



**Development Committee  
Terms of Reference  
Dated: April 2024**

**Purpose of the Development Committee**

1. The purpose of the Development Committee is to act as an advisory body to the Executive Board on strategic matters and policy development related to development through sport and to ensure CGA needs and inputs are considered to ensure we have thriving member CGAs.
2. In fulfilling its duties, the Development Committee works collaboratively with other committees and commissions where necessary and appropriate, including but not limited to the Sports Committee, the Athletes Advisory Commission, and the Governance & Integrity Committee. The Development Committee promotes the values of the Commonwealth and the CGF and makes decisions in the best interest of the Commonwealth Sport Movement and in line with the CGF's overall strategy.
3. The Development Committee assists the Executive Board to support the Commonwealth Games Federation achieve its Vision, Mission and overarching Strategy.

**Goals of the Development Committee**

4. The goals of the Development Committee are to:
  - a. Build and maintain strong, meaningful partnerships with all CGAs through consultation and engagement with CGAs.
  - b. Support all CGAs to be great organisations in preparation, performance, and celebration.
  - c. Provide oversight and ensure effective delivery of programmes that enable all CGAs to actively contribute to the development of sport and sport for development.
5. The deliverables of the Development Committee are:
  - a. Delivering on the development elements of the Strategic Plan;
  - b. Development and evolution of the CGF Development Plan;
  - c. Development and oversight of the Regional Development Plans; and
  - d. An annual written report from the Chair to the Executive Board and General Assembly

**Development Committee Responsibilities**

6. The responsibilities of the Development Committee are to:
  - a. Provide timely advice and make recommendations to the Executive Board on development-related matters and such other matters as may be required or necessary from time to time.
  - b. Consider regional and CGA needs, to support CGAs to be great organisations that can meet their agreed roles and responsibilities.
  - c. Monitor, evaluate and assess the overall impact of Development Programmes and make recommendations for programming adjustments and regional priorities.
  - d. Analyse and evaluate the overall budgets for Development Programmes.
  - e. Have oversight of a development risk register.
  - f. Advise on policy development and best practice on development related issues.
  - g. Ensure that these terms of reference are reviewed regularly and are fit for purpose.



7. In addition to the responsibilities outlined in paragraph 6, the Regional Vice Presidents shall:
  - a. Consult with and represent the views and interests of their respective regions on development related matters to the CGF.
  - b. Inform their respective regions of development related matters, as agreed by the Development Committee.
  - c. Work with CGAs to oversee, monitor and report on agreed activities and Development Programmes.
  - d. Work collaboratively with the CGF Regional Development Managers and other regional representatives to address regional matters and support its members.

#### **Timelines of Development Committee**

8. The following are key dates for the Development Committee:
  - a. The Committee will meet at least two times a year as far as practicable. No more than one of those meetings would be expected to be in person.
  - b. An annual written report from the Chair to the Executive Board in advance of its last meeting in the calendar year.
  - c. Any other sign off/ decision dates as required by funding agreements/ partners.

#### **Composition of the Development Committee**

9. The Board has committed to improving diversity and inclusivity on its Committees and Commissions.
10. The composition of the Committee must ensure that there is an appropriate skill mix and a balance in relation to gender, sports, team and individual sports and para-sport. Notwithstanding the generality of the foregoing, Development Committee members shall:
  - a. Be at least 16 years of age.
  - b. Not have been sanctioned for an anti-doping rule violation in relation to the World Anti-Doping Code.
  - c. Not be subject to any safeguarding sanction whether from the CGF or other sporting organisation.
  - d. Not have been sanctioned for any ethical violations relating to Sport, including but not limited to the manipulation of competitions.
  - e. Be willing to be bound by the CGF's Code of Ethics and Conduct and related integrity policies.
  - f. Be able to demonstrate that they have many of the following desirable skills, knowledge, experience, and personal attributes to assist the Development Committee in fulfilling its mandate:
    - i. Clear written and verbal communication skills.
    - ii. Competent information and communication technology skills.
    - iii. Highly developed interpersonal and relationship-building skills.
    - iv. Capacity to work without direct supervision both individually and within a team environment.
    - v. Knowledge of and interest in Commonwealth Sport.
    - vi. Passion for Commonwealth Sport.



11. The membership of the Committee will comprise:
  - a. The Chair appointed by the CGF Executive Board.
  - b. Six Regional Vice Presidents elected in accordance with the CGF Constitution and the CGF's Elections Policy. The election will be overseen by the Election Panel.
  - c. An athlete representative appointed by the Executive Board on the recommendation of the Athletes Advisory Commission.
  - d. Any members co-opted in accordance with these Terms of Reference.
12. Both genders shall contribute 40% or three members of the Committee (whichever is lower) and, where, by election, membership does not satisfy this paragraph, the Committee shall co-opt such number of members as are required to satisfy this requirement. Co-opted members shall not come from the same CGF Region as each other.
13. The Committee shall have the power to co-opt up to three further members to reflect experiences that are not well represented on the committee. The number of potential co-opted members under this paragraph 13 shall be reduced by the number of members co-opted in accordance with paragraph 12 and such co-option shall be managed to ensure that the minimum gender requirements detailed in paragraph 12 are maintained. Each co-opted member shall have the same rights as every other member of the Committee.
14. The following shall apply to terms of office:
  - a. The term of office for membership of the Development Committee shall be four years.
  - b. Members shall be entitled to seek re-appointment for a second term of four years.
15. A Committee member shall cease to hold office if:
  - a. by notice in writing, they resign their office;
  - b. they are removed from office by the Executive Board;
  - c. they do not attend three consecutive meetings of the Committee unless the Committee otherwise determines;
  - d. they have been sanctioned for an anti-doping rule violation in relation to the World Anti-Doping Code; and/or
  - e. they have been sanctioned for a breach of CGF's Code of Ethics and Conduct or related integrity policies.
16. The Development Committee shall be supported by the Director of Governance in relation to governance aspects and supported by the CGF's Director of Development and CGA Relationships in relation to the business of the Committee. They shall each be entitled to attend, but not vote at, committee meetings.
17. The CGF's President and CEO shall each be ex officio non-voting members of the committee.
18. The Committee may invite other persons, including development experts, independent guests and Executive Board members to attend meetings.



19. The Development Committee does not have any sub-groups. However, it can establish temporary working groups should there be an agreed need for a smaller group to work on a specialist area. Any such group is required to be established by the Chair with the support of the Committee and should report back their work through the Chair. These groups are likely to operate virtually to save on cost.

#### **Development Committee Procedures**

20. The Development Committee shall meet at least two times a year as far as practicable. The dates of meetings will be set by the Director of Governance acting in conjunction with the Committee Chair and the CGF's Director of Development & CGA Relationships.
21. Notice of the time and place of every meeting shall be given in writing or by email or other electronic communication to each member at least 7 days prior to the time fixed for such meeting. Members may attend by means of any electronic communication facilities provided all persons participating in the meeting are able to hear each other and any member participating in such a meeting by such means is deemed to be present at the meeting.
22. A quorum for the meeting shall be 50%.
23. Decisions will be reached by consensus. Where voting is necessary, this will be by majority vote.
24. The Committee may make a decision without holding a meeting if the Chair has taken all reasonable steps to make all members aware of the matter and need for a decision; members have had a reasonable opportunity to communicate their views on the matter and the required decision to each other; and a majority of the members vote in favour of a particular decision on a matter. Such a decision shall be recorded in minutes as if it had been taken at a meeting.
25. Minutes of each meeting shall be recorded and circulated to members of the Committee and to members of the Executive Board.
26. Otherwise, subject to any contrary direction or intention provided by the Executive Board, the Committee shall be free to determine its own procedures.
27. The CGF shall meet all reasonable expenses of the Committee in line with its expenses and other policies.
28. All Development Committee members and persons invited to attend meetings by invitation shall be subject to certain confidentiality requirements as determined by the Executive Board and may be required to sign a confidentiality agreement.
29. If in the opinion of the Executive Board a member has or may have, or if a member has or may have, a potential or actual conflict of interest in relation to the Development Committee, the Executive Board or the CGF generally:
  - a. The member must disclose the nature of the conflict of interest to the Committee and the Executive Board; and
  - b. The member may not participate in any discussions, voting or decisions of the Committee which may be affected by the conflict of interest, unless permitted to do so by the Executive Board.



- c. If there is any conflict between this provision and the CGF's Code of Ethics and Conduct and related integrity policies, the Code of Ethics and Conduct and related integrity policies shall prevail.

**Approved by the CGF Executive Board  
April 2024**

**To be reviewed February 2025**