wales, England, Australia, Canada, New Zealand and Scotland. Australia has topped the medals table at twelve games, England at seven and Canada once.

Glasgow 2026 was the most recent games, with Team Wales sending 113 athletes - including 22 para-athletes- to compete across 10 sports. Whilst the Games were on a smaller scale, Wales' impact was incredible, with a total of 31 medals won.





The Value of The Commonwealth Games

The Games may be famously friendly, but competition is often fierce. For some non-Olympic sports, they are the pinnacle. Medals are prized very highly by those who win them and over the years there have been many iconic performances. Emma Finucane's 4 Gold Medal win will go down in history as one of the greatest achievements in sporting history, along with Frankie Jones' 6 Medal sweep in 2014, Bob Morgan's 10m platform diving Gold in 1990 and Nicole Cook winning Gold in the road race in Manchester 2002- it is undeniable that Team Wales is steeped in success.

The Games are the largest competitive stage for many Welsh athletes, providing a unique opportunity to represent their country in a global multi-sport event. They provide experience of major international competition and gives Team Wales athletes the opportunity to compete as Cymru, unlike other competitions where they compete under Great Britain. For the senior leadership and support team (including doctors, physiotherapists, media, operational and logistics support) the Games provide a rich experience, which can unlock pathways to participation in other major sporting events.

The Games contribute not only to sport but also socially and culturally. They are largely about young people, and they are inherently multicultural. Their historic sporting spirit and joyful 'feel' have earned them the nickname, uniquely amongst similar world events, of 'The Friendly Games'.





The CGW Board is attended by:

- President
- Chair
- CEO
- Non-Executive Directors with co-opted advisory legal support and Sport Wales.

Several members of the Board will be concluding their terms of office in this cycle.

The composition of the Board will be appointed and elected as below:

1 x President nominated by the Board and appointed by the membership.

1 x Independent Non-Executive Chair appointed by the board.

6 x Independent Non-Executive Directors (NEDs), appointed by the board.

3 x Elected Non-Executive Directors (NEDs) nominated and appointed by the membership.

1 x Appointed Athlete Directors (NED)

1 x Athlete Commission Chair

The Board currently meet four times per year, but this may vary depending on the needs of the organisation during the Games cycle. The Board is supported by several committees including the Athletes' Commission, Finance, Commercial, Nominations, Governance & Risk and Ethics, Safeguarding, Welfare & Compliance.

All applications for all roles will be considered by a nominations committee (NomCom) and shortlisted for final selection by the Board. All nominations from member sports for elected positions will be considered by a nominations committee (NomCom) and shortlisted for election at the AGM by the Board.

Leadership responsibilities:

- President is the titular head of the organisation.
 - President leads procession and representation including hosting of key stakeholder events on behalf of CGW.
- Chair leads the Board.
 - Chair manages, supports and guides the CEO.
 - Chair partners the CEO.
 - Chair creates the climate and environment of the Board.
- CEO leads the management team and staff.
 - CEO is the lead executive at the Games.
 - CEO creates the team and encourages personal development.
 - CEO delivers the strategy and sets key performance indicators.





Chair of the Board

Specific Skills:

A Chair who is experienced in corporate leadership and business matters combined with experience in, or passion for sport in Wales and the Commonwealth Games.

The successful candidate will be comfortable and assured in leading Board meetings and getting the best from the other directors, through a collaborative approach and encouraging the Board to express their views and ideas. The Chair will have a strong understanding of progressive governance, be able to engage and influence a wide range of key stakeholders and give confidence to membership.

The Chair will lead the Board to ensure:

1. That Commonwealth Games Wales has a clear vision, strategic direction and objectives to 2030 and beyond.
2. That Commonwealth Games Wales has a strong and sustainable commercial programme with top level partners and sponsors.
3. That Commonwealth Games Wales utilises all fundraising opportunities available, ensuring they have excellent stakeholder management. (Government, Commonwealth Sport, Sport Wales, Disability Sport Wales, UK Sport and the National Governing Bodies of Sport).
4. The Board focuses on independence, organisational performance, financial sustainability and meeting its corporate aims and objectives.
5. The highest standards of corporate governance are maintained, and all legal and regulatory requirements are complied with.
6. Effective communication among Board members and the Executive Team.





Chair of the Board

Responsibilities of Chair of the Board;

1. Formally Chair and facilitate Board meetings and attend committee meetings as required.
2. Determine the agenda for and approve the minutes of Board meetings, in consultation with the Chief Executive Officer.
3. Ensure Board members have clear roles and responsibilities and to focus on the development of the Board, ensuring that the performance of individuals, the Board as a whole and its committees, is evaluated at least annually.
4. Set objectives for and carry out the appraisal of the Chief Executive Officer, sharing knowledge and providing guidance as needed.
5. Support and hold the Chief Executive Officer to account for the overall performance and delivery of Commonwealth Games Wales's plans.
6. Review the performance of Commonwealth Games Wales against its business plan, budget and funding targets.
7. Establish a framework for approving policies and plans.
8. Aligned to the role of President, to represent Commonwealth Games Wales at a senior level, engaging with key stakeholders, nationally and internationally.
9. Enable equity in practice and strive for equality for all members, staff and board members. To ensure the Board has and takes responsibility for the organisation's Equality and Diversity Policy and implementation plan.
10. Enable the Board to monitor and review risk associated with delivering the Strategy and likely impact on business while all times maintaining a high standard of governance.



Chair: Skills, Competencies, Experiences

- Senior management experience in a corporate, commercial, charity or public sector organisation, national sport organisation or commercial sports business.
- Board level experience, ideally as Chair but certainly at senior Executive or Non-Executive Director level. Knowledge of the sporting landscape (political, Sport Wales, UK Sport, Commonwealth Sport etc.) and a substantial interest in sport.
- Experience of working with multiple stakeholders including Government.
- Excellent knowledge and experience of corporate financial management and governance strategies and processes.
- Experience of leading fundraising strategies or delivering or leading major event planning would be advantageous skills.
- Proven leadership as a Chair with the ability to lead a high-calibre, diverse Board.
- Excellent communication and interpersonal skills to engage a wide range of stakeholders.
- Advocacy and ambassadorial skills to represent Commonwealth Games Wales nationally and internationally.
- Strong performance management and people development skills.
- Sound judgement and decision making.
- Resilient with the ability to handle tensions, conflicts and reach consensus.
- Commitment to Commonwealth Games Wales.



Useful information

How do I apply?

Please send your Curriculum Vitae with a two-page covering letter outlining your suitability for this role, including two professional referees (please note these referees will not be contacted at this stage) to: nominations@teamwales.cymru by 31/10/26.

For further information please contact 07877 360934

Time Commitment

The outgoing Chair is committed to a handover period with Chair Elect prior to the March AGM. We would expect a time commitment averaging 4 days per month to include attendance at Board meetings and committee meetings as required, and other activities relevant to Commonwealth Games Wales such as meetings with CEO and stakeholders. This is an average figure over the duration of the cycle and the required days would likely be greater in the run up to the Games and less in early parts of the cycle.

Location

Meetings are usually held in person with the option to join online.

The Chair should expect some travel across the UK and occasionally overseas for Games and Commonwealth Sport meetings.

The Chair is required to attend and be present at all in-persons meetings.



Useful information

Remuneration

This is a voluntary role with all appropriate out of pocket expenses for travel and subsistence paid.

Period of Appointment

The appointment will be made initially until the next Election meeting in March 2031.

Conflicts of Interest

Candidates will need to be able to demonstrate that they do not have other interests that would be likely to conflict with their responsibilities as Chair. Please declare any potential conflict of interest as early as possible in the selection process and disclose information or personal connections that, if you were appointed, might be open to misperception. Please do refer to the articles of association.





Equal Opportunities Policy

Equal Opportunities

Commonwealth Games Wales is committed to equality, diversity and inclusion and to providing equal opportunities for all. We welcome applications from suitably qualified candidates from all backgrounds and are committed to ensuring that our recruitment and selection processes are fair, transparent and free from unlawful discrimination.

We do not discriminate on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race (including colour, nationality, ethnic or national origin), religion or belief, sex or sexual orientation.

We are committed to creating an inclusive environment in which everyone is treated with dignity and respect. Reasonable adjustments will be made throughout the recruitment process for candidates who require them.

