

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 8 February 2024
Time: 18:00-20:00
Location: Airthrey Castle

Attending:

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Nigel Holl	NH	Director
Marc Hope	MH	Director
Jodey Hughes	JH	Athlete Director
Jennifer Barsby	JB	Director: Equality
Carolyn Morgan	CM	Honorary Legal Adviser (apologies late arrival)

In attendance

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

Apologies

Bruce Cook	BC	Director: Commercial
Niall Elliott	NE	Honorary Medical Adviser
John Lunn	JL	sportscotland

1 Welcome

IR welcomed members to the meeting and thanked them for coming.

Apologies were noted from Bruce Cook, Niall Elliott and John Lunn. Carolyn Morgan would join the meeting later as she had a previous training commitment.

2 Chair Update

IR thanked everyone involved in the 2014 Exhibition in Glasgow for the work which had gone into this. Feedback from those involved in the Glasgow 2014 Organising Committee had been favourable.

JH was also congratulated on being awarded a scholarship for World Academy of Sport. As this is not a full scholarship CGS would review how to assist with support.

3 Declarations of Interest

There were no declarations of interest.

4 Minutes of Previous Meetings and Matters arising

4.1 The Minutes of the November Board meeting were agreed.

The Board decision at a Special Meeting on 23 January was noted, with work being progressed by staff.

4.2 Most Action log items are either complete or would be covered during the meeting. Board members were reminded to complete and return Code of Conduct.

5 For Presentation, Discussion and Decision:

5.1 Finance

The report had been circulated and cash flow reviewed. Term deposits and interest rates are being monitored. Interest rates are improving.

All year end information has been submitted with the exception of the investment reports which we have to receive from advisors, JKFS.

The investment review has taken place and questions raised for LGT have been sent to them to work through. Recommendations will be brought to the next meeting.

The accountancy tender process closes on 9 February and to date there has been one submission and note of another to come. The requirement to have an audit is a potential deterrent for accountants and as CGS elects to do this, and it is not a legal requirement, the Board would consider the costs benefit compared to other options depending on tender responses.

The P&L for 2023 which had been circulated would be reflected in the Forward Budget Forecast to be discussed.

JD/SJ

5.2 Forward Budget Projections

SJ outlined forward budget projections based on our key financial principles as presented to the members at the AGM. We have reserves as at 31 December of £3.2m and with the conclusion of the Medallist Reward Scheme, no liabilities.

Cancellation of Victoria 2026 has created budget uncertainty with the cost of accommodation, travel, travel grant etc all unknown at present.

The impact of the two Games Joint Marketing Agreement (JMA) income, and funding commitment since 2012, from both Scottish Government and sportscotland was indicated. Different scenarios were shown based on recent Games costs, income and team size. Ultimately, if there is no confirmation of similar Government funding support, and costs stay the same, then CGS will not have the reserves at the end of the cycle for the next Games cycle, which is contrary to our existing financial reserve principle.

Potential options to mitigate this were shown.

It was acknowledged that both Scottish Government and sportscotland finances were under pressure in the current financial climate.

It was agreed that 2026 Games position needed to be resolved before any decisions on Reserves Policy or other decisions could be made.

CGS has been fortunate in having income from the JMA in 2009 which funded 2014 and from Birmingham, and this has been key to our funding.

The Board agreed that the scenarios outlined trimmed costs but to get to 2030, major cost cutting decisions would be necessary, and these would need to be taken soon.

The Endowment Fund is available to draw down from, with the capital almost intact.

Prior to the next meeting:

- the position and options will be reviewed.

- ongoing commitment from Scottish Government and sportscotland will be confirmed.
- Investment management review will be concluded and recommendations agreed.
- Budgets will be reviewed in March/April

JD/SJ

Budget options, including a new Reserves Policy, will be presented to the meeting in April or June.

6 Board Governance

The Board Self Assessment forms are on the website for review. These will be circulated in PDF form for comment prior to members completing them by the end of March.

AS

6 Athlete Advisory Group

JH confirmed that 12 applications or expressions of interest had been received. It was noted that the Terms of Reference had changed so that retired athletes, still actively involved in sport, and Youth Game athletes can be involved. This was supported.

There is a good gender balance and split and range of sports from those who have applied and selection will be difficult. Contact will be maintained with those not selected.

JH

Recruitment of additional Board members has been ongoing, but it was agreed to pause this until 2026 was resolved and to reengage in April/May.

IR/JD

7 2026 Update

An update was given on the 2026 Games. It is understood CGF representatives are visiting potential hosts.

It was agreed to formulate a communications plan to keep athletes, stakeholders and partners informed.

CMil/JD

For Information:

8 CEO Report

The CEO report had been circulated for information. SJ and JH will attend the European Meeting with JD. There were no questions.

8.1 2 Plus 1%

A paper had been circulated outlining the current status of the Plus 1% data management platform, currently used by CGS. Additional funding is required for the system to operate more efficiently, and current income levels are not sustainable. Alternatives are available but these are costly. It was agreed to investigate costs and alternatives to provide a full comparison, with IR offering support. This has been added to the Risk Register.

JD/AS

8.2 Marketing and Communications Awards Report

The report had been circulated. It was agreed to continue with the format and venue for 2024. Wednesday 4 December has been identified as a suitable date and this will be progressed with the venue and partners.

CMil

8 Dates of next meeting

The meeting dates for 2024 were reviewed and agreed.

9

Closure

IR thanked everyone for attending.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 19 March 2024
Time: 18:00-19:30
Location: Microsoft Teams

Attending:

Ian Reid	IR	Chair
Jennifer Barsby	JB	Director
Bruce Cook	BC	Director
Jodey Hughes	JH	Athlete Director
Nigel Holl	NH	Director
Marc Hope	MH	Director
Susan Jackson	SJ	Director: Finance
Niall Elliott	NE	Honorary Medical Adviser
Carolyn Morgan	CM	Honorary Legal Adviser

In attendance

Jon Doig	JMD	CEO
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Danny Cockroft	DC	Programme Administrator
John Lunn	JL	sportscotland

- 1 Welcome**
IR welcomed members to the meeting and thanked them for coming.
- 2 2026 Update**
The Board was updated on the position relating to the 2026 Commonwealth Games by the Chair and CEO.

Following a full and open discussion on options outlined, it was agreed to advise the CGF of our position with a time limit of 30 April 2024, noting the sensitivities and potential risk benefits. The concerns of BC were noted.
- 3 Investment Management Review**
An update on investment management review was given. It was agreed to delegate decision making to the Finance Director, CEO and Chair on preferred investment management options with a report on outcomes advised to the next meeting.
- 4 Closure**
IR thanked everyone for attending.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 18 April 2024
Time: 18:00-20:00
Location: Microsoft Teams

Attending:

Ian Reid	IR	Chair
Bruce Cook	BC	Director: Commercial
Jodey Hughes	JH	Athlete Director
Nigel Holl	NH	Director
Marc Hope	MH	Director
Susan Jackson	SJ	Director: Finance
Carolyn Morgan	CM	Honorary Legal Adviser

In attendance

Jon Doig	JMD	CEO
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Danny Cockroft	DC	Programme Administrator
John Lunn	JL	sportscotland

Apologies

Jennifer Barsby	JB	Director
Niall Elliott	NE	Honorary Medical Adviser

1 Welcome

IR welcomed members to the meeting and thanked them for coming.

Apologies were noted from Jennifer Barsby and Niall Elliott.

2 Chair Update

IR thanked those who had worked on the 2026 concept thus far. All other updates were to be covered in the 2026 update.

3 Declarations of Interest

There were no declarations of interest.

4 Minutes of Previous Meetings and Matters arising

The minutes of the February and March Board meetings were agreed.

Most Action log items are either complete or would be covered during the meeting.

CGS provided feedback on the amended CGF articles received, a formal response is not anticipated until after the next CGF meeting.

For Presentation, Discussion and Decision:

5	2026 Update	The Board was updated on the current situation with the CGF relating the 2026 Commonwealth Games by the Chair and CEO.	IR/JMD
6	Finance	<p>The finance report and annual accounts had been circulated.</p> <p>CGS's accounting services have been moved to Drummond Laurie from Thomson Cooper based on cost and service. The cost of a full audit was high across the tenders, and as this is not a requirement for a company of CGS's turnover and size, this was not included as part of the appointment. This need is to be kept under review.</p> <p>CGS's investment portfolio has been reviewed by advisors JKFS. The subsequent recommendation that has been agreed was to move to Evelyn Partners for discretionary fund management.</p> <p>SJ outlined the 2023 account report received from Thomson Cooper, which were approved by the Board. SJ explained the significant difference in directors' expenses in comparison to 2022 as due to JMD no longer being classified as a director, and differences in expenses being as a result of the CGF General Assembly in Singapore.</p>	JMD
7	Governance	<p>The Accounts were approved and would be lodged with Companies House.</p> <p>JMD thanked the Board for completing their annual self-assessments and highlighted the common trends.</p> <p>Results showed general satisfaction with; the composition of the Board, skills, diversity, succession appointments, balance of sufficient knowledge and timing and structure of Board meetings and papers. Feedback on inductions, ongoing training and clarity of committees was mixed and will be picked up in IR's 1:1 meetings with Board members. Anonymised trends to be circulated to the Board.</p> <p>The formal notice of CGS's AGM has been circulated to member sports, and draft agenda circulated to the Board. SJ recommended rewording point 5, Annual Accounts 2023, to Finance Update, given that typically financial matters focus on the future rather than the past at the AGM. This would be included as part of the Annual update.</p>	JMD
For Information:			
8	CEO Report	The CEO report, CGS Risk Register, Stakeholder Matrix and European Regional Meeting notes had been circulated to the Board. SJ queried the reaction from fellow European CGAs in response to the Glasgow 2026 concept announcement. JMD noted that within the CGF President's Q&A that followed the announcement, no questions were raised regarding the concept by other CGAs. Some, however, have contacted separately with positivity about Scotland taking a lead.	DC

Despite the CGF seeking expressions of interest to host the Commonwealth Youth Games at the last General Assembly, this will be sought again once the 2026 host is determined. The Youth Games host is then scheduled to be announced in April 2025, meaning the Youth Games can safely be removed from this cycle in the CGS budget.

JMD requested reconfirmation of EM as Chef de Mission for the 2026 Commonwealth Games, having previously been instated for the Victoria 2026 Games. The Board unanimously agreed this reconfirmation.

9 Sub Committees

The Athlete Director update had been circulated to the Board. JH noted that Colin Gregor's role as European Representative on the CGF Athlete Advisory Commission was coming to an end and no Scottish athlete had noted their interest for this role within the next cycle. This is likely due to the nature of appointment requiring campaigning across athlete communities in Europe. JMD to feedback to the CGF on the off-putting level of time investment required within these positions.

JMD

Dates of next meeting

Board Meeting & AGM – Thursday 6th June 2024 – Stirling Court Hotel

Board Meeting – Thursday 22nd August 2024 – Venue TBC, in-person

Board Meeting – Thursday 7th November 2024 – Venue TBC, in-person

Closure

IR thanked everyone for attending.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 6 June 2024
Time: 17:30-19:00
Location: Stirling Court Hotel

Attending:

Ian Reid	IR	Chair
Bruce Cook	BC	Director: Commercial
Jennifer Barsby	JB	Director
Jodey Hughes	JH	Athlete Director
Nigel Holl	NH	Director
Marc Hope	MH	Director
Susan Jackson	SJ	Director: Finance
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Honorary Medical Adviser

In attendance

Jon Doig	JMD	CEO
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communications
Adrienne Sunderland	AS	Secretariat
Chris Jenkins	CJ	President CGF
Katie Sadleir	KS	CEO CGF

Apologies

John Lunn	JL	sportscotland
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- 1 Welcome**

IR welcomed members and thanked them for coming. He specially welcomed CGF President, Chris Jenkins and CGF CEO Katie Sadler and who had been invited to provide an update on the current 2026 Games situation.
- 2 Declarations of Interest**

There were no declarations of interest.
- 3 Chair's Opening Remarks**

IR requested agreement from the Board to move to Agenda Item 5 so that CJ and KS and could contribute without having to sit through the meeting formalities. This was agreed.
- 5 2026 Update**

CJ thanked CGS for the invitation to the meeting and provided background on the CGF Games replacement process since Victoria's withdrawal.

At the CGF General assembly, £100million was offered to potential hosts and four expressions of interest had been received. Any bid had to include Government

support. The CGF Board had agreed to progress the four proposals and to confirm a host by the end of May. .

In the meantime, the CGF has been working at a regional level, highlighting their other development programmes and initiatives, to reset and redefine Commonwealth Games to a manageable level and to reframe the Commonwealth.

This is also being reviewed with Commonwealth Secretariat and a paper will go to the Commonwealth Sports Ministers Meeting.

National Governments through CHOGM have been asked to support the reset.

Critical to this path for change, as the main public manifestation of the Commonwealth, is a Games being held in 2026.

IR thanked CJ for his contribution and outlined that work is ongoing to progress our concept, with a Project team workshop on 7 June with the CGF. Dialogue with Scottish Government is ongoing and direct contact with Glasgow City officials will be followed up.

IR/JD

If and when and if we receive approval, CGS's aim is to be ready to go.

KS thanked CGS for this work done on behalf of the CGF movement, as this had been a challenging time for everyone. She advised that there were expressions of interest for Games in 2030 and 2034 and what 2026 looked like would help frame future bids.

IR invited questions. It was confirmed members could instigate informal meetings with civil servants on areas such as transport, security, medical to provide further background knowledge.

Concern was expressed on any budget overrun and who would be responsible but the position is that the event will be adjusted to prevent any overrun, while still maintaining a quality event.

IR drew discussion to a close and thanked CJ and KS for their input. CJ and KS left the meeting.

4 Minutes of Previous Meetings and Matters arising

The minutes of the April and May Board meetings were agreed, however it was agreed to redact the dates noted under Item 5 in the 2026 Update in April and to remove two paragraphs of confidential detail from the May minutes.

SJ requested clarification on minutes published as there should be a record of decisions made by the Board. It was agreed these minutes with no redactions would be published once the situation became public knowledge and was no longer sensitive.

JD

4.2 Most Action Log items are either complete or would be covered during the meeting.

5.1 Sports Selection Process

A paper on the above had been circulated and Board agreement sought on this process as there is a planning and delivery risk if this area is not progressed in advance of any formal agreement to proceed.

The makeup of the Selection Panel was outlined and it was confirmed one independent member had been agreed. Two Board members would be required (with any Declaration of Interests to be noted).

The Board agreed to delegate Sports Selection to the Selection Panel.

The Board agreed Jen Barsby and Nigel Holl would sit on the Selection Panel.

Noting the CGF will have ultimate approval of the 10 sports selected, they would be represented as observers not decision makers on the Selection Panel. This will be a two week process, with a meeting date in late June to be agreed. This will also allow time for CGF engagement with IFs.

For Presentation, Discussion and Decision:

6 Finance

The Finance Report had been circulated. Evelyn have been confirmed as investment brokers.

A P&L Report had been circulated and it was noted that any 2026 costs were being reimbursed by the CGF. Income and expenditure against 2026 needs to be noted.

AS

AGM finance report will look forward. SJ confirmed that CGS would like Scottish Government support to continue for Team Scotland Games delivery, as has been provided for previous Games. This is entirely separate from any potential Games delivery as host.

7 Governance

AGM

JD outlined the format of the meeting and advised three key points would be highlighted – Trinbago Youth Games, Team Scotland Awards and appointment of the Athlete Advisory Panel. A more detailed annual review has been placed on the website.

The 2026 Update is likely to be questioned, and all sports will be asked to work with us, rather than any lobbying from those who may not be included in the sports programme, which would not be helpful.

Different versions of letters to sports will be sent out on 7 June, depending on whether the sport is in or out. JD will follow up with one to one meetings if sports request this.

JD

For Information:

8 CEO Report

The CEO report, CGS Risk Register had been circulated. There were no questions. The date and venue for the combined African/European Regional Meeting is confirmed as 6 and 7 October in Kenya.

9 Any Other Business

IR requested Board input into the Governance of any Games Delivery Company which would be a Company limited by Guarantee, with CGS as a member. This includes review of number of members, Articles of Association etc. An online meeting for Board input will be arranged.

JD

Closure

IR thanked everyone for attending.

Dates of next meeting

Board Meeting – Thursday 22nd August 2024 – Airthrey Castle, in-person

Board Meeting – Thursday 7th November 2024 – Airthrey Castle , in-person

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 22 August 2024
Time: 18:00-19:30
Location: Airthrey Castle

Attending:

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Jennifer Barsby	JB	Director
Jodey Hughes	JH	Athlete Director
Nigel Holl	NH	Director
Marc Hope	MH	Director
Bruce Cook	BC	Director: Commercial
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Honorary Medical Adviser

In attendance

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

Apologies

John Lunn	JL	sportscotland
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- 1 Welcome**
IR welcomed members and thanked them for coming. .
- 2 Chair's Update**
IR advised that situation with 2026 was fluid and much would be covered in JD update. He advised he would like consensus from the board on how to bring matters to a head as they were dragging on.
- 3 Declarations of Interest**
There were no declarations of interest.
- 4 Minutes of Previous Meetings and Matters arising**
The minutes of the June Board meetings were agreed.
The minutes of the June AGM were agreed.
- 4.2 Action Log**
Most Action Log items are either complete or would be covered during the meeting, with most dependent on 2026 discussions and outcome.
- 5 2026 Update**

JD provided a summary update. There are no other options for 2026 but Scotland. There has been interest in hosting Youth Games and strong interest from New Zealand for 2030 Games.

2026 Concept work has continued to be supported by the CGF.

CGS and Project Team are working with Scottish Government (SG) and UK Government to progress a decision. Different reasons have been given for delays e.g. holidays, UK Govt recess but operationally, CGS has been in contact with all necessary parties to discuss requirements.

A letter has been received today from SG stating they still have areas to overcome around the Games delivery timing and potential comparisons with 2014. They are requesting further reassurance on project planning and critical milestones which have been sent and financial underwriting from UK Government but have not outlined figures or for what specifically this entails.

The Board expressed frustration as CGS and 2026 Concept group have done everything possible to reassure SG and provide figures and now there have been further delays and this additional request.

It was agreed this now needed to be resolved.

Project work

While this has been going on, the Project Group has progressed the following:

- Games Budget continues to be refined as work continues reflecting:
 - A secondary Security Review
 - Contingency budget increased. Number of sports is set at 10.
 - CGF has added
 - £5mil for Glasgow to upgrade facilities at Tollcross and Emirates, (not including Scotstoun) and for Games activation
- Legalities on Host Agreement, domain names and trademark protection
- Company Structure developed with two from CGS, two from CGF, with up to 12 directors in total.
- Recruitment agencies have been identified for directors and senior officers.

Sports Programme

CGF Sports Committee met on Tuesday 20 August followed by CGF Board meeting on Wednesday 21 August, and a letter received this afternoon questions the potential inclusion of Boxing due to international Governance issues. We will go back to CGF to confirm exactly what the current position is and will review options, including and excluding Boxing.

EM/JD

Clarification was requested on when the sports decision would be announced. It was confirmed this would be after a general Games announcement as the CGF need to discuss with IFs and we need to do likewise with our national sports. The 10 sports need to be identified as quickly as possible to progress accommodation, programme etc.

Marketing and Communications

The SG have asked CGS and CGF not to comment publicly while they consider options on the basis they are not also doing so. This has made responding to the media and partners difficult and frustrating. A strategy is being developed for the next steps involving announcement and follow up, including outline of the Sports programme.

A potential Games logo has been developed and agreed by all parties. CGF guidelines have now changed, so there is a detailed framework to work within a version of the CGF logo.

This was shared with the Board who commended the process.

Operational Planning

The Project Plan being worked on with skilled consultants, and the Concept Planning Group is now working out of CGS two days a week.

Initial staff appointments would be done by CGS and transferred to the Company as soon as possible after incorporation.

It was noted that the Bank account becoming operational will take time due to the security /money laundering checks required and the CGF were looking at potential arrangements to manage this.

Commercial

The CGF is working through their arrangement with CGFP and Sport5 who have responsibility for Commercial rights. Having early engagement with CGFP Sport5 was seen as necessary to meet the targets set and reduce risk against our Commercial expectations. Until this is confirmed they can't approach sponsors, broadcasters etc. Ideally CGFP would be working on sponsorship, merchandising and income at present. This would be raised with CGF as a matter of urgency.

IR/JD

Next Steps

Board members asked for details of planning and agreements to date to be put on the Board private web page for members to consider.

JD/DC

IR asked the Board to consider CGS response to the Scottish Government letter. After discussion it was agreed to set a deadline to have Letters of Undertaking signed by Scottish Government and UK Government by 17th September. If this is not received, CGS would need to withdraw from hosting the Games as support was necessary and a September deadline was now critical in order to deliver the successful Games planned.

JD/IR

For Presentation, Discussion and Decision:

6 Finance

The Finance Report had been circulated. There was nothing significant to report. A meeting had been held with Drummond Laurie to discuss budget reporting and finance process support once Helen Toole leaves, at the end of September. Their proposal had been received today.

AS

The process of moving the financial investments is taking longer than anticipated. JD and SJ will meet with JKFS to review once finalised.

JD/SJ

7 Governance

7.1

Moving to Inclusion – We are waiting for a response from Plan4Sport. JD, JB and AS will meet to progress this. The board awayday at the end of the year will include work on Equality. The Equality Policy was approved.

7.2 Life Membership and Recognition policy had been reviewed to provide a structured process for recognition. The revised policy was approved and a new Nominations Committee will be formed. **EM/AS**

For Information:

8 CEO Report

The CEO report, and CGS Risk Register had been circulated. There were no questions.

Helen's contribution to CGS was acknowledged. She is leaving on 30 September and the Staffing Structure has been reviewed on this basis. A note of thanks to Helen from the Board was requested. **JD**

2026 continues to be the main major item on the Risk Register with mitigations as discussed earlier noted.

9 Any Other Business

IR and the Board thanked everyone for their efforts to get 2026 over the line, as this had required additional working at weekends and in the evenings.

The contributions of staff members Colin Millar and Danny Cockroft and Hon Medical Adviser Dr Niall Elliott as part of the successful Team GB in Paris were noted. Congratulation notes had been sent to all Scottish athletes involved inviting them to the 2024 Awards. The Olympics learning would be incorporated into upcoming Games Team planning.

Closure

IR thanked everyone for attending. There will be an additional Board meeting around 17th September to review 2026 status.

Dates of next meeting

Board Meeting – proposed 18 September 2024 (online to consider the SG and UK Government responses)

Board Meeting – Thursday 7th November 2024 – Airthrey Castle, in-person

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 18 September 2024
Time: 18:00-19:30
Location: Teams

Attending:

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Jennifer Barsby	JB	Director
Jodey Hughes	JH	Athlete Director
Nigel Holl	NH	Director
Marc Hope	MH	Director
Carolyn Morgan	CM	Honorary Legal Adviser

In attendance

Jon Doig	JMD	CEO
Stuart Turner	ST	2026 Concept Consultant
Colin Millar	CMil	Head of Marketing and Communications
Adrienne Sunderland	AS	Secretariat

Apologies

Bruce Cook	BC	Director: Commercial
Niall Elliott	NE	Honorary Medical Adviser
Elinor Middlemiss	EM	Head of Games Operations
John Lunn	JL	sportscotland

1 Welcome

IR welcomed members and thanked them for coming.

2 Chair's Update

The confirmation of Scottish and UK Government support for the Glasgow 2026 Games, assisted by money from Commonwealth Games Australia, was great news. The next two years will be hard work but will be exciting. Many messages of encouragement and support have been received from all over the Commonwealth.

This meeting is for the Board to review progress and formally agree the next steps.

3 2026 Update

JD and ST were invited to provide updates.

Operational Planning

ST confirmed work on 2026 Concept has moved to Planning phase and now both are merged. Sportscotland has offered the group workspace in their offices at Templeton on the Green, which should be suitable for the next 6-8 months.

Additional resource for Communications and for Project Management is necessary and additional resource requirements for tenders for short term subject experts are being identified.

Governance

A recruitment agency has been identified to progress Board and staff recruitment. The majority of the concept team are keen to remain as staff.

A meeting with Stephen Marsden from Sport5 has been held to begin to progress commercial activity – this needs to start now.

A Procurement strategy with defined delegated authorities, with dual sign off and quick sign off will be developed.

Glasgow 2026 Games company has now been registered with Companies House and company details will be lodged as soon as possible. The aim is to operate as a company from January 2025.

The CGF will provide an interim loan of £100K to G2026/CGS.

Sports Programme

The sport programme is being worked through and the CGF will move this on and accelerate with IFs. There is still an issue with one sport and clarification on the situation is necessary.

The board sought clarification on the number of sports as media reports were of 10-13 sports. The number was confirmed at 10 as it would be too difficult to increase this number. All sports would be advised by mid October.

Board approval

CGS needs to confirm to CGF our agreement to host 2026 Games subject to legal agreements. CGS will write to CGF to confirm this. The Board agreed to this.

The Board approved the request to set up a company to organise the Games.

The Board approved the nomination of Ian Reid and Jon Doig to the board of the Organising Company and of Ian Reid to be Vice Chair.

A Chair needs to be appointed and the Board agreed that it was expedient to appoint quickly from an identified short list. The Board were asked to consider appropriate people and this will be followed up shortly with either a full Board meeting or Sub Committee appointed to review this.

Paperwork on the Host City Agreement is to be submitted and a meeting with the CGF on 19 September will progress this. This was approved.

The Board approved IR and JD acting during the transitional period.

Next Steps

JD and CGS staff will move on separation of activity from OC/2026 to focus on CGS and Team Scotland preparations.

IR may need Board support to fulfil obligations as Vice Chair of Organising Committee and CGS Chair in addition to his day job.

CGS Governance will be discussed at the next meeting.

ST/JD/IR

IR/JD

JD

Any Other Business

A Board meeting will be held before the Regional ECGA meeting on 7/8 October with informal questions circulated prior.

AS/JD**Closure**

IR thanked the Board for their support over this extended period and thanked ST and the Project Group for their work. He reiterated that this was a great opportunity for a Home Games and there was great support and encouragement from athletes and CGAs.

Dates of next meeting

Board Meeting – tbc – prior to 3 October

Board Meeting – Thursday 7th November 2024 – Airthrey Castle, in-person

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 1 October 2024
Time: 18:00-19:30
Location: Teams

Attending:

Ian Reid	IR	Chair
Susan Jackson	SJ	Director: Finance
Jodey Hughes	JH	Athlete Director
Bruce Cook	BC	Director: Commercial
Marc Hope	MH	Director
Niall Elliott	NE	Honorary Medical Adviser
Carolyn Morgan	CM	Honorary Legal Adviser

In attendance

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

Apologies

Nigel Holl	NH	Director
Jennifer Barsby	JB	Director
John Lunn	JL	sportscotland

1 Welcome

IR welcomed members and thanked them for attending at short notice.

2 Chair's Update

IR shared some of the research findings on 2026 Games conducted by STV through Scot Pulse which indicated largely positive results. 70% of the population believe the Games will bring economic benefit.

There was a request from the Board to supply any information – a crib sheet -on benefits to Glasgow/Scotland of hosting G2014 and COP.

CMil

JD was invited to provide a sports update.

3 2026 Update

Sport

The CGF officially signed off the Sports Programme on 27 September, with the two sports that had been in doubt now clarified and 10 sports agreed. These are Athletics, Basketball, Boxing, Cycling (Track), Gymnastics, Indoor Bowls, Judo, Netball, Swimming, Weightlifting/Para Powerlifting.

The process of communication to sports is underway with all sports in the Games contacted. Some sports still have to be contacted but the process is going well so far, with those not included taking a pragmatic approach.

EM

The confidential nature of this information has been underlined to sports and IFs but there is the possibility of a leak from somewhere.

CGS is aiming for a public launch on either 10 or 14 October.

CMil

There is an SGB CEOs meeting on 3 October at which Colin Miller is presenting. This will be the first opportunity to engage with all sports. Communication to athletes will be linked via the Athlete Director.

The CGF European and Africa Regional Meeting in Kenya on 7/8 October will be challenging as no detail on sports can be released or discussed.

Governance

Glasgow 2026 Games company has now been registered with Companies House and IR and JD registered as directors.

A bank account has been applied for and this process is underway. UTR tax and HMRC VAT registration is in process.

Advice from the recruitment agency is to launch all recruitment for Board and senior staff at the same time, ideally toward end of w/c 30 September.

The Host Collaboration Agreement is still being worked through with CGF, with confirmation of obligations almost complete.

Lawyers will be asked to produce a summary sheet with HCA details for board to consider and approve prior to the formal launch on 10 or 14 October.

JD

The Board agreed to identify and agree a Chair from a shortlist. IR will approach these as soon as possible.

IR

IR reiterated the need for support from CGS Board and requested anyone interested and with capacity to contact him to discuss where they could help.

The meeting closed at 19.36.

Dates of next meeting

Board Meeting – Thursday 7th November 2024 – Airthrey Castle, in-person.

standing ovation led by Northern Ireland. There were sessions on Sustainability and Branding.

There is a strong desire in Africa to host a Games in future with 2030 being pushed.

The European group had a separate useful meeting to discuss areas of commercial activity and athlete allocation principles.

2026 activity is moving on as quickly as possible. CEO and CFO interviews are being held on Tuesday 13 November, followed shortly after by other senior team appointments.

CGF have confirmed their appointments to the OC Board. – Katie Sadleir and Mary Hardy, from CGF Audit Committee.

They also have the ability to appoint a non-Executive Director for a budget oversight Chair role and are currently discussing this with potential appointees.

The Board queried if there was CGS presence and input into any of these appointments and IR confirmed both CGS and CGF were involved.

George Black is currently shortlisting non-executive directors from the many applicants and CGS will also have oversight of this process before appointment. Board composition from gender, diversity and skills balance needs to be considered. These roles have been advertised.

The contractor workforce has now reached 15 with more appointments coming to enable the operational capacity to meet immediate requirements.

The commercial area is one that needs to move on, linked to Sport5 and CGFP. This has been highlighted to CGF.

Debbie Hair of Evelyn will be joining us to provide detail on Investments.

4 Investments

A presentation had been circulated for the Board to view in advance of the meeting. SJ explained that our investments have been moved and the methodology of how investments will be managed, changed, moving to discretionary. This requires CGS to give Evelyn clear instructions. Our current policy has not been reviewed since March 2022. Once we have considered Debbie's presentation, we can bring it back to the AwayDay for further discussion for finalisation by the end of the year.

Debbie joined the meeting by Teams and was welcomed. She shared the presentation on screen.

Evelyn had reviewed the existing policy, which was a good policy and primarily needs wording updating. Their role is to provide guidance, clarification and support.

The Board was asked to consider exclusions or not, with the objective of mirroring our Mission, Vision and Values. Current exclusions are armaments, gambling, and tobacco. Debbie asked the board to consider oil and gas, which are potentially contentious areas, and the financial impact of inclusion and exclusion on a portfolio.

Definition of risk is understanding of risks and volatility. CGS needs to assess income requirements - currently targeting an annual return of 3.5% which is medium level risk. Policy wording on this needs to be aligned with the presentation

JD

There was a query on how other investors viewed oil and gas and it was confirmed that there had been a mindset change on energy production and aim for greater self-sufficiency as a result of Ukrainian war, so this sector was an obvious investment opportunity.

The board thanked Debbie for her contribution. We will be in touch when the policy is concluded by the end of the year.

It was confirmed that the Endowment Fund excludes oil and gas. Their policy will be circulated.

AS

5 Financial Report

The Finance Report had been circulated.

The funding requests to sportscotland and Scottish Government need to be worked on as these are important for enhancement of Games and Team preparation.

The Chair requested that finance reporting should be against budget. It was confirmed that, due to uncertainty over the home/away Games situation, the 2024 budget had not been uploaded to Xero. The 2024 budget had been monitored to ensure that all activity was within budget.

5.1 2026 Games Update

A report on the 2026 launch had been circulated, with a lot of information. The launch and the Chair announcement went well. IR thanked everyone involved in the launch and acknowledged the huge amount of work that had made it a success.

Athlete and sports response had been good, with those not included understanding of the situation. There had been requests for more transparency in the sports selection process.

The view of the IFs was similar – understanding of the situation, but disappointed not to be included. There is also recognition that there are constraints on sports who have been included.

CGS can support Commonwealth Championships for sports not included, possibly with sportscotland support. We have asked the CGF to clarify Commonwealth Championships and relationship to the Games and proximity to the Games when they can be held.

JD/EM

It was felt that the announcement of the 2030 host, due to be in July 2025, could be beneficial to sports, to position our Games as part of succession for those sports not included this time.

5.2 2026 Team Scotland Planning

A paper had been circulated with a number of recommendations on specific areas. Although activity in the planning process had paused, work had continued in the background. The Team and Games budget will be considered on 5 December.

An update meeting will take place on 14 November with the ten sports High Performance Managers and then CEOs.

Staffing

The appointment of Chris Purdie as Deputy Chef de Mission was approved.

General Team Management roles will be determined as we know more about athlete numbers and accommodation location . One of these roles will be carried out by CGS Team Services Manager.

EM/DC

The role of Games Administrator will be contracted from February to September 2026.

Niall Elliott confirmed that he had engaged with Carrie McCrea-Routray on the Chief Medical role and he would oversee this as part of his wider role.

NE/EM

The Board queried if all these roles were funded. Chris Purdie, as Deputy Chef will be released from Scottish Student Sport. The Games Administrator role is not funded and we will investigate options with sportscotland. The GTM positions have traditionally been carried out by volunteers so need to be considered.

The Board approved the roles in principle, subject to clarification of funding for the Games Administrator role.

EM

Accreditation

A recommendation from the 2022 Review was that an accreditation panel should be set up, comprising the Head of Games Operations, Team Services Manager and an independent member, to consider accreditations with sports. This was approved, although the role of the independent member needs to be visible and clear.

EM

Clothing

Approval was sought to go to tender with a tight timeline for shortlisting, then presentation by suppliers, for a decision on the supplier before Christmas, and delegated authority to contract was agreed with Board input including the Athlete Director and Finance Director.

EM

Competition clothing – sports generally use their own suppliers for this and this will be raised with them.

Selection

Policies to be developed and timings confirmed.

EM

8 CEO Report

This had been circulated. The Risk Register had not been circulated on this occasion as there were revisions due to the confirmation of 2026 Games. This will be considered on 5 December.

The CGF General Assembly will take place in Glasgow in November/December 2025. We have asked the CGF what is required of us as host CGA.

JD

8.2 Scottish Sports Awards

CMil confirmed arrangements were going well although the focus had been on other matters. There is a good attendance and representation from athletes - all Scots Olympians and Paralympians had been invited. Marc Hope was thanked for securing sponsors.

7 Governance

7.1 Board Awayday

An outline programme had been circulated and a number of items from tonight's agenda had been identified to consider. Further details will be added closer to the time.

7.2 Board Composition and Structure

A paper had been circulated reviewing the Board composition. Skills gaps were noted in areas of Governance, PR and Legacy and it was agreed to try to fill these gaps as soon as possible, giving consideration to the need for equality and diversity.

JD/ IR

IR reconfirmed that he was conscious of the demands on his time with his role in the OC, role as CGS Chair and his job and it was suggested that a Co-Chair role should be considered. As the senior director, Susan Jackson had been identified to deputise for Ian and has capacity to do this. Susan left the room while this was discussed.

As the Chair role is identified by open recruitment, it was agreed that Susan would take up this role and it would be identified as Deputy Chair, not Co-Chair.

CGF Board

As host CGA, there is an observer post available on the CGF Board for CGS if we wish to take it up. This would involve approximately four meetings a year – two in person and two online. If anyone is interested, please let us know.

IR/JD

Any other Business

NE raised issue of medical services procurement for 2026. The Board felt this was something for the 2026 Board to consider.

Dates of next meetings

Meeting dates will be confirmed at the December meeting.