

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 23 February 2021
Time: 17:00-20:00hrs
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
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Jennifer Barsby	JB	Director: Equality
Susie Crawford	SC	Director: Marketing
David Bond	DB	Director: Wellbeing
Margaret Ann Fleming	MAF	Director
Dr Niall Elliott	NE	Honorary Medical Adviser
Carolyn Morgan	CM	Honorary Legal Adviser
Elinor Middlemiss	EM	Head of Games Operations
Adrienne Sunderland	AS	Minute-taker
Colin Millar	CM	Head of Media and Communications
Danny Cockroft	DC	Programme Administrator

Apologies

- Welcome**
PB welcomed everyone to the first meeting of 2021 with a particular welcome to newly appointed Medical Adviser, Dr Niall Elliott (NE), and the newly appointed staff Colin Millar (CM), Head of Marketing and Communications and Danny Cockroft (DC), Programme Administrator. PB invited them all to introduce themselves. Board members later introduced themselves.
- Declaration of interests**
MAF advised that she needed to declare interest as she had just been appointed as Vice President of FIVB. She was congratulated on her appointment.
- Minutes of Previous Meetings**
The minutes of the meeting of 24 November were noted as a true record.
- Matters arising from previous Meetings**
Action points were addressed through the agenda.

5 For presentation, Discussion and Decision:

5.1 You Gov Survey

BC outlined results of the annual survey of 1000 people in Scotland, generally undertaken in October/November. Whilst the report covered wider areas, presentation and discussion focused on the Team Scotland support and brand awareness, athlete characteristics, Birmingham 2022 awareness levels and consumption of Team Scotland information. It was noted that although awareness levels were still high, they were steadily declining apart from importance of success. This reflected our more limited investment level in Marketing comparative to other brands and organisations. Although there has been a decline since Glasgow, with reduced Games and team profile, there are opportunities to address this with the upcoming Birmingham Games and staff appointments. Attention was drawn to the interest in defining success being wider than just medals, with Athlete mental health and welfare and diversity of the team rating highly. There was strong relative awareness of Birmingham 2022 considering the lack of marketing activity and lack of events across the whole sport sector with COVID. This would be monitored. Initial feedback was given by CM and the information would be used to determine the wider Marketing strategy and in particular if more detailed segmentation was required.

In response to questioning it was confirmed it was conducted annually but approach could be changed leading up to Birmingham. CM asked about database of followers and if it was possible to tap in to this and SGB databases. BC suggested tapping into subscriber lists. CM will bring back to Board at the May meeting.

CM

5.2 Covid Update Paper

JMD talked to the Covid paper and the impact on CGS and partners and challenges faced and those likely to impact on B2022 Games.

SGBs are struggling for survival and CGS is mindful of this when trying to push the Games message.

MCam suggested a section on selection and competition would have been useful. Team selection may be difficult as SGBs are already asking to change Selection Policies due to cancelled or delayed events. With no competitions it is difficult to select a team if there is no sporting activity or any qualification opportunities.

Lack of competition opportunities is a challenge. It was agreed to monitor this and report to Board in April.

NE reported that IOC is encouraging individuals to sign up to WHO drive to support Covax and equality of vaccines across the globe. This will continue and CGS can play part in signing up to ensure social wellbeing.

EM/JMD

5.3 Policies

The Sustainability Vision was approved and the Action Plan will be progressed with input from the Athletes Advisory Panel.

It was agreed that CGS will sign the UN Climate Change Charter.

JMD

The SAMH MOU was approved and will be signed and CGS will follow up with SAMH requesting information on the SGBs who have signed up.

The CGS Data and Privacy Protection Policy was approved.

JMD

For Information:

6 Senior Staff Update

6.1 CEO Report

AGM Preliminary Notice has been issued and timing needs to be confirmed. After discussion Board agreed that an evening meeting was most appropriate as some SGBs are volunteers who would have more availability in the evening.

Two Board Directors will be elected and nomination information would be circulated. MAF confirmed that due to term limits she would be ending her time on the Board and would not be able to be at the next Board meeting due to other commitments. She thanked Board members for their support and was in turn thanked for her contribution.

6.2 Birmingham 2022 Team Update. .

PB asked about Athlete Quotas and how and when this would be resolved. JD and EM updated on work being done with the CGF who had issued most recent information on 22 February but there was lack of detail on the Reallocation Process and Contingency Slots. This is being raised again at our request at this month's CGF Sports Committee meeting, to accelerate the process and address the disparities. It was noted that England, as hosts, have been granted 20 additional places. Currently the first opportunity for CGS to request more places is in October. Although this is late, as CGS plans to review individual places with sports in August/September, we will have up to date information for this process.

The GTM appointments of Head and Deputy Head of Medical were welcomed and it was confirmed that the Head Physio and Head of Media would go to open recruitment and would be progressed as soon as possible.

EM/NE/CM

6.3 Finance Report:

Investments and share portfolios are performing well.

Move to Handelsbanken is underway with five Board members still to visit the bank for identification purposes. AS to follow up with the five Board members and give details of the nearest branch of Handelsbanken.

AS

7 Sub Committees & Other Committees

The processes as outlined at the last meeting were continuing with staff recruitment completed. A date for the Staffing Sub-committee meeting will be held to follow up areas by mid-March.

JMD

13 Any Other Competent Business

14 Dates of next Board Meetings

The Board meeting dates as suggested for 2021 were agreed:

13 April

20 May plus AGM

26 August

18 November.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 13 April 2021
Time: 17:00-20:00hrs
Location: 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
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Jennifer Barsby	JB	Director: Equality
David Bond	DB	Director: Wellbeing
Margaret Ann Fleming	MAF	Director
Colin Millar	CMil	Head of Marketing and Communication
Elinor Middlemiss	EM	Head of Games Operations
Adrienne Sunderland	AS	Minute-taker

Apologies

Carolyn Morgan	CM	Honorary Legal Adviser
Susie Crawford	SC	Director: Marketing

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|------------|--|--------------|
| 1 | Welcome
PB welcomed everyone to the meeting. He advised that there would be a trial of the Mi-Voice voting system proposed for the AGM before starting the business of the meeting. JD outlined the voting process and the trial vote took place. The process and voting instructions would be reviewed prior to use at the AGM including the use of any proxy votes which would be lodged with the CEO unless otherwise directed. | AS/JD |
| 2 | Declaration of interests
There were no declarations of interest. | |
| 3 | Minutes of Previous Meetings
Minutes of the meeting of 23 February were noted as a true record. | |
| 4 | Matters arising from previous Meetings
Action points were addressed through the agenda. | |
| 5 | For presentation, Discussion and Decision:
Risk Register | |
| 5.1 | | |

MCam made suggestions on the layout of the Risk Register regarding additional columns to cover Residual Risk and Mitigation impact. It was agreed that the layout should be expanded to reflect this.

JMD/AS

The Board focused on the Top Risks at this meeting and the full Risks would be reviewed further at the next meeting following the implementation of the suggested format changes.

JMD/AS

Risk 53 on Athlete Quotas was identified for increase in risk and follow up with the CGF. The CEO was asked to write on behalf of the Board asking that removal of Quotas be added as an option to assess to mitigate the potential impact on the Games and CGAs of the reduction in numbers.

JMD/PB

The Athletes Panel will be consulted for views and input on Satellite Villages to assist with planning and mitigation on Risk 60.

EM/CG

In light of reduced timeframe to 2026 and lack of information on potential hosts it was agreed to increase the risk rating on the 2026 Games.

All other Top Risks were assessed and debated by the Board with adjustments to scoring noted.

Two risks in Successful Teams, relating to the Village and Site Visits were moved to Amber reflecting currently issues relating to access.

EM/JB

5.2 Annual Accounts

The 2020 Annual accounts were presented and approved for signing and submission to Companies House.

5.3 COVID Impact on Selection and Games Preparation

The Board discussed the paper as presented. JD outlined that a number of selection timeframes had been changed by the CGF, moving from end of 2021 to early in 2022.

MCav requested clarification on the Shooting event in India and if Commonwealth Championships funding would be available to STS to assist shooters to compete. It was confirmed this funding will be available and we anticipate confirmation from CGF/India on what level of funding will be available from them before final commitments are made.

JMD outlined the timeframes for ticketing, with the release of the Ticketing Manual in May and commitment to purchase by July, which does not fit with SGB accreditation or athlete selection timeframes. It was agreed that Ticketing terms and conditions would need to be scrutinised in light of the evolving COVID situation.

JMD/AS

5.4 AGM Structure and Report

The AGM draft Agenda had been issued and presentation of content for the meeting is currently being reviewed. It was confirmed that four nominations for the 2 Ordinary Director positions have been received so an election will be necessary.

For Information:

6 Senior Staff Update

6.1 Chair Report

PB reported there has been little feedback or information from the CGF on the progress for a host for 2026. It was raised again at the European meeting and there has been no further news from the CGF Executive Board.

6.2 CEO report

Topics for forthcoming Board meetings had been circulated.
A number of sports have requested funding for events under the Commonwealth event support programme and we are working with them as dates and budgets for these are confirmed and developed.

6.3 Birmingham 2022 Team Update

An update had been circulated on progress and timeframes for Birmingham.

CG confirmed that CGF Athletes Commission had recently focussed on election of a new Chair. B2022 Athlete Commission is being informed rather than used in a consultative role and they are looking to shift this emphasis.

6.4 Finance Report

The Finance Report was noted. PB advised the Endowment Fund was performing well.

7 Subcommittees

There was no feedback on sub-committees.

8 Any Other Business

As there was no other business the meeting closed at 18.35

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 20 May 2021
Time: 17:00-20:00hrs
Location: 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
Colin Gregor	CG	Director: Athlete Representative
Bruce Cook	BC	Director: Commercial
Jennifer Barsby	JB	Director: Equality
Susie Crawford	SC	Director: Marketing
David Bond	DB	Director: Wellbeing
Margaret Ann Fleming	MAF	Director
Carolyn Morgan	CM	Honorary Legal Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

Apologies:

Niall Elliott	NE	Medical Adviser
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1 Welcome

PB welcomed everyone to the meeting.

2 Declaration of interests

There were no declarations of interest.

3 Minutes of Previous Meetings

Minutes of the meeting of 13 April were noted as a true record.

4 Matters arising from previous Meetings

Action points were addressed through the agenda. The letter to the CGF had been sent and we have received acknowledgement and notification that the Sports Committee Meeting scheduled for 18 May has been delayed until 27 May. There was discussion around Tokyo, issues associated, and the likelihood of it taking place.

5 For presentation, Discussion and Decision:

5.1 Risk Register

Adjustments as suggested had been made with the insertion of Residual Risk and associated mitigations and this additional context had reduced the risk levels in a number of cases. Where the risk level has not reduced with the Residual Risk, there is a need to continue to review mitigation.

JD/AS

5.2 Marketing Strategy and Update

CMil advised the process by which he had produced the paper which had been circulated to the Board for consideration. Head of Media interviews are underway. Birmingham branding is being considered alongside the look and feel of the Team kit and both will be complementary and linked to the strategy. It is anticipated that both of these will be finalised in the coming weeks and the Board will have sight of this before any final decision is made.

CMil

Board agreed to consider the Marketing Strategy paper and the Award paper separately.

It was agreed that the structure and strategy of the paper was good with an amendment that Team Scotland 'reflected' Scottish Sport at its best.

There are no significant financial implications of this as it is within the planned budget and there is a facility to reallocate or pull in funding between organisation and team marketing budget items as needed. Good quality content production is one aspect to consider as outside input and working with external partners will be required. There needs to be consideration on what is attractive to potential commercial partners after 2022.

5.2.1 Team Scotland Scottish Sports Awards

Board was encouraged that there is progress to getting a working partnership with **sportscotland** on the Awards, with an online version with support of **sportscotland** appearing to be the best option. The number of awards categories should be considered and potentially reduced noting the format. **Sportscotland** and BBC are both keen to do something post the Olympics and Paralympics. The Board considered whether awards should continue to embrace wider Scottish sport and not just Commonwealth Games sports.

The Board agreed recommendation 9.2 – a virtual online event with a decision by mid-June on the type of event that we could and should run.

CMil

5.3 Sustainability

The sustainability paper which has been discussed and developed with staff relates to our broader outlook, with a Games time focus and our everyday operations.

Athletes Advisory Panel was passionate about this and wanted it to be meaningful, not just a box ticking exercise.

The Board noted and agreed the paper and action plans.

5.4 AGM Final Briefing

JMD outlined the process for the AGM. With 26 voting delegates registered and no proxies, this will be the best attended AGM for some time.

For Information:

6 Chair Report

6.2 CEO Report

JMD advised that there has been a large turnover of CEOs of the SGBs with 12 new people in place since Gold Coast. A briefing meeting will be held on 9 June to inform

JMD/AS

them and provide knowledge about the Games and processes, principally on Ticketing and Accreditation.

6.3 B2022 Team Update

An update had been circulated on progress and timeframes for Birmingham. B2022 is working hard to overcome the challenges arising from the three village model, particularly the University of Birmingham site.

6.4 Finance Report

The Finance Report was noted. The financial position is stable and we are in a good financial position to deliver a Games Team through to 2026. Funds are held as a mixture of investments and cash which splits the risk.

PB and MCav advised the Endowment Fund was performing well.

Following circulation of the proposed resolution to move to Handelsbanken, this was formally approved (see attached for full resolution).

7 Sub-Committees

There was nothing to note from sub-committees.

8 Any Other Business

On behalf of Commonwealth Games Scotland Board and staff, PB formally thanked Margaret Ann Fleming, for her hard work and valuable contribution to CGS and Team Scotland as a Board director for the past eight years.

She has been a valued and conscientious Board member during this time and he particularly acknowledged her efforts in Scotland House in the Gold Coast and Glasgow.

He wished her well in her new role with International Volleyball.

MAF thanked PB and the Board for their good wishes.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 26 August 2021
Time: 17:00-19:00hrs
Location: 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
Bruce Cook	BC	Director: Commercial
Susie Crawford	SC	Director: Marketing
David Bond	DB	Director: Wellbeing
Nigel Holl	NH	Director
Niall Elliott	NE	Medical Adviser
Carolyn Morgan	CM	Honorary Legal Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

Apologies:

Colin Gregor	CG	Director: Athlete Representative
Jennifer Barsby	JB	Director: Equality

- 1 Welcome**

PB welcomed everyone to the meeting and particularly NH to his first Board meeting. He also congratulated all the Scottish athletes who performed in Tokyo as part of Team GB.

PB also referenced the appointment of Katie Sadler as the new CEO of the CGF. There are good reports of her experience across the sporting landscape.
- 2 Declaration of interests**

There were no declarations of interest.
- 3 Minutes of Previous Meetings**
 - 3.1** Minutes of the meeting of 20 May were noted as a true record.
 - 3.2** Minutes of the meeting of the Annual General Meeting on 20 May were noted as a true record.
- 4 Matters arising from previous Meetings**

Action points were addressed through the agenda. JMD outlined the outstanding items to be covered. It was re-confirmed there was no prospect of Archery and Shooting Commonwealth Championships being reinstated.

5 For presentation, Discussion and Decision:

5.1 Marketing and Communications Update

The Marketing and Communications paper had been circulated in advance. CMil outlined the Communications Strategy and Campaign for B2022 based on the Vision from the Strategic Plan; with the priority to generate excitement about Team Scotland and B2022, building in three phases.

BC congratulated CMil on the presentation and advised he would like to see the Vision articulated more, with the Marketing Plan and strategy linked to the Strategic Plan so KPIs and measurement against goals is clear.

NH felt that the sporting arena in 2022 would be crowded and complex so getting the messaging at the right time will be important with less focus on date anniversaries. Athlete availability had been a concern but PB advised that athletes were on board and enthusiastic. SC felt that the key was consistency and maximisation of coverage and reach.

PB also congratulated CMil on achieving a partnership with **sportscotland** on the Annual Sports Awards.

CMil

5.2 Governance and Sub Committees

JMD outlined the need to look ahead at the broader Board Structure ahead of the next elections in 2023 and the ability to review and if necessary, change the Articles. MCam suggested that governance pieces from Organisational Review be considered and that the experience of MCav should be utilised as Chair of the Sub Committee.

NH felt that this provided a fresh opportunity to consider the way forward and look at examples of best practice elsewhere.

There was consensus on the group to move this forward. MCam felt it was not necessary to involve an independent member as the groundwork had already been done as part of the previous Organisational review.

It was agreed that the group would meet as soon as possible to consider Terms of Reference, timelines and findings of the previous Organisational Review and progress its work.

MCav/JMD

5.3 Board Games Time Roles and Accreditation

JMD's paper on Board Games time Roles had been circulated, highlighting the constraints quotas have made on athlete numbers and the consequential reduction in the number of Games accreditations and associated costs. To provide the number of necessary support roles for the Team, it would not be feasible for the entire Board to be accredited for the duration of the Games, and there might also be associated reputational damage.

Board members were requested to advise JMD of their preferences and availability for any particular time during the Games.

It is important for Board members to attend from a governance perspective, but equally there needs to be a clearly defined role for them.

The specifics of the Accreditation matrix will be further considered and presented in detail at the November meeting.

JMD

Discussions highlighted the benefit of TeamGB House in Tokyo and associated Performance Centre concept. The Scotland House concept and content will be developed further during the site visit in September. A paper will be presented at the November Board along with an update on the Performance Centre options.

CMil/EM

5.4 Ticketing

The Board was updated on the ticketing process and challenges posed by some of the small B2022 venues. Our final request is due to be submitted in mid-September and only one sport has yet to confirm their request.

MCamp asked about the effect a Commercial Programme would have on Accreditations and ticketing. JMD advised this is being worked through with other CGAs considering our obligations under the JMP.

It is important for CGS to be able to engage with potential sponsors and investors and this would be considered against our obligations to SGBs and other stakeholders. Scotland House, Ticketing and the Commercial Programme will be discussed further at the November meeting.

JMD/CMii

The Board agreed the proposals in the Ticketing Paper including the Prioritisation group.

5.5 Olympic Review

A background paper reflecting on the 2020 on the Olympics had been circulated with NE outlining his experience with TeamGB. Some of the main issues highlighted in the paper were COVID issues, political statements and mental health awareness.

The Board was keen to know what the unseen issues were and what might transfer over to B2022 and the effect of COVID on the running of the Team.

NE gave an overview from the lead up to, at and after the Olympics in a constantly changing environment. Role definition and selection process and communication of these were highlighted as particularly important contributors to the overall success of the team.

With athlete performance protected at all times, the Performance Lodge was key. The only gyms used by GB athletes were at the Prep Camp and Performance Centre COVID caused regulations and processes to change constantly with communications between the Tokyo OC and the IOC not always clear, creating confusion for competing nations.

A key learning was the importance of a designated COVID Officer and for each sport to have its own COVID liaison officer. COVID count for Team GB was kept to zero. The rule requiring athletes to leave the country 48 hours after their event changed the dynamics of the Games and if this continues will pose challenges for wider Team integration and Games experience for athletes and staff.

Bio Banding with tiers on access had been introduced to protect those in the Games Village and this meant that Board, media and others were kept out and any contact with those in the Village was virtual. Once athletes and staff left the most secure band they could not return.

Overall, the COVID precautions led to very low incidence of all medical or health issues in the Team that were generally expected from past Games.

The full UK Sport and BOA Games Reports are due to be issued imminently.

The Board thanked NE for his insight with points made to be considered with other review information over the next couple of months.

NE/EM

For Information:

6 Chair Report

Endowment Fund - PB advised that Jack McConnell as Fund Chair was currently focusing on a review of the structure of the fund. Discussions are ongoing around charitable status and the tax implications with lawyers and accountants. Discussions on ethical investments and strategy are ongoing with Abrdn who manage the Fund. Jennifer Edmiston, of **sportscotland** has been a valuable addition to the process. Investments were continuing to perform well

6.2 CEO Report

JMD referred to his report and requested Board members to review the subcommittee structure as circulated and advise him if there were any changes or additions to be made.

Policies had been reviewed and Games policies will now be considered and developed where required.

This will include a Games induction programme for new SGB personnel and other stakeholders, particularly around Accreditation, so that all guests have a clear knowledge of expectations.

JMD/AS

JMD

6.3 B2022 Team Update

An update had been circulated on progress and timeframes for Birmingham. The site visit on 1 September will improve our knowledge and planning process. EM highlighted the good news that both Men and Women R7s Teams have qualified.

6.4 Finance Report

The Finance Report was noted. JMD advised that investments and Abrdn reporting is working well and annual review has been held with invest risk being maintained at the same levels.

The outline of allocated commitments for 'Commonwealth Championships support' was presented with a caveat that due to COVID the situation is constantly changing, for example the Weightlifting Championships due to be held in Singapore, referred to in the paper had been cancelled this week.

The Handelsbanken Resolution was approved. The bank has asked for a Bond and Floating Charge, relating to the credit card, and we are reviewing implications. This will be reported back to the Board.

SJ

7 Sub-Committees

There was nothing to note from sub-committees.

8 Any Other Business

MCav asked about the date of the Office Lease renewal and JMD clarified this as February next year. Office space requirements will be reviewed and monitored as required.

JMD/AS

PB thanked everyone for their contributions to an interesting and productive meeting.

**Commonwealth Games Scotland
Board Meeting
MINUTES**



Date: 18 November 2021
Time: 17:00-19:00hrs
Location: 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
Bruce Cook	BC	Director: Commercial
David Bond	DB	Director: Wellbeing
Nigel Holl	NH	Director
Colin Gregor	CG	Director: Athlete Representative
Carolyn Morgan	CM	Honorary Legal Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

Apologies:

Susie Crawford	SC	Director: Marketing
Jennifer Barsby	JB	Director: Equality
Niall Elliott	NE	Medical Adviser

- 1 Welcome**
PB welcomed everyone to the meeting.
- 2 Declaration of interests**
There were no declarations of interest.
- 3 Minutes of Previous Meetings**
Minutes of the meeting of 26 August were noted as a true record.
- 4 Matters arising from previous Meetings**
Action points were addressed through the agenda. JMD outlined the outstanding items to be covered. Background work had been done on Terms of Reference for the Governance Group Review.
SJ requested some detail on the Terms of Reference of the Review and requested this be circulated.
Progress had been made on the role of Team Covid officer.
PB advised he, with MCam and JMD had attended the CGF General Assembly. COVID vaccination status had been raised in view of other events such as Beijing 2022 where Double Vaccination is a condition or a 21 day quarantine period imposed.
JMD advised we were monitoring this with B2022 and will follow up on vaccination with NE, B2022, and the CGF.

JMD

5 For presentation, Discussion and Decision:

5.1 Scotland House and Performance Centre

A paper on Scotland House and Performance Centre had been circulated. CMil outlined the facilities and status of Scotland House with the main area accredited as a safe welcoming environment for athletes and stakeholders.

The Media Team will also have exclusive use of a film/photography studio.

The Performance Centre gym will be used by athletes and injury and massage clinics will be housed there and well as food provided from Scotland House.

Questions were asked about the budget. The current Scotland House and Performance Centre budget levels were outlined which would be kept under review.

Integration with wider supporters was questioned but the feedback from athletes and Team Managers has been that Scotland House should have secure areas for the Team which are being built in.

The projected footfall is difficult to estimate and will vary per day and during the day, dependent on activities and sport scheduling, and may be impacted by the 48 hour departure suggestion from B2022.

In the event of COVID restrictions, there are security measures in place already and these can be increased in line with any requirements. There is a budget for Covid mitigation but the level of testing by the BOA would not be feasible and Government assistance would be necessary to do it at this level.

JMD/CMil

5.2 Commercial Programme

A paper on the Proposed Commercial Programme had been circulated.

JMD outlined the current position of planning for the Commercial Programme and then the next steps. Initial planning has been driven by the need to secure tickets and accommodation so as not to miss B2022 deadlines, but these can be repurposed or scaled down. Other costs would be determined by the takeup level.

There was robust discussion on this. The Board were concerned that without a host for 2026 it would be difficult to attract individuals and companies and there is a high element of risk involved with an invitation to the Games needing to be the final part of sealing any deal and not the first step. The Board also highlighted the administrative input and servicing involved for potentially limited guaranteed return.

The Board considered that financial risks should be minimised to zero and on this basis the programme should not proceed in this format if risk can't be avoided going ahead.

The process for handing back tickets and relinquishing accommodation is being confirmed.

BC/JMD

AS/JMD

5.3 Board Games Time Roles and Accreditation

The paper on Board Games time Roles had been circulated, highlighting the constraints quotas have made on athlete numbers and the consequential reduction in the number of Games accreditations and associated costs.

The Accreditation Manual has still not been issued although draft information has been issued with points around transport access being clarified.

Board availability and Accreditation were noted. Dates would be confirmed.

5.4 CGF General Assembly Outcomes – 2026 Roadmap and Athlete Advocacy

The Games for the Future paper was presented at the General Assembly. It had previously been circulated in draft form at the Regional meetings in early September for comment.

Concern was expressed at the removal of CGAs from the decision making process with host cities and CGF deciding on sports and no certainty on the ongoing sports programme apart from the two suggested core sports of Swimming and Athletics. This lack of continuity could have an impact on sports especially around funding. Power would lie with potential hosts with accommodation, travel grants potentially also not being as generous as previous host city agreements, putting pressure on finances. CGS will raise Para programme commitments and Commonwealth Championships progress with the CGF.

JMD

CG as CGF European Athletes Rep spoke to the announcement on CGF Athlete Advocacy policy. A paper on “What is Athlete Centred and What Does this Mean” written by a member of the Athletes Commission will be presented to the CGF Board. The new Athlete Commission Chair keen to progress a stance with positive intentions on this and clarify the role of the AAC within the CGF. CG will advise and contrasted the CGF approach with the open discussions by CGS with our Athletes group.

CG

For Information:

6 Chair Report

PB reported that there was intention for Scottish Government Ministers to attend the Games.

Endowment Fund - Discussions had been held on ethical investments and strategy. A move to charitable status and the tax implications has been investigated with lawyers and accountants but it seems that any move to charitable status would end up with the Endowment Fund as a rival to the Team Scotland Youth Trust.

PB advised that Jack McConnell had done a very good job as Chair and when his term of office ends in May/June 2022 we would be keen for him to be reappointed. This could be formalised at the February meeting.

PB/JMD

6.2 CEO Report

The CEO report had been circulated together with an update on our Sustainability Action Plan. JMD reported that we had been asked to sign up to commit to Net Zero although at this stage we do not feel this is possible. Scottish Government had announced some help and support for SGBs around this and we have followed this up with **sportscotland** and the Scottish Government. SJ asked if there was a consistent approach across Scottish sport and should we be developing this and setting our own targets. The IOC has a calculation that could be used but we'd like better guidance from **sportscotland** and Scottish Government for a consistent approach. There are measurements in the Birmingham Legacy Plan which will be circulated to Board members.

It was advised that UK Sport have also begun some work on this area but their timeframe will be too late to assist us in this.

The proposed programme of support with SAMH was outlined in the paper and was being developed and would progress on this basis.

The top risks in the Risk Register were reviewed and mitigations noted. It was agreed to keep the level relating to 2026 host at the same level despite the change in CGF policy.

JMD

The risk of no Games host in 2026 was raised and a strategy discussion paper will be prepared for the next Board on the future of CGS if there is no Games host.

JMD

The Marketing update paper was circulated with the proposed QBR route included for information. This would be developed further.

6.3 B2022 Team Update

An update had been circulated on progress and timeframes for Birmingham. The site visit on 24-25 November will improve our knowledge and planning process. EM highlighted the good news that Men Hockey Team have now qualified.

Progress so far is good. We have requested athlete places as the team could be compromised by B2022 restrictions. We should hear on this at the end of the year.

6.4 Finance Report

The budgets for the final quarter had been reviewed with any changes related to phasing.

The drawdown of funds from the Endowment Fund has been delayed as funds are not yet required.

Commonwealth Championship support is ongoing. Cricket has requested support to attend a Commonwealth Championships or qualifying event. In view of the size of their squad, the Board agreed to support of £10,000 for Cricket which is above the agreed guidance figures.

Hannah Miley has requested her medallist reward and she has a strong business proposal this will assist to develop. An update on the Medallist Reward scheme and outcomes and lessons will be prepared.

7 Sub-Committees

There was nothing to note from sub-committees.

8 Any Other Business

2021 Awards – CGS and **sportscotland** are committed to run an event; but could not reach a consensus on the format of the event for this year. Next year's event will take place in October.

The Board felt with no Awards this year an opportunity to recognise Scotland's Olympians and Paralympians was not possible as planned and options to do this would be further considered by the end of the year.

Meeting dates for 2022 would be confirmed.

PB thanked everyone for their contributions to an interesting and productive meeting.

CMil

AS