

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 10 January 2023  
**Time:** 17:00-20:00hrs  
**Location:** Stirling Court Hotel

**Attending :**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Michael Cavanagh	MCav	Past Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Jennifer Barsby	JB	Director: Equality
Susie Crawford	SC	Director: Marketing
David Bond	DB	Director: Wellbeing
Nigel Holl	NH	Director
Niall Elliott	NE	Honorary Medical Adviser

**In attendance**

Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Adrienne Sunderland	AS	Secretariat
Mike Hay	MH	2022 Games Review

**Apologies**

Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Carolyn Morgan	CM	Honorary Legal Adviser

**1 Welcome**

The Chair wished everyone a Happy New Year and extended a warm welcome to Mike Hay (MH) who had been invited to highlight and review the key findings from the 81 recommendations in his 2022 Birmingham Games Review. An Executive Summary with 7 key recommendations for the Board to consider had been circulated.

A meeting of the Finance Committee had just concluded and an extra Board meeting will be set for February; with a three item agenda - Finance, anything to come from tonight's discussion, and the Governance Review.

**2 2022 Review:**

MH outlined that his recommendations came under three broad categories

- Operational – for action, expansion, continuation
- Games environment – review after recce to Victoria
- Overall strategy – for Board discussion and decision with reputational and financial resource implications.

The Executive Summary had highlighted five broad sections

- Performance
- Communication

- Collaboration
- Influence
- Wellbeing

MH provided overall contextualisation and key recommendations with the main considerations for the Board being in the area of performance.

### **Key Recommendations**

*3.CGS’s General Selection Document states that - 32.1 All invitations for Teams will be accepted subject to evidence of performance showing potential to place in the top six in the Commonwealth. CGS Board need to consider whether it’s in the interests of the overall team to take a team sport which cannot evidence a Top 6 placing.*

*4.CGS to instigate a Team Sport Summit early in the 2026 cycle along with sportscotland. The Summit to provide an opportunity for Team Sports to highlight their key performance requirements and support provision in the build-up and during a major championship. CGS and sportscotland leadership will have the opportunity to better understand those requirements and align their service provision allocation for each sport. In turn they can explain the challenges and explore the opportunities regarding accreditation, additional support staff, meeting facilities etc. The outcome to target a Team sport medal for Victoria 2026.*

*19.CGS Board to consider renumerating key management Games-time roles 6 months out from the Games. Ensure the recruitment criteria covers individuals with requisite skills and experience and time to prepare for their role.*

*25.CGS to consider employing a “Sport Engagement Manager” with the remit of building strong relations and understanding of the sports performance requirements in the lead up to a Games. They would be central to planning Games Readiness meetings with sports. This is a model currently used in both BOA and TeamEngland*

*45.CGS and Board to consider a new policy, in line with other leading Commonwealth Nations, of adopting a policy of sending home athletes within 36 hours of completing competition – connected to recommendation 39*

There was considerable debate on the recommendations above with further questions and clarification from Mike Hay. Discussion centred on the implications of reducing team numbers on performance outcomes, team ethos and outcomes beyond medals and wider implications for athletes and sports included and potentially excluded.

3 It was agreed the Selection Committee will first consider the implications of recommendation 3 and will provide their feedback to the Board at the next meeting.

4 It was agreed that CGS should hold a Team Sports Summit in late March with sportscotland input – date to be agreed w/c 21 March.

**Selection Committee**

19	<p>The issue of remuneration of staff was recognised as having many implications including financial with limited resources. While it is essential to get the best possible staff it is potentially divisive if some are being paid and others are not. It was acknowledged that volunteers are becoming harder to get. With the Winter Olympics finishing immediately prior to the Commonwealth Games in 2026 there will be more pressure on staff release from Sportscotland and volunteer staff. It was agreed to identify the breakdown between paid, contracted, released and volunteer staff and present this for further discussion.</p>	<b>EM</b>
25	<p>The employment of a Sports Engagement Manager was discussed referencing the BOA and CG England. Information will be obtained on these roles and reviewed relative to existing CGS roles, critical timeframes and resource implications.</p>	<b>JD/EM</b>
34	<p>The Board agreed to appoint a specific role of Quartermaster to enhance and improve the kitting out experience. This would be built into Team staffing and preparations.</p>	<b>EM</b>
45	<p>It was agreed to revisit the policy of sending staff and athletes home once competition is finished. Board will come back to this once more is known about the Victoria model.</p>	<b>EM</b>
<p><b>Conclusion</b></p>		
<p>The Chair thanked MH for his time and contribution and also the Board for their input into the discussion.</p>		
<p><b>Dates of next Board Meetings</b></p>		
<p>Meetings have been set for 21 March and 23 May (also AGM). An additional meeting will be set to consider further the Review Recommendations, Finance, arising from the meeting of the Finance Committee and Governance, arising from the findings of the Governance Committee.</p>		

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 16 February 2023  
**Time:** 17:00-20:00hrs  
**Location:** Stirling Court Hotel

**Attending:**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Michael Cavanagh	MCav	Past Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Jennifer Barsby	JB	Director: Equality
David Bond	DB	Director: Wellbeing
Nigel Holl	NH	Director
Carolyn Morgan	CM	Honorary Legal Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Adrienne Sunderland	AS	Secretariat

**Apologies**

Susie Crawford	SC	Director: Marketing
Niall Elliott	NE	Honorary Medical Adviser

**1 Welcome**

The Chair welcomed everyone to the meeting. He noted that with the resignation of the First Minister the previous day, it was anticipated there would be significant movements at officials and political levels within the Scottish Government for the next period.

It was also highlighted that Hamilton, Canada had pulled out of discussions to host the Games in 2030 and would contribute to uncertainty until a new host could be found.

The structure of the meeting was then outlined with Agenda order changing to reflect attendee availability.

**2 Investments**

The Finance Director explained that the majority of CGS investments were with Abrdn and other historical funds were managed by Abrdn, but not part of that portfolio. One of these, the Scottish Mortgage Investment Trust, has historically performed well but now fell above our adjusted risk level so the recommendation to the Board would be to sell and reinvest at a lower risk portfolio.

To reduce Capital Gains liability it was agreed to sell over two tax years to reduce tax liability. The Board agreed to this approach.

JMD

It was noted that Abrdn, while currently managing the investment portfolio, do not advise us. It was agreed that Board should consider appointment of professional advisers to work with Abrdn.

Board

### 3 Trinbago Team Sports

The Board considered the paper which had been circulated and JD outlined that planning had been based on likely numbers of 40 athletes and 20 staff with a budget, including contingency, of £200,000.

Invitations have now been received for teams for Netball Fast 5s and men's Rugby 7s which take the numbers to over 60. Having reviewed numbers and costs, this could still be delivered within budget and each of these provide a good developmental process for athletes.

There was some debate around which sport to prioritise if only one sport could attend. EM will follow up with Netball to explore further on their preparation programme.

EM

The Board agreed to accept both invitations and to cap the budget at £200,000.

### 4 Birmingham 2022 Review Recommendations

An update paper had been circulated with several Appendices containing information which had been requested at the last meeting. EM was thanked for her work on the Recommendations Tracker which was a useful tool to assess the progress on actions and options.

#### **Paid Staff**

There was discussion on the report on Team staff in relation to those released including sport and sportsotland roles, those who were in voluntary roles and those contracted. It was outlined that discussions had taken place following the last meeting with the Hon Medical Adviser looking at issues and options with medical staff with suggestions on reward and recognition to be further developed

EM/JMD

It was agreed that further work needed to be done on other roles and ensuring we could continue to attract the right range of applicant appropriate for the roles whilst noting budgetary constraints implications. It was noted that the recommended Quartermaster role was anticipated to be a short term contracted position because of its specialised logistical requirements for six to eight months, prior to and for the start of the 2026 Games.

More work will be done after the March recce to assess Team structure, numbers of staff and costs.

EM

#### **Chef de Mission Appointment**

Staff left the meeting for Board for discussion on the recommendation to appoint EM to the post of Chef de Mission for 2026.

The Board agreed unanimously to appoint EM to the post and she was congratulated by the Board.

## **Type of Team 2026- Selection Committee Recommendations**

Following the previous meeting the Selection Committee had met to discuss the position of type of team for 2026, including the question of guarantee of representation in all sports. It had been noted, in very competitive environments, no medals have yet been won by Team sports..

EM

It was agreed that setting a general Top 6 standard was still appropriate and while it should be our aspiration and intention to be represented in all sports, the guarantee of representation in the General Selection policy should be removed. This would be worked into the next General Selection Criteria. This would be caveated by:

- Budget/cost limitations which may restrict overall team size
- Tackling financial position by requesting contribution to support all sport representation from athletes, sport and National partners
- CGF Open Allocation quota system restrictions
- CGF Athlete Allocation System restrictions for Team Sports and direct invitational individual sports
- Consideration on restriction of overall Team size if there are cost limitations.

Sportscotland has agreed to a meeting to discuss Team sports and to discuss where Team sports sit. The Review 2022 Report will be shared with Mel Young and Forbes Dunlop ahead of an agreed meeting with them and a requested follow up meeting with the sportscotland Board, in advance of their next meeting on 24 April. Briefings and presentation to be prepared outlining the environment, opportunities and challenges for CGS and the Games over the next two cycles and how sportscotland can partner with us and sports going forward.

JMD

There will be a message to sports on the Review Recommendation followed by highlighting changes to the Selection Policy. Date to be agreed with sportscotland for the Team Sports Summit, as their level of commitment in investment and development is critical to our future approach .

JMD

PB left the meeting and MCam took the Chair.

## **5 Forward Budget Projections**

The Finance Group had met in January and looked at the challenges ahead, with two scenarios presented to the Board based on future budget projections:

1. Funding from sportscotland and Scottish Government
2. No funding from sportscotland and Scottish Government

CGS currently has cash reserves with enough funds for one further Games cycle as outlined in our Financial Principles but not for the cycle after that. Expenditure on Core Operations, Games Team, Games Support Programmes have been reviewed and reconsidered. It was noted that level of activity and projects such as pre Games preparation camp or transition camp, which in the past have been vital to team performance and development of Team Scotland ethos, can only take place with sportscotland support.

The paper was discussed and the many challenges considered and it was agreed that the meeting with sportscotland will be opportune and vital, particularly the challenges relating to potentially requiring sports contributions if funding is not available.

If funding is an ongoing issue, it was recognised, as a priority, we need to consider level of funding and position of the Youth Games, particularly if occurring more than once in a cycle.

It was noted that a potential Youth Games in 2025 will conflict with preparations for Victoria especially on staffing capacity and will be compounded by any late announcements and information coming from both Victoria Commonwealth Games and Youth Games organisers.

The Board agreed to support the financial paper recommendations, also noting the cap on the Youth Games budget of £200,000 and the decrease in risk level for investments.

## 6 Governance Group Review

The paper had been circulated and Michael Cavanagh outlined the recommendations of the Governance Group on the future structure of the Board.

Board members considered each recommendation and, in some cases, made amendments to the wording. All recommendations were agreed with option B relating to transition from current to future Board accepted.

MCav will review the final recommendations which will be sent to Honorary Legal Adviser for Article drafting consideration.

MCav/JMD

The recommendations will be put to vote by Members at an online Extraordinary General Meeting at the end of March to be agreed (**proposed date 27<sup>th</sup> March**).

Members will be asked to vote Yes or No to the recommendations package and to raise any issues in advance.

The appointment process for the Chair is also be prepared so it can be advanced quickly should the proposals be agreed.

JMD/PB

MCam thanked everyone for their contributions to the meeting.

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 21 March 2023  
**Time:** 17:00-19:00hrs  
**Location:** Stirling Court Hotel

**Attending :**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Colin Gregor	CG	Director: Athlete Representative
Susie Crawford	SC	Director: Marketing
Nigel Holl	NH	Director
Bruce Cook	BC	Director: Commercial
David Bond	DB	Director: Wellbeing
Carolyn Morgan	CM	Honorary Legal Adviser

**In attendance**

Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Adrienne Sunderland	AS	Secretariat

**Apologies**

Jennifer Barsby	JB	Director: Equality
Michael Cavanagh	MCav	Past Chair
Niall Elliott	NE	Honorary Medical Adviser

- 1 Welcome**  
PB welcomed members to the meeting.
- 2 Chair update:**  
A meeting with **sportscotland** Chair and CEO will take place on Friday 24 March and indications are positive.  
  
Abrdn, who manage our share portfolio has been sold to LGT (subject to regulatory approval). An emergency meeting of the Endowment Fund has been called to discuss this.  
  
The other matter to note is the potential impact of the change to the political landscape with the election of a new First Minister and likely Ministerial and civil service changes.
- 3 Declarations of interest**  
PB advised he had been appointed Chair of British Curling.
- 4 Notes of Previous Meetings**
  - 4.1 Notes of the January Meeting of the Board were agreed



4.2 Notes of the February Meeting of the Board were agreed as a true record.

## 5 **Matters Arising**

JMD advised instruction had been given to Abrdn to proceed with the sale of the investment in Scottish Mortgage Investment Trust.

It was recommended that new Board look an independent adviser with specialist knowledge adviser to look at the LGT proposition and advise on the structure of the investment portfolio as ABRDN can't provide an advisory service.

**New Board**

Review recommendations actions are ongoing, with meeting with sports to be held on 20 April. Next update on review of recommendations will be presented to Board in May.

**EM**

Recommendations from the Governance Review will be taken to members at the Special General Meeting on 27 March.

## 6.1 **Victoria 2026 Site Visit**

EM outlined purpose and key objectives of the visit – to get greater understanding of the geography, travel, to build relationships, view facilities and develop understanding of the local culture.

**Geography and Travel** - There are geographical challenges with the distance between the five Games hubs and although public transport is good, capacity may be limited, and car rental availability may be poor.

**Relationships** – JMD outlined the range of key contacts made during the visit - from Anne Marie Harrison at Victoria Institute of Sport, who had provided many useful regional contacts, to representatives at government and local government level and officials from the British Consulate. Representatives from the St Andrews Society had also been very helpful – there is a huge Scottish historical and current influence we can draw on.

These will be followed up and further developed.

**EM/JMD**

**Facilities** –The Opening Ceremony is scheduled to be in Melbourne Cricket Ground (MCG) but this is potentially a 7-9 hour round trip away for athletes and staff, The OC is looking at alternatives for the athlete experience and how this can work.

The Closing Ceremony in Geelong will present other logistics challenges, with lack of accommodation and athletes potentially departing from Melbourne the following day. The majority of the existing competition facilities in regional areas are excellent but there are many temporary pop-up venues planned, with a large amount of work and cost required to get them to the required standard for a Games, and no Games legacy or sustainability thereafter.

A range of options had been identified for support services pre-Games and at Games time including a potential Holding Camp site and these will be explored further with support from **sportscotland** necessary to progress these.

**Culture** – strong acknowledgement of first Nations People is everywhere in public life and will need to be built into our planning. There are four separate First Nations Groups within the Victoria regional sites and the Aboriginal flag flies alongside the Australian flag on all public buildings. We need to be informed and aware of sensitivities over Scotland's role in the history of Victoria particularly in these regions.

Team Scotland challenges will come from the travel and the 5 day maximum timescale suggested by the OC for athletes to enter the Villages. A Holding Camp may help address this acclimatisation and Team cohesion. The geography and the four locations, with connectivity between regions is an issue. Cycling will need to move between four Villages. PB suggested on Cycling we should look at the model for the World Cycling Championships being held in Scotland in August as this provided similar logistics and personnel challenges.

**EM**

The Board expressed concern about ensuring the wider Team Scotland athlete and staff experience is positive and integrated. Victoria interest is currently focused on regions more than CGF/CGA experience and if not addressed would have a major impact on athlete participation in 2030. These concerns will be raised further with the CGF and V2026.

Next site visit will be October/November to focus on advancing support services and cycling challenges.

We have started investigating travel and flight options for 2026 and will advance further after the site visit.

EM/JMD

## 6.2 Commercial Programme – You Gov Report

Details of the You Gov Report had been circulated and BC highlighted some of the results on public perception and awareness of Team Scotland. There is still little recognition of our brand/logo or of the meaning of Team Scotland, which has generally gone down since 2015, following the successful home Games in 2014. This may reflect the lack of any positive marketing investment to reinforce or highlight our brand. Public attitude is the CGS has a greater role than just to prepare and send athletes to a Commonwealth Games.

There was broad discussion around the need to attract commercial income to supplement the funding received from **sportscotland**. CGS non-Games activity is in projects or potential projects and delivery of projects is part of our Strategic Plan. Marketing objectives should be linked to return. Investment in development is necessary but should be proportionate to the potential return. The Board acknowledged the difficulty in attracting sponsorship in the current climate while noting the impact of the JMA over the last 3 Games cycles. It was agreed that a new plan is needed to be developed, linked to the Marketing Plan, to deliver this noting the way forward initially is to focus on attracting income from Games service provision such as airlines, kit, car hire, etc to mitigate costs.

The Board agreed to explore a Commercial Programme with the intent to establish meaningful revenue from the private sector to supplement current **sportscotland** and Scottish Government funding.

The shape of a graduated Commercial Plan needs to be developed and brought back to the new Board.

BC/JMD/C  
Mil

### CEO Update

The CEO Report had been circulated and JMD advised that at this stage no further detail had been received on the CGF Strategic Plan. A series of Regional meetings is about to start so information may be received prior to these. The European Regional meeting is 5/6 June.

- 7.1 The potential risk around 2030 now that Hamilton has pulled out was highlighted. The Board agreed that a motion should be brought to the CGF General Assembly calling for review of number of core sports at a Games. There is risk to the sports, ongoing investment and profile of the Games, and commitment to it by athletes and sports at a national and international level, with only two core sports currently confirmed from Games to Games.

JMD

## 7.2 T2023 Youth Games Report

A progress report on Trinbago had been circulated. Chris Purdie and Danny Cockroft are currently on a site visit. EM advised that the GTM post had gone to open

recruitment with a lot of interest from high calibre applicants. Interviews will take place week commencing 27 March. Media staff interviews are in progress.

**7.3 Marketing and Communications Report**

Marketing and Communications Report was noted.

**7.4 Finance Report**

The Finance Report was noted. A meeting to approve the Audited accounts will be arranged for late in April.

**8 Other Business**

A Special General Meeting of Member Sports with a one agenda item will be held on 27 March to vote on the changes to Articles.

The Chair thanked everyone for their attendance and input to discussion.

**AS**

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 28 April 2023  
**Time:** 10:30-11:00hrs  
**Location:** Microsoft Teams

**Attending:**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Michael Cavanagh	MCav	Past Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Jennifer Barsby	JB	Director: Equality
Susie Crawford	SC	Director: Marketing
David Bond	DB	Director: Wellbeing
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Nigel Holl	NH	Director
Niall Elliott	NE	Honorary Medical Adviser

**In attendance**

Adrienne Sunderland	AS	Secretariat
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**Apologies**

Carolyn Morgan	CM	Honorary Legal Adviser
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**1 Welcome**

The Chair welcomed Board members to the meeting to review and approve the Audited Accounts. Susan Jackson and Jon Doig were then asked to take the Board through the accounts.

**2 2022 Accounts:**

SJ referred to the Accounts previously circulated and highlighted although there is no requirement to have accounts audited, CGS elects to do this as a matter of good practice in a Games year, as this was normally the year of highest expenditure.

SJ, JMD and AS had met with the auditors on 24 April to review and complete final sign off of accounts. CGS had received an Unqualified Audit Report with minor details suggested to improve financial management procedures, with change to more electronic approval of invoices to be paid and to cut off points at the end of the financial year. It was agreed these changes would be implemented.

**JMD/AS**

As termed a non-trading organisation, CGS is not liable for Corporation Tax except for the investment income.

Following discussion Note 3 relating to Directors Remuneration was requested to be removed as not necessary.

**3 Letter of Representation**

The Letter of Representation had been circulated and was approved by the Board.

**4**

**Accounts**

The accounts were approved subject to Note 3 being removed.

The Chair thanked SJ, JMD and AS for their input into the accounts and audit process and thanked the Board for their attendance.

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 23 May 2023  
**Time:** 17:30-19:00hrs  
**Location:** Stirling Court Hotel

**Attending :**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Michael Cavanagh	MCav	Past Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Jennifer Barsby	JB	Director: Equality
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Nigel Holl	NH	Director
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Honorary Medical Adviser

**In attendance**

Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Communications & Marketing
Adrienne Sunderland	AS	Secretariat

**Apologies**

Susie Crawford	SC	Director
David Bond	DB	Director

- 1 Welcome**  
The Chair welcomed Board members to the meeting – his final one as Chair and noted apologies.
- 2 Declaration of Interest:**  
There were no declarations of interest.
- 3 Minutes of Previous Meetings**  
The Minutes of the meeting of 21 March were agreed as a true record.  
The Minutes of the meeting of the Board on 28 April were agreed.
- 4 Matters Arising from Previous Meetings**  
The Action Log had been circulated and JMD advised that all Site Visit actions had been followed up and Team Travel option discussions were under way.  
The new Governance Director at the CGF had been contacted regarding the proposed motion to the CGF General Assembly and the issue around the limited number of core sports will be raised at the European Group Meeting on 5/6 June.

Date for Team Sports summit with **sportscotland** to be agreed and consultation and job descriptions for Quartermaster and Sports Engagement Manager posts received from BOA and Commonwealth Games England.

## 5 **AGM Business**

Details outlining the structure of the AGM had been circulated and JMD was asked to outline the voting process, with six candidates nominated for two posts.

19 sports will be in attendance and five proxy votes listing the nominees in preferential order have been received. Voting delegates can vote for up to two people.

The membership application from Scottish Golf was approved and the interim CEO will attend the meeting.

To be elected, a Director needs 50% + 1 of the vote. JMD and the Hon Legal Adviser plus an independent non voting person from non nominated sport will act as scrutineers.

A Q&A session with Chris Purdie, Ashwin Lokare, V2026 Director of CGA Relations and Elinor Middlemiss will take place during the voting counting.

It was confirmed CGS has 29 sports bodies in membership including Golf.

SJ will provide the Financial Report for the quadrennial.

## 6 **Senior Staff Updates**

### **CEO Report**

The paper had been circulated and JMD confirmed he would be on leave till 4 June, returning for the European Meeting on 5 and 6 June. As yet, no papers for this are available.

It was agreed that PB and MCav will remain as CGS representatives on the Endowment Fund and MCav on Youth Trust board until new members are appointed by the incoming Board.

Victoria reconciliation action plan will be followed up at the next site visit in September.

**JMD**

JMD and EM had met with Forbes Dunlop and John Lunn of **sportscotland** and our investment offer was agreed with further investment discussions ongoing to be confirmed after the site visit.

**JMD/EM**

The Risk Register has been updated to add Trinidad security as an increased risk based on changed circumstances. CGEngland had taken a security adviser on their recent site visit and his report has been forwarded to Derek Callan who is following it up. Police Scotland have recommended taking a Security Officer and investigation is underway to identify someone from Police Scotland, or a retired policer person, or failing that, a private security person. Additional financial support from the Board of £5K was requested for this and was approved.

**EM**

The Board agreed a security person was necessary and additional budget expenditure approved. PB offered to follow up with Police Scotland as required.

UK Sport – NH requested that issue of British Sports Programme Directors providing support to England be raised with UK Sport as the same level of support should be available to other home nations. This has been an ongoing issue for some time. JMD will raise this again with UK Sport.

**JMD**

### 6.2 **Review – Quarterly Report Actions for Victoria 2026**

A full day with sports on B2022 Review had taken place with actions arising being taken forward. There was strong consensus on Selection and Performance Targets.

Sports have acknowledged the gender balance issue but this is not being tackled at a level or pace impacting on Games teams. Alternative strategies would be discussed with sports and **sportscotland** to accelerate change.

The Team Sport Summit will be progressed with **sportscotland** after 16 June, when a SportEngland summit with their sports is taking place. EM and Phil Reid from **sportscotland** will attend this.

### **Trinbago 2023**

Athlete selection is ongoing with Netball and Athletics nominations still to be approved. After consideration, the Board agreed that the Selection Panel should be asked to stay on until 30 May to complete the process.

### **Victoria 2026**

The programme for a site visit in September is being developed, with Cycling, and up to three staff members of **sportscotland** attending, with the aim of scoping the training camp.

Feedback on athlete numbers provided to the CGF and V2026 appears to be listened to.

It seems likely there will be a small increase in accreditations available for extra team officials but this will be at our cost and there will be severe challenges on accommodation.

## **6.3 Marketing and Communications Report**

The paper had been circulated and CMil thanked BC and SC for their input to the strategy session

He also reported a recent very positive strategy meeting, with sport CEOs looking to work together under the Team Scotland brand which was reinforced at the recent CEO meeting.

## **6.4 Finance Report**

Interest rates on the term accounts are being reviewed and money will be moved if a higher interest rate is available.

The sale of Ayr to LGT is moving ahead and will be monitored. The new Board will follow up on the outstanding action point to get a Financial Adviser to review management options.

Membership Fees - the Board agreed to continue to have no member sport membership fee.

## **7 Any Other Business**

Ian Reid, newly appointed CGS Chair joined the meeting for introductions to members of the Board and staff in attendance and thanked the outgoing members for their commitment and hard work.

In recognition of their service, the three were presented with Team Scotland pictures. PB, MCav and MCam thanked the Board and wished the new Board well.

Paul Bush acknowledged the efforts of the Board and staff during his tenure as Chair and thanked them and closed the meeting.

**JMD/AS**

**New Board**



**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 16 August 2023  
**Time:** 18:30-20:00hrs  
**Location:** Airthrey Castle

**Present:**

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Susie Crawford	SC	Director: Marketing
Jennifer Barsby	JB	Director: Equality
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Marc Hope	MH	Director: (present via Teams)
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Honorary Medical Adviser

**In attendance**

Jon Doig	JD	Chief Executive
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Communications & Marketing

**Apologies**

Nigel Holl	NH	Director
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**1 Welcome**

The Chair welcomed Board members to the meeting – his first as Chair, noted apologies and paid tribute to the sad passing of Joan Watt, Life Member and former Hon Medical Adviser. A brief outline was given of developments since the last meeting, particularly relating to the withdrawal of both Victoria as 2026 host and Alberta as a potential 2030 bidder.

**2 Declaration of Interest:**

There were no declarations of interest made relating to agenda items. Board members were reminded to review current Declarations and update where required. These would be reviewed and placed on the website.

**3 Minutes of Previous Meetings**

The Minutes of the AGM of 23 May were noted as a true record.

The Minutes of the meeting of the Board on 23 May were noted as a true record and agreed.

**4 Matters Arising from Previous Meetings**

The Action Log had been circulated and JD updated on developments. Several actions had been impacted by the 2026 news, resulting in September's site visit being cancelled, a pause on 2026 Team Preparation activity and the Sport Engagement post being kept under review.

**Board**

The CGF had indicated that concerns regarding limited number of core sports will be addressed but also confirmed that motions to the CGF General Assembly may be submitted up until the 8<sup>th</sup> September. It was agreed that JD would monitor and prepare motions as required for consideration.

JD

## 5.1 Trinbago Report

EM gave a verbal report, with team performance data tabled. Results were outstanding across the Team with strong medal and other performances across all the sports.

There were many key learnings in a Games that was delivered at short notice by Trinidad and Tobago in difficult circumstances. These mainly related to heat and other organisational issues, a number of which had been identified but not acted on in time by the Games organisers and CGF. Of note were lack of Organising Committee staff, early challenges with managing across the two island sites, lack of transport provision and its unreliability requiring additional spend from contingency, and the late delivery of venues.

Safety and Security was a key risk identified pre-Games and the appointment of Eleanor Murdoch who monitored and advised on the ground was central to ensuring all team members were safe with guidance given being followed.

Pre-Games concerns over accommodation were resolved, with all team members being housed on site in our two hotels which were more ideally located than other options.

The Games was a positive learning experience for athletes and staff, however we will now review in more detail lessons for CGS, sports and feedback recommendations for the CGF and future hosts, to ensure these Games can be built on in future editions.

EM/CMii

As a requirement of the safeguarding procedures, it is noted that reporting and recording of safeguarding concerns was zero.

This will be brought to the next meeting.

Tribute was made to the staff team led by Chris Purdie. Each Team member is being individually written to by IR.

## 5.2 CGF 2026/30

Further detail was given on circumstances around the withdrawal of Victoria and Alberta and associated discussions on actions, external communication to and future options.

Issue raised relating to lack of consultation with any partners before announcement of the A\$6-7 billion cost quoted by the Victorian premier is noted, as this caused huge reputational damage, impacting on the Alberta bid and subsequent interest from potential hosts. This cost was not consistent with any previously presented for 2026 or previous Games.

The Board considered wider critical implications in the paper for CGS and partners and potential issues for all, should there not be a 2026 host resolution by the end of 2023. Action to reprioritise staff workload in the short to medium term was outlined and this would be refined following the return of staff from Trinbago and leave.

Noting the critical importance to CGS, members and partners for a resolution on the issue of future hosting and the need to directly influence CGF discussions and decision making based on our Games experience as host, and participants, the decision to nominate Ian Reid for CGF Vice President post was endorsed.

IR/JD/CMii

JD would follow up with the CGF on whether on-line hustings would take place in advance of the General Assembly.

JD

Executive team to bring to next Board meeting an outline on additional focus areas for the organisation to utilise increased capacity until a future host is secured.

JD/CMii

Confirmation was noted of CGS financial liquidity and the company's objectives under the company articles. This provided the Board with comfort on the trading position of CGS, the Team Scotland Youth Trust and the Endowment Fund in the absence of a Games host.

It was noted the meeting of UK CGAs with CGFP was being held later in the week, with more information on next steps sought.

IR thanked the staff for the paper and confirmed that Board members would be kept updated on developments.

### 5.3 Board Structure and Governance

JD referred to the paper on Governance outlining outcomes of the Board Skills and experience analysis and committee appointments.

It was agreed to progress recruitment for further Directors with experience in ESG and HR with the need for wider diversity on the Board also noted. Board members were asked to help identify suitable candidates.

After discussion on the Athlete Director process, it was agreed to progress with recruitment from nominations from 2018 and 2022 Games athletes, with a shortlisting and interviewing process based on applications before the Nomination Committee made recommendations to the Board. It was noted that consideration should be given to widening the interview panel experience to reflect athletes thus ensuring the candidates have the right balance between athlete experience and support and ability to deliver on wider Board Director duties.

JD/CG

After discussion it was agreed to approve the Board Committees and members as proposed along with issue Champions and representatives on the Endowment Fund and the Team Scotland Youth Trust including:

#### *Board Champions/ Responsibility*

SJ -Finance

JB -EDI and Safeguarding and Wellbeing (Note: NE will shadow while JB on maternity leave)

NE- Anti Doping  
BC/ MH - Commercial  
IR, SJ - Endowment Fund  
JB, Michael Cavanagh -Team Scotland Youth Trust.

#### **5.4 Finance**

JD and SJ spoke to the Finance report. The Investment position with abrdn transitioning to LGT was noted. It was agreed to progress the independent review of investment management and link with the Endowment Fund on this if practical. IR and SJ to discuss options to take forward.

**IR**

The proposal to wind up and pay out remaining obligations on the Medallist Reward Scheme was supported with a policy paper to be brought to the next meeting, athletes contacted and a final report including recommendations produced.

**AS**

#### **6 Senior Staff Updates**

##### **CEO and Marketing Report**

JD and CMil spoke to their reports. The change in top risks in the Risk Register and mitigations were noted with risks relating to 2026 and 2030 added. It was noted that these risks should be adjusted to all remain at red until confirmation of host for 2026. Trinbago risks would now to be removed and a review of format separating issues from risks would be implemented and presented to the next meeting.

**AS**

##### **Any Other Business**

There being no further business, IR thanked members for their attendance and closed the meeting.

The next meeting would be 9<sup>th</sup> November 18:00 for 18:30 at Airthrey Castle.

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 9 November 2023  
**Time:** 18:00-20:00hrs  
**Location:** Airthrey Castle

**Attending:**

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Nigel Holl	NH	Director
Bruce Cook	BC	Director: Commercial
Susie Crawford	SC	Director: Marketing
Marc Hope	MH	Director
Colin Gregor	CG	Athlete Director
Niall Elliott	NE	Honorary Medical Adviser
Carolyn Morgan	CM	Honorary Legal Adviser
Jodey Hughes	JH	Athlete Director Designate

**In attendance**

Jon Doig	JMD	CEO
Elinor Middlemiss	EM	Head of Games Operations
Colin Miller	CMil	Head of Marketing and Communications
John Lunn	JL	sportscotland
Adrienne Sunderland	AS	Secretariat

**Apologies**

Jennifer Barsby	JB	Director: Equality
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**1 Welcome**

IR welcomed members to the meeting and thanked them for coming. He introduced Jodey Hughes, as new Athlete Director and John Lunn, our sportscotland Partnership Manager, who would be attending meetings in the future.

For Colin Gregor and Susie Crawford, this was their final meeting as Directors.

IR noted the recent passing of Honorary Life President, David Webster OBE and gave thanks for his huge contribution over the years. Condolences and best wishes were sent to his family.

Apologies had been received from Jen Barsby who was congratulated on the birth of her second son. Although not attending meetings, Jen is receiving Board papers and following Board business.

**2 Chair Update**

The Chair noted that we are operating in a challenging environment and the CGF are still seeking hosts for 2026 and 2030 which will be a big focus for the General Assembly next week.

Elections to the CGF Board will take place so there will be changes ahead. December is a busy month with Scottish Sports Awards on 7 December and the Board awayday the following day.

### 3 **Declarations of Interest**

There were no declarations of interest.

### 4 **Minutes of Previous Meetings and Matters arising**

4.1 The Minutes of the August Board meeting were agreed.

4.2 The majority of Action log items are either complete or would be covered during the meeting.

UK Sport Programme Directors priority would be raised, as although there is uncertainty on 2026 Games, this is a critical time for NGBs as decisions are being made on the Los Angeles investment cycle.

Recruitment of non executive Directors is ongoing. IR is awaiting a response from one candidate.

The issue of Core Sports has not moved forward as we are awaiting the 'update from the Sports Committee meeting at the GA.

Appointment of Financial Adviser – SJ advised we need to outline exactly our requirements and move ahead in conjunction with the Endowment Fund.

JMD

IR

SJ/JMD

The Medallist Reward Scheme has been closed and all athletes paid out. Responses from those who have received money are being collated.

### 5 **For Presentation, Discussion and Decision:**

#### 5.1 **CGF 2026 and 2030 Update**

The briefing paper had been circulated and it appears that CGF discussion is progressing with two potential countries.

The compensation payment from Victoria has been agreed with discussions ongoing as to the tax liability. It is disappointing and frustrating that the money can't be accessed more quickly. There is a desire to keep the money in Australia but the Gold Coast has no government support. The CGF need certainty on the financial package available.

The amount of money the CGF has available (circa £150M) is quite a small amount of the necessary requirement for a Games.

Any host would need 18-24 months notice to prepare for a Games, so the final deadline to agree, beyond which a Games couldn't go ahead, would be by March/April 2024. After that attention will turn to Paris so there will be no chance to progress.

Informal discussions have taken place in the UK but the UK Sport position is that a 2026 Games is not in their strategy or budget. If the UK was asked to host, it would involve all UK Home Nations.

It was agreed that GA representatives would try to get some sense from the CGF if an Australian bid was likely and viable. There is currently no Home Nations solution but we could move if necessary. 2027 is an option but may pose a challenge for athlete availability and scheduling.

At present there is no communication to athletes or SGBs, so athletes, competing in Paris who may consider retiral, might be lost if there is no news issued on Commonwealth Games. Communication after the GA to athletes and sports is important and there needs to be a clear message with a robust Communications Plan to map out scenarios.

After discussion, the Board agreed the recommendation to move to a formal bid if required and to develop a pro active Communications plan.

## 5.2 General Assembly

Although the 2026 Games is not an agenda item, there is no doubt there will be much discussion on it. One of the three proposed workshops is on Future of the Games so it may be included there.

Election of a new CGF Board is one of the main agenda items. IR confirmed he is standing for one of the three Vice President (VP) positions and has spoken to a number of CGAs in this process. There are currently seven strong candidates, with a good regional spread. but two may drop out. The key is to have a Board that can move.

Scotland's voting preferences for VP and RVP and. President were outlined and agreed.

Queries have been raised with the CGF on classification and transparency of the accounts, which cover CGF, CGFP and the Foundation. There is a proposal to remunerate the President and Board, with no proposal to assess performance, and our suggestion would be that this is delayed until role descriptions are finalised and a host for 2026 is determined.

## 6 Board Governance

### 6.1 Athlete Director Appointment Confirmation

Jodey Hughes was confirmed as the new Athlete Director. Colin Gregor will continue as European member of the CGF Athlete Board for the next two years.

### 6.2 Board Awayday

The draft programme for the day had been circulated. It was confirmed staff would attend the morning session with discussion on the Strategic Plan, with the Board only after lunch.

As there are a number of papers to review, it was requested these be circulated well in advance. These will be added to the Board intranet site.

AS

## For Information:

### 7 CEO Report

The CEO report had been circulated for information. There were no questions. JMD recorded his thanks to Denise Holmes who is retiring as TSYT director due to ill health and work pressure.

### 7.1 Risk Register

The format has been updated slightly with a focus on business risks.

### 7.2 Trinbago 2023:

The Trinbago Youth Games report had been circulated. The Games came in on budget. There are 40 learnings from the Review. There should be some consideration given to athlete funding, extra places and the allocation of these.

The CGF Trinbago survey has been completed with a follow up call to discuss issues not covered by the survey. The report has been given to the GA representatives for follow up.

All sports involved acknowledged the benefit for young athlete development and want a pathway.

### **7.3 Marketing and Communications Update**

The paper had been circulated. Uncertainty on 2026 is affecting the way forward.

Collaborative working with sports under the Team Scotland brand is going well with support provided to Badminton and Squash for their Open events.

A Glasgow 2014 Exhibition in the St Enoch Centre will celebrate 10 years since the Glasgow Games. This will be held at the same time as the World Indoor Athletics and will provide a good opportunity for us to be in the public eye, to highlight 2014 and engage with Scottish Athletics and partners.

SC commented that the Marketing Plan, initially developed in 2017, is still relevant, although the context has changed. Our fundamental aim is to be attractive to sponsors and commercial partners. CMil has done a good job in taking the plan forward.

### **7.4 Finance Report**

The report had been circulated. SJ highlighted that a meeting of the Endowment Fund would take place on 7 December.

Medallist Reward programme is now complete and we are following up with athletes on the benefits and difference this made to them. It is important to capture these stories.

NH queried if part hosting of a Games could lead to a resurrection of the scheme although this would be a decision for the Board at the time.

### **8 Dates of next meeting**

The meeting dates for 2024 were circulated and agreed.

### **9 Closure**

IR thanked everyone for attending and the two retiring Board members were thanked for their contribution.