



CGS Directors

Date:

Time:

Location:

Board Meeting Minutes

27 February 2019

17:00-20:00hrs

CGS Offices, Airthrey Castle, University of Stirling, FK9 4LA

Attending :

Paul Bush (PB)	Chair
Maureen Campbell (MCa)	Vice Chair
Susan Jackson (SJ)	Director: Finance
Jon Doig (JMD)	Director/Company Secretary
Colin Gregor (CG)	Director: Athlete Representative
Bruce Cook (BC)	Director: Commercial
Jackie Davidson (JD)	Director
Margaret Ann Fleming (MAF)	Director
Alasdair MacLennan (AM)	Director
Joan Watt (JW)	Honorary Medical Adviser
Elinor Middlemiss (EM)	Head of Games Operations
Helen Toole (HT)	Minute-taker

Apologies

Michael Cavanagh (MC)	Past Chair
Jennifer Barsby (JB)	Director: Equality
Susie Crawford (SC)	Director: Marketing
Carolyn Morgan (CM)	Honorary Legal Adviser

1	Welcome and Apologies	Action
	PB congratulated Maureen Campbell for her OBE and being made a Life member of Scottish Swimming.	
2	Declaration of interests	HT
	There were no declarations of interest declared. HT to resend out request for gift and hospitality register initially sent out in January 2019. All to complete and return.	
3	Minutes of Previous Meetings	
	The Minutes from 18 December 2018 were accepted as a true record.	
4	Matters arising from previous Meetings	
	<ul style="list-style-type: none"> • As there is only one meeting before the AGM the decision was taken that the new CGS Board would review the priorities from the Gold Coast review and Organisation Risk Register. • sportscotland – JMD will discuss under Agenda item 9 • Marketing review ongoing • There has been no movement on clarification of Barnett Consequentials relating to 2022. We will continue to pursue with CGF and Scottish Government. • Endowment Fund – There will be a review at the summer AGM. A new Chair for the Endowment fund has been approached and appointment agreed subject to a further meeting of all parties. 	

For presentation, Discussion and Decision:

5.1 Team Scotland Scottish Sport Awards (TSSSA)

JMD and EMil outlined the current position against objectives for the TSSSA. In 3 years it has an established position as a quality event promoting success in Scottish Sport and the objectives of Team Scotland. It was a key vehicle for engaging stakeholders and sponsors.

It was the biggest fundraising event for the Team Scotland Youth Trust

Feedback from athletes is generally positive although a maximum price point particularly for CGS has been reached.

A discussion took place with the following points agreed:

- A revision of Award categories would take place.
- Review of the impact with the JMA would take place
- A focus on sponsors for categories was required. Feedback on sponsor package and leads was sought.
- A complete review of budget would take place

A discussion with **sportscotland** and Sunday Mail would take place regarding positioning of potential integration.

5.2 Athlete Advisory Panel (AAP)

This agreed the proposal to establish an Athletes Advisory Panel to assist development and delivery of CGS policies and programmes and recommends the establishment of the panel on a 1 year pilot basis.

Terms of Reference to be developed and budget confirmed.

CG/SJ/JMD

For Information:

6 Finance

SJ outlined the key points from the paper, highlighting the Audit which will be carried out by Thompson Cooper. The audited accounts will require Board approval at the next meeting.

The Finance paper position was noted

7 Equality Report

The report was noted. One Board Member attended the Equality training in February for CEOs and Board Members. Board Members and CGS staff are attending the Equality Strand - Disability Inclusion training on 12 March 2019. CGS staff are also attending the Equality Training on 20 March 2019.

8 Chair Update

PB had recently met with the CGF President to discuss the setup of the Organising Committee (OC) and Board concerns about progress.

Key Points relating to B2022 were noted

- The OC are recruiting for a Director of Games Family and Director of Sport
- Capital programme underway
- CGF Partnerships is working well
- B2022 Commonwealth Games Board has four new members – Non Executives Lynn Jackson, Ellie Simmonds, Nick Timothy. Derrick Anderson CBE has been confirmed as the West Midlands Combined Authority's nominee.

Key points relating to CGF were noted

- Concerns about Quotas have arisen. This will be discussed in Item 10.
- The siting of the Aquatics pool is a live issue and yet to be approved.
- 2 site visits have been completed to potential hosts for the Youth Games (Trinidad and Tobago and Gibraltar). An answer is anticipated in June 2019.

PB assured the Board that B2022 will be a very different games but confident that it will be delivered successfully.

	<p>A meeting was held with sportscotland Chair, Mel Young. He assured PB that sportscotland does consider CGS as a priority and discussions on partnership and 4 year investment application would be progressed as a matter of urgency. CGS to present to sportscotland Board.</p>	<p>PB/JMD</p>
<p>9</p>	<p>CEO Update AGM</p> <p>It was agreed that HT is to send out preliminary notice and AGM information to SGBs and Honorary Life Members.</p> <p>It was agreed that a Special General Meeting would be held directly preceding the AGM to address changes to the Articles relating to length of Terms of Office for Directors and Advisers.</p> <p>The Board agreed to recommend all posts to a maximum of 2 terms of office (4 years per term). The CEO was asked to draft the necessary changes with the legal advisers and circulate.</p> <p>Following a skills analysis of the incoming Board, the positions of Non Executive and Honorary positions would be considered. Existing non-executive Directors and Honorary positions would continue until analysis of requirements is made.</p> <p>CGS newsletter for SGBs to be sent to CGS Board. The rest of the CEO report was noted.</p>	<p>HT</p> <p>JMD</p> <p>HT</p>
<p>10</p>	<p>Games Update Quotas</p> <p>As agreed at the General Assembly 2015 the CGF are working towards 'quota by sport' for B2022. CGS's view is that they should apply the lessons learnt from Gold Coast for para sport and weightlifting while continuing with the Gold Coast 2018 model of quota by CGA for B2022. Longer term planning is necessary before moving towards quota by sport and a more realistic timeframe would be aiming for 2026 and 2030.</p> <p>From the CGF Sports Committee meeting in January 2019, there was confirmation that the CGF is continuing to consider additional sports for 'quota by sport' for B2022. Following this meeting Scotland has been working with England and Wales to consider all the implications and will report and provide recommendations for the European CGA meeting in Isle of Man in April 2019.</p> <p>JMD to speak to Paul Blanchard with regard to the Host city contract and commitments relating to the sport programme.</p> <p>PB asked JMD to write formally to the CGF President addressing our concerns before EM meets CGF staff in London next week.</p>	<p>JMD</p> <p>JMD</p>
<p>11</p>	<p>Sub committees Staffing Committee</p> <p>GravitateHR has received a good response to the Organisational Review from the individual meetings with CGS Board, Staff and the CEOs of our member governing bodies. It is anticipated that GravitateHR will complete a report with clear recommendations being presented to the Staffing Group before Easter.</p> <p>Team Scotland Youth Trust (TSYT)</p> <p>To align marketing campaigns and boost the profile of the Scottish Commonwealth Games Youth Trust in its 30th year, it was noted that the SCGYT changed its public facing name to Team Scotland Youth Trust. The new logo for 2019 was launched in January 2019.</p>	

A TSYT 30th Birthday Celebration (Media Event) with athletes past and present who have been supported by the TSYT will be held on 28th March 2019. This will launch a fundraising drive for £30,000.

Thistle Club events taking place in June 2019 will help publicise fundraising for the TSYT and build support for future events, such as the TSSSA.

Two potential additional TSYT Board candidates have been identified and have subsequently indicated an interest in becoming a Trustee.

Ongoing articles on each recipient of the PHM Athlete Award will be appearing on the Team Scotland website linking in with Sports features over the next few months.

Work is progressing on the final report with FJ Philanthropy to enable funders to be approached. This will be completed in April 2019.

University of Stirling confirmed the funding from the TSYT will be spread over more athletes and be announced in the near future. The lease arrangement details are being reviewed.

Next CGS Board Meeting, date change from 16 April 2019 to 9 April 2019.



CGS Directors -

Date:

Time:

Location:

Board Meeting Minutes

9 April 2019

17:00-20:00hrs

CGS Offices, Airthrey Castle, University of Stirling, FK9 4LA

Attending :

Paul Bush (PB)

Maureen Campbell (MCa)

Michael Cavanagh (MC)

Susan Jackson (SJ)

Jon Doig (JMD)

Colin Gregor (CG)

Bruce Cook (BC)

Jennifer Barsby (JB)

Susie Crawford (SC)

Alasdair MacLennan (AMaL)

Joan Watt (JW)

Chair

Vice Chair

Past Chair

Director: Finance

Director/Company Secretary

Director: Athlete Representative

Director: Commercial

Director: Equality

Director: Marketing

Director

Honorary Medical Adviser

Elinor Middlemiss (EM)

Helen Toole (HT)

Head of Games Operations

Minute-taker

Apologies

Margaret Ann Fleming (MAF)

Jackie Davidson (JD)

Carolyn Morgan (CM)

Director

Director

Honorary Legal Adviser

- 1 Welcome and Apologies**
PB welcomed everyone to the meeting.
- 2 Declaration of interests**
There were no new declarations of interest.
- 3 Minutes of Previous Meetings**
Minutes of the previous meeting 27 February 2019 were noted as a true record.
- 4 Matters arising from previous Meetings**
- 4.1 27/02/19 A Meeting with Stuart Harris and John Lunn is scheduled at the end of the month
27/02/19 Quotas – letter sent and response received.
27/02/19 Award categories have been reviewed by EM/JMD

For presentation, Discussion and Decision:

- 5 Audited Accounts**
SJ presented the Accounts that had been prepared and audited by Thomson Cooper. An audit is a process that we are not legally required to do however in each Games year as a matter of good practice we choose to be audited. Financially we are in the position we planned for being close to breakeven over the 4 year cycle, with the Games year showing a deficit, due to the amount of Games costs falling in this period.

It should be noted that the 2022 JMA is attributed across the 2019-2022 period when the activity will take place.

For the 2019 accounts, we will review as to how the JMA associated Ministerial commitment is recorded. PB to follow up, confirming the wording of the Minister's letter. It was noted that Thomson Cooper had worked well with CGS over the year. PB thanked the CGS office for their work especially Adrienne Sunderland.

PB

The Board unanimously agreed to accept the Audited Accounts and have them signed by those Directors as required.

SJ to sign the letter of representation on behalf of the CGS Board.

SJ

- 5.2 SGM & AGM**
The amendments to the Articles relating to term limits were agreed for presentation and adoption at the SGM and will be circulated with meeting papers.

**JMD/
HT**

It was noted that CGF were also changing its articles for Directors to be in post for a maximum of 2 terms. A reminder will be sent out to the Governing Bodies the AGM and nomination deadline.

It was noted that in the last quadrennial, we chose not to charge CGS Members a subscription fee. It was agreed to submit to the 2019 AGM there will be a formal proposal to continue with this policy. The motion on membership subscription will be sent out with the meeting papers. A Quadrennial report is being prepared and will be issued as a formal record of CGS activity.

JMD

- 5.3 European outcomes**
JMD/EM reported positive outcomes from the European CGA meeting held on the Isle of Man.

The President of the CGF opened the conference with a statement from the Commonwealth Heads of Government Meeting stating their recognition of Commonwealth Games and the importance of the Games. The statement will be circulated.

JMD

Key points:

- Think Beyond, a social enterprise body has been engaged by CGF to deliver an integrated development strategy for the CGF Foundation, providing business objectives based on global sustainable goals. CGF set out a number of the strategic plan key priorities over next 4 years which CGS is to prioritise.
- The CGF mapped out timeframes leading up to General Assembly.
- Any new sports for Birmingham 2022 and the Youth Games host will be announced after the CGF Board on 20th June 2019.
- CGF are revising their code of governance and policies.
- Nominations for CGF Board and committees are open and need to be submitted by 31 May 2019. For decision at next CGS Board Meeting.
- The CGF branding will be changing later on in the year.
- Following the withdrawal of Northern Ireland as host of the 2021 Youth Games, CGNI continued their continued their legacy work and have developed for the Declaration on Sport and Human Rights. The launch of this charter will take place 29 April 2019. CGA's have been invited to sign up for it. JMD has been invited to attend.

JMD

JMD

JMD

PB expressed his thanks on behalf of the Board to EM for the background work being done in preparation for B2022 Quota discussions and the outcome that resulted.

For Information:

6 Finance

Our internal system will move to Xero system which will provide flexibility with budgeting and project reporting.

7 Equality

An update was given on CGS the development of the CGS Equality Action Plan. The ACAS link for Board training to be circulated for completion by individual Board members.

HT

8 Chair Update

The chair updated on CGF potential venue for 2026, discussions around the Minister's meeting and JMA commitment and the Endowment fund.

9 CEO Update

JMD noted the resignation of Emma Milroy. The Board noted thanks for her work over the last year and wished her well in her new ventures.

The Board agreed to the arrangement that CGS Payroll will move from **sportscotland** internal processing to French Duncan from April 2019.

JMD

The launch of the new **sportscotland** strategy on 1 May 2019 was noted.

JMD reported that he had met with a number of CEOs over the last month updating on the progress and key outcomes of the Gold Coast Review, current position of B2022, Quotas and AGM processes.

9.1 Top Risks

It was agreed the level of risk pertaining to item 54 regarding Quotas could be reduced. It was suggested that item 95 pertaining to the TSYT should be removed from the CGS Register.

AS

9.2	<p>Athlete survey</p> <p>The report surveying athletes was presented covering demographics, financial position, support satisfaction and community engagement. Key findings included:</p> <ul style="list-style-type: none"> • Team Scotland make up reflects modern Scotland ethnicity. • Concerns over access to health and wellbeing support, careers advice, and training support were identified. • 54% are involved in schools and communities already but have identified the need for further help and support. • A willingness to engage further with Team Scotland and support activities particularly linked to young people and athlete mentoring. <p>Results to be discussed with sportscotland, key partners and the Athlete Advisory panel. The results will also be used to determine policy and programme priorities.</p> <p>A discussion ensued regarding mental wellbeing for athletes and staff. It was felt that more qualitative research is required.</p>	
10	<p>Games update</p> <p>The Games update report was noted.</p> <p>Following site visits it has been established that Birmingham is going to be difficult to source affordable venues for Scotland House, a performance centre and outside the village accommodation. A number of areas have been identified and the potential and opportunity is being investigated. It should be noted that other teams are starting to investigate potential sites.</p>	JMD/ EM
11.1	<p>Sub Committees & Other Committees</p> <p>Staffing</p> <p>The staffing committee has received the draft organisational review from GravitareHR. The plan is to deliver feedback and discuss as a Board and with staff before agreeing an action process before 3 June 2019. It was agreed a Special Board Meeting will be held on 21 May to discuss the report.</p>	MCa
11.2	<p>TSYT</p> <p>The TSYT report was noted including the development of a Memorandum of Understanding.</p>	JMD
12	<p>AOB</p> <p>Date of next meeting 21 May 2019 17:00hrs-19:00hrs, Stirling Court Hotel</p>	



CGS Directors

Date:

Time:

Location:

Board Meeting Minutes

3 June 2019

17:30-19:00

Stirling Court Hotel, University of Stirling, FK9 4LA

Attending :

Paul Bush (PB)	Chair
Maureen Campbell (MCa)	Vice Chair
Michael Cavanagh (MC)	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
Jackie Davidson (JD)	Director
Margaret Ann Fleming (MAF)	Director
Alasdair MacLennan (AMaCL)	Director
Carolyn Morgan (CM)	Honorary Legal Adviser
Elinor Middlemiss (EM)	Head of Games Operations
Helen Toole (HT)	Minute-taker, Team Services Manager

Apologies

Joan Watt	Honorary Medical Adviser
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- 1 Welcome and Apologies**
PB welcomed everyone to the meeting.
- 2 Declaration of interests**
There were no new declarations of interest.
- 3 Minutes of Previous Meetings**
Minutes of the previous meeting 9th April 2019 were noted as a true record.
- 4 Matters arising from previous Meetings**
JMD gave an update on discussions with **sportscotland**. An application had been submitted and feedback was awaited. Clarification was sought in terms of response and decision timeframes. JMD to discuss with John Lunn at AGM.
- 5 SGM & AGM Business**
SGM - changes to the Articles

JMD confirmed the SGM and AGM process including CGS Election Voting Procedures. The meeting would open with the SGM. It was confirmed that to change the Articles relating to term limits, a 75% agreement of members present are required with more than 7 required for a quorum, 20 members had expressed they would be attending meaning we would be quorate. The SGM Meeting will then be closed and AGM opened. If additional rounds of voting were required, the presentation on Birmingham 2022 would be brought forward into between votes to allow counting to take place.

JMD

5.2 Equality report

The progress in completing the Audit and updating the Recruitment Policy and the Equality Monitoring Form were noted. It was clarified that whilst roles would be promoted encouraging applications from under-represented groups, CGS will still look for the best person for the job to be appointed.

**CGS Board
JB**

The Action Plan was approved subject to changes to the activities listed, from 'events to be attended by all the Board' to the wording '*representation from CGS Board and Staff across the protected groups*'.

Adrienne
Sunderland

In terms of the outstanding item relating to Equality training for the Board, it was agreed to clarify requirements for Board to undergo training if they have completed this in other roles and the timeframes this would stay valid for. The Board were asked to provide information of training completed outwith CGS training and timeframes. It was agreed to arrange a custom session for the Board in conjunction with the next Board meeting in August

CGS Board

5.3 CGF General Assembly

Discussion took place on the requirements and process for nominating positions for the General Assembly. It was agreed that whilst the process to assess and decide on options had not been satisfactory and would be reflected on, the decision to nominate Dame Louise Martin for re-election of CGF President and make no further nominations was re-confirmed.

The Delegates for General Assembly were confirmed as the Chair, Vice Chair and CEO and it was agreed to identify any reserve delegates should they be required. It was noted that under CGF guidelines any delegation above one person should be a mix of genders.

It was confirmed that further clarification had been sought regarding the timeframe for distribution of papers and how any motions from members would be sought. This was being discussed at the forthcoming CGF Executive Board meeting.

5.4 Marketing and Communications Support

A paper was presented on the Marketing and Communications support cover in view of both Emma Milroy and Katriona Bush recently moving on from their respective roles. The Board agreed with the recommendations to:

- further review current programmes identifying those which are critical in the period to October 2019. Staff will further review roles and work programmes to identify capacity to support priorities and commitments and clarify roles and responsibilities relative to staff and other suppliers and events supporters.
- appoint short- medium term Event management support for the TSSSA and other immediate activities. It is estimated this role would require approximately 40 days over this time. Discussions would take place in the next 10 days on suitability and availability.
- engage a person/organisation to provide advice on any media management issues as they are identified. Subject to approval, this would take place next week based on availability and potential costing. This would run to the point of any permanent Marketing and Communication appointment.
- develop a draft job description and remuneration package for a senior level Marketing and Communications post with input from the Marketing and Commercial Directors. Subject to delegated approval by the Board Staffing sub-committee, this would be advertised in July with a closing date in August, Interviews in late August/ September. This process would form part of a wider Structural review.

6 Finance Report

The report paper was noted. SJ gave an overview of the presentation she would be giving to the AGM. Whilst we were in a good place enabling us to plan through to 2026 the key unknown was still the level of **sportscotland** funding which in the last quadrennial had provided 21% of financial income.

It was noted that holding two out of the last three Games in the UK and the resulting Joint Marketing income had been critical to our strong position and reserves. The investment return from it was a key factor in our ongoing financial stability. Any change to this position from either increased expenditure commitment or from external financial factors affecting the capital could have a major impact. It was noted that the Endowment Fund was not expected to be drawn on until 2021 allowing investment returns to build.

Further discussion took place on implications of the change from being treated by **sportscotland** as a national governing body to national partners and it was agreed that urgent clarification of the partnership framework and the resolution of the investment position was required.

7 Chair Update

The Chair gave an update of activities (Paul to insert key items)

8 CEO Update

The CEO report was noted. It was agreed to keep SSA membership under review.

It was agreed to press forward with development of potential partnerships with the Royal Conservative and Sporting Memories Foundation Scotland. JMD to progress

JMD

8.1 *Top Risks*

The risks were discussed and noted. An adjustment to the formula in risk 122 is required and level changed to reflect revised scoring. Action Log to be re-circulated with this adjustment

HT

8.2 *Wellbeing & Healthy Living*

The report and related Action plan to support staff programmes in Cycling and Walking and was noted and a cycling related travel rate of 20p per mile agreed to be included as part of the expenses.

JMD

8.3 *Digital and Social Media*

Further to the report GC will provide more in-depth analytics to those requesting

GC

9 Games update

The report and verbal update was noted. Previously, at this time in the Games cycle, CGS would normally present principles of the General Selection Policy to the members at the AGM. However, with decision still to be taken by the CGF on sports and Quotas for Birmingham we are not in a position to do this and will consider how we communicate the information to members once confirmed by the CGF to enable us to take decisions by the end of 2019.

10 Sub committees

10.1 *Team Scotland Scottish Sports Awards (TSSSA)*

An update on the Awards were given including the opening of nominations and integration with the TS Youth Trust and staff reallocation to support.

10.2 *Teams Scotland Youth Trust*

Due to unavailability of Trustees the meeting scheduled earlier today had not taken place. A verbal update on activities was given by MC and HT including the reclaiming of gift aid for the TSYT and the preparations to approach Trusts and Foundations for support for scholarships and support of the Achieve programme.

A list of Trustees and Foundations and their Trustee (where known) is to be sent to the CGS Board to see if there are any known contacts we can speak with to clarify requirements, before applying for grants.

HT

10.3 *Athlete Advisory Panel*

The first meeting has been arranged for 3 July 2019 at the offices of Harper MacLeod.

11 Any Other Competent business

JD advised that tonight's meeting would be her last after 13 years on the Board and will be sorry to leave organisation and thanked the Board and staff for their friendship and support. JD expressed that the organisation has reached a new stage in its developments which will be exciting and we should be positive and look forward to the opportunity.

PB conveyed his thanks to JD on behalf of the CGS Board.



CGS Directors

Date:

Time:

Location:

Board Meeting Minutes

13 August 2019

17:00-19:30hrs

CGS Offices, Airthrey Castle, University of Stirling, FK9 4LA

Attending :

Paul Bush (PB)	Chair
Maureen Campbell (MCamp)	Vice Chair
Michael Cavanagh (MC)	Past Chair
Susan Jackson (SJ)	Director: Finance
Jon Doig (JMD)	Director/Company Secretary
Bruce Cook (BC)	Director: Commercial
Jennifer Barsby (JB)	Director: Equality
David Bond (DB)	Director:
Joan Watt (JW)	Honorary Medical Adviser
Elinor Middlemiss (EM)	Head of Games Operations
Helen Toole (HT)	Minute-taker

Apologies

Margaret Ann Fleming (MAF)	Director:
Susie Crawford (SC)	Director: Marketing
Colin Gregor (CG)	Director: Athlete Representative
Carolyn Morgan (CM)	Honorary Legal Adviser

1 Welcome and Apologies

PB welcomed Susan Jackson back to the CGS Board and David Bond as our new Board member.

2 Declaration of interests

There were no new declarations of interest.

3 Minutes of Previous Meetings

Minutes from CGS Board Meeting 3 June 2019, SGM and AGM 3 June 2019 were noted as a true record.

4 Matters arising from previous Meetings

4.1 Action Log :

- Risk Register will be discussed later
- JMD met with David Grevemberg, discussed the draft strategic plan and is awaiting the redraft prior to the General Assembly.
- Barnett Consequentials –Awaiting confirmation of the rescheduled date with the Minister.
- ACAS/Gravitate Equality training, there were no issues reported accessing online courses. DB & SJ confirmed completion of Gravitate Equality training.
- Other Board members to advise of status of Training
Link to be resent to Board Members for completion by end August 2019.

JMD

PB

**Board
HT**

- Draft MOU's have been exchanged with Sporting Memories and Royal Conservatoire.

JMD

PB to raise the issue of **sportscotland's** commitment to CGS project funding with Mel Young. The Board expressed concern that the change from SGB support to partners investment discussions had now been taking place for over a year with staff costs currently being met from reserves. JMD to follow up with John Lunn to confirm September resolution date. PB to discuss process when meeting with Mel Young and Stewart Harris at the upcoming Endowment Fund meeting.

JMD
PB

Matters arising from AGM Minutes

Concerns with regard to the structure of the sports programme and its impact on independence were expressed. Review after General Assembly.

PB/MCam/
JMD

PB to follow up Sports Programme response with request for formal commitment to Sports Review. CGF delegates to follow up at General Assembly.
EM to provide CGS Board with an updated presentation with regard to Type of Team and Selections.

EM

For presentation, Discussion and Decision:

5.1 Board Composition and Sub Committees

JMD spoke to his paper the updated Articles with regards to Term Limits.

The Board agreed with the proposed structure for the sub committees

It was agreed that a Board Appointment Sub Group be appointed (PB, MCamp, JMD, MC) to evaluate the individual skills matrix of existing Board members against key Board and Adviser requirements and conduct a recruitment process as required.

Board Appt
sub Group

sportscotland Observer

It was agreed to keep the Observer option under review subject to further discussions with **sportscotland**. Carried forward to next meeting and on action sheet

Committees and External Organisations

Endowment Fund: Following the Endowment meeting it was confirmed that Lord McConnell has agreed to Chair the Endowment Fund and this had been agreed by the Trustees.

TS Youth Trust - It was advised that Caitlin McClatchey is standing down as Chair of the TSYT although wished to stay on the Board. Two of the Trustees are named by the CGS Board with Michael Cavanagh and Alasdair MacLennan current CGS nominees. New independent Directors were being sought and a Chair from the independent Directors would be required. . MC to discuss options with existing Trustee in the first instance JMD to confirm core Trustee requirements and Board members to indicate interest.

CGS Board
JMD

5.2 Scotland House and Performance Centre

EM spoke to the paper outlining the need to formalise arrangements with University College of Birmingham to partner with us for Scotland House and the Performance Centre during Games Time.

The Board agreed to move forward, to sign a MOU without financial commitment to ensure the space is held. Cross reference with action sheet

It was agreed that it would be useful for a Board member to attend the site visit in October 2019 to appraise options and assist planning. EM to confirm date and Board members to advise availability should they wish to attend

EM

EM/Board
Member

For Information:

6 Finance

The finance report was noted and no issues were raised.

7	<p>Chair Update</p> <p>The Chair gave a verbal update on activity and issues of relevance including discussions with the CGF, sportscotland and future Games hosts.</p>	
8	<p>CEO Update</p> <p>The CEO's report was noted.</p> <p>Risks reviewed with following comments</p> <ul style="list-style-type: none"> • Adjust to reflect Government funding (122) • Barnett Consequentials - JMA commitment to pay out sought <p>It would noted that a full Risk review would be completed by the incoming Board Athlete Community Engagement. Support for partnership agreed for in principle with external delivery subject to criteria and due diligence from :</p> <p>Scottish Sports Futures & Sports for Schools</p> <p>CGS Board Members to advise availability to the Equality Conference 2nd October</p>	<p>JMD</p> <p>JMD</p> <p>CGS Board</p>
9	<p>Games Update</p> <p>The report was noted. EM to provide high level B2022 project plan for next Board Meeting.</p>	
10	<p>Sub committees</p> <p>10.1 Team Scotland Scottish Sports Awards</p> <p>An update on planning for the Awards was given. SGB/Corporate table numbers to be sent to BC.</p> <p>PB to formally write to Denise Holmes thanking her for her support as she has left Emirates.</p> <p>Fundraising – Board to advise on Table Sales/fundraising suggestion Michael Cavanagh confirmed that he was now not able to attend due to being overseas. Board members were asked to reconfirm attendance, along with partners.</p> <p>10.2 TS Youth Trust</p> <p>A Board meeting is to be held on 16th August 2019. PB to write to Caitlin to thank her for work as Chair of the TSYT following her resignation. As previously discussed recruitment for posts was underway and contact with Trusts and Foundations about to commence.</p> <p>10.3 Athlete Advisory Panel</p> <p>The report of the first meeting was discussed and the progress with recruitment of para athlete was noted.</p> <p>10.4 Operational Review</p> <p>An update was given. MCamp to brief DB on the Organisational Review report.</p>	<p>JMD/AS</p> <p>PB/HT</p> <p>CGS Board</p> <p>PB/HT</p>
11	<p>Any other competent business</p>	



CGS Directors -

Date:

Time:

Location:

Board Meeting Minutes

15 October 2019

17:00-20:00hrs

CGS Offices, Airthrey Castle, University of Stirling, FK9 4LA

Attending :

Paul Bush (PB)	Chair
Maureen Campbell (MCa)	Vice Chair
Michael Cavanagh (MC)	Past Chair
Colin Gregor (CG)	Director: Athlete Representative
Jennifer Barsby (JB)	Director: Equality
David Bond (DB)	Director
Margaret Ann Fleming (MAF)	Director

Joan Watt (JW) Honorary Medical Adviser

Elinor Middlemiss (EM) Head of Games Operations
Helen Toole (HT) Minute-taker

Apologies

Jon Doig (JMD)	Director/Company Secretary
Susan Jackson (SJ)	Director: Finance
Susie Crawford (SC)	Director: Marketing
Bruce Cook (BC)	Director: Commercial
Carolyn Morgan (CM)	Honorary Legal Adviser

1 Welcome and Apologies

PB welcomed everyone to the meeting and acknowledged the apologies.

2 Declaration of interests

There were no new declarations of interest.

3 Minutes of Previous Meetings

Minutes from the CGS Board Meeting 13 Aug were noted as a true record

4 Matters arising from previous Meetings

The Selection Committee has been established and had its first meeting. Please see report below.

Games - The MOU for UCB has been drafted and is currently with UCB for signing
Governance – PB has spoken to non executive members and Athlete Representative with regards to their intentions to continue on the Board

Equality - Conference 2 October 2019 was attended by EM,CG and JB

For presentation, Discussion and Decision:

5 General Assembly
Attendees confirmed as JMD and MCamp. PB unable to attend.
EM to connect with newly elected CGF Sports Committee Representative Helen Phillips and Europe Regional Vice President Harry Murphy.

EM

TSSSA

PB thanked the team for organising a well delivered successful evening.
It was noted that

- 470 guests attended
- there had been a mix of winners on the night.

- the process for judging was good with challenges leading to quality decision
- excellent feedback has been received from guests, sponsors and partners

Debrief arranged for 16/10/19, details to be reported at December Board Meeting.

5.3 Medallist Reward

A request had been received for an early settlement from the Medallist Reward scheme. As it stands this would be outwith the current conditions.

The reason the conditions were set were to ensure that the athlete did not incur tax penalties or impacted on any funding such as the athlete personal award.

The Athlete will be contacted to ensure they are aware of the implications of early settlement. **AS**

It was highlighted with more awareness of developing the athlete preparation for retirement and that preparing for a dual career was in fact a positive use of the money.

Review of the conditions of settlement and establish the implications was agreed and MC,DB, CG will action for an agenda item in December 2019 **MC/DB/CG**

For Information:

6 Finance

A Financial Report is to be presented at the next Board meeting in December 2019. **SJ/AS**

7 Equality

JB outlined that at the current level there are no more immediate actions for the Board. However as you progress through standards we will need to do a gap analysis.

It was noted that the CGS Board is not diverse despite its gender balance. It was agreed that we should continue to ensure we are reaching out to all the groups going forward. It was noted that BBC Scotland have sent out survey re BAME to Scottish Governing Bodies

8 Chair Update

Sportscotland - Stewart Harris recently wrote to PB confirming that success at the Commonwealth Games, through Team Scotland is a priority for sportscotland and clarified that there was no formal application process for this type of National partnership.

EM to follow up with John Lunn and PB to meet with the Minister. Progress will be reported at the December Board meeting **EM/PB**

sportscotland funding to be an agenda item at the December Board meeting

9 CEO Update

9.1 Top Risks

Risk 71 should be red, this item is outwith of CGS control. Review dates require to be amended. **AS**

The Board will review the Top Risks at the December Board meeting **CGS Board**

10 Games Update

Youth Games –The Games will be set up over 3 areas therefore the Team is going to be split which will lead to managerial challenges. There is a possibility there could be 3 different locations one of which would be on Tobago. There are still a couple of the sports not fully signed off.

Scotland House

The initial visit by Directors to the preferred location for Scotland House will take place on 22nd October 2019. BC, JB and EM will attend. A report will be submitted including

outlined budget. Concerns regarding the communication has been acknowledged and duly noted, due to interest further visits will be arranged.

Proposals –

3 different elements will be explored

- Performance Centre.
- Scotland House
- Achieve

11 Sub committees

Selection Committee

The Selection Committee held their inaugural meeting, managing athlete selections for Birmingham 2022. There are approximately 10 meetings in a cycle. An independent member of the committee needs to be recruited. Action to seek recruitment for suitable candidates through the website and SGBs. Aims to be completed by the end of 2019.

CGS

A necessary meeting with a single item agenda for the membership to approve the General Selection principles will be arranged in January 2020. This will also provide an opportunity to update on Birmingham and give clarity around quotas.

Athlete Advisory Panel

There have been challenges with athletes committing to meeting dates. CG and EM will meet to address and progress.

CG

It is proposed that small groups will oversee different projects such as kit, Achieve or Sport for Schools.

Sport for Schools (SFS)

CGS endorsement would enhance SFS's work in Scotland. Minimal work would be incurred for CGS staff. It is noted that due diligence is still to be carried out.

CGS

Team Scotland Youth Trust

Gavin Hastings has agreed to be interim Chair. The process for applying to Foundations and Trust Funds is ongoing with FJ Philanthropy preparing the applications. We await the appointment of the 2 CGS Representatives to the TSYT Board before we are able to openly recruit the independent Board members.

Any other business

It was requested that the Action log and minutes are circulated within a week of the Board Meeting.

HT

Proposed Board Dates for 2020 to be advised

PB/HT



CGS Directors -

Date:

Time:

Location:

Board Meeting Minutes

17 December 2019

17:00-20:00hrs

CGS Offices, Airthrey Castle, University of Stirling, FK9 4LA

Attending :

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
Elinor Middlemiss (EM)	Head of Games Operations
Helen Toole (HT)	Minute-taker

Apologies

Paul Bush (PB)	Chair
Colin Gregor (CG)	Director: Athlete Representative
Jennifer Barsby (JB)	Director: Equality
Margaret Ann Fleming (MAF)	Director
Joan Watt (JW)	Honorary Medical Adviser
Carolyn Morgan (CM)	Honorary Legal Adviser

- 1 Welcome and Apologies**
Mca welcomed everyone to the meeting, acknowledge the apologies and asked HT to send on behalf of CGS best wishes to PB and to let him know our thoughts are with them.
- 2 Declaration of interests**
BC wished it noted that he is employed by the current research provider for the Public Attitude Survey
- 3 Minutes of Previous Meetings**
Minutes from the CGS Board Meeting on 15 October were noted as a true record
- 4 Matters arising from previous Meetings**
It was noted that following Helen Philips being appointed to the Sport Committee she is being very proactive with communications. A Sports Committee meeting has been scheduled for January 2020.

sportscotland action regarding the Awards was postponed post the Sunday Mail Scottish Sports Awards on 5th Dec 2019
Action to regroup Action Log items for 2019.

HT

HT

JMD



For presentation, Discussion and Decision:

<p>5 YouGov Brief headline results were outlined The full delivery of the presentation has been postponed to allow time for further analyses of the results and establish the implications. Presentation will be rescheduled for the next Board meeting.</p>	<p>JMD/SC/ BC</p>
<p>6 Finance Report SJ spoke to the Finance paper outlining the decrease in revenue due to the ongoing discussions with sportscotland</p> <p>The implementation of Xero Accounting has meant there is now a much improved management reporting system. Adrienne Sunderland was thanked for her work in implementing the transition.</p> <p>Investment review. Following the review, CGS will reassess the areas we do not wish to invest in and if any further sectors should be considered. Although the Endowment Fund is separate it is proposed that CGS join the next Endowment meeting to discuss ethical investment policies.</p> <p>The risk profile for the dividend element of the investment is being reviewed and will be adjusted accordingly.</p> <p>MC provided a update on the Endowment Fund investment and confirmed the new Chair as Lord Jack McConnell</p>	<p>SJ/MCav</p>
<p>CGF partnerships and JMA The question was raised regarding the commercial sectors that CGFP are exploring as sponsors of the Games and, with JMA implications, how this aligns with our ethics and areas of exceptions regarding sponsorship and investment – JMD to contact CGF in this regard.</p>	<p>JMD</p>
<p>Medallist Reward</p> <p>The CGS Board agreed to</p> <ul style="list-style-type: none">• Continue sub group - MC/DB/CG to review exceptions as received• Sub Group to liaise with EM and rewrite policy, including amendments from 2014 outlining that the award is not to be used for performance sport purposes and state that the tax implications are the athletes responsibility• The 4 current athlete requests in principle and will confirm approval prior to payment being processed.• The policy will be included in the CGS Policy and Procedure annual review timetabling• Once the policy is agreed , all remaining athletes on the scheme are to be contacted to advise them of the revised structure.	<p>MCav/DB/ CG /EM</p>
<p>MC will seek agreement to the policy by email to allow CGS to release the funds to the current applications as soon as possible.</p>	<p>MCav</p>

<p>7 Top Risks Review Top Risks were noted and although no amendments to be made, it was highlighted that the project plan and structure for the Team was reaching an important stage. The staffing committee are currently writing a paper which will enable progress in this area.</p>	
<p>8 Scotland House Following the recent Board site visits the excellent opportunities that UCB have to offer were recognised and subsequently it was agreed that UCB be the preferred location for Scotland House. It was also noted that a new Commercial Director is to be appointed by UCB in the New Year.</p> <p>It was agreed to scope requirements for Scotland House including contracted staff time to progress to contractual discussions early next year.</p>	<p>JMD/EM</p>
<p>9 Equality CGS are currently working towards the preliminary equality level. This requires the Board and Staff to have a consistent approach to training. It was agreed to the training taking place at the February Board Meeting or alternatively at the Board session in March 2020.</p>	<p>HT/AS</p>
<p>9b sportscotland Framework Agreement The Framework agreement between CGS and sportscotland was approved. The Board requested that Appendix 4 be submitted at the next meeting</p>	<p>EM</p>
<p>10 TSYT It was agreed that MC and JB would sit on the Board for the TSYT and open recruitment would be sought for 2 independent trustees, one of whom would be the new Chair.</p> <p>It was agreed that JMD would draft the required documentation and advertise the positions for consideration by the TSYT Board.</p>	<p>JMD</p>
<p>For Information:</p>	
<p>7 TSSSA Review It was agreed to contact the EICC and advise that we are unable to commit at present to the date proposed but would seek to hold until early next year when sportscotland discussions are concluded. Any resulting consequences on non-availability will be managed.</p>	<p>AS</p>
<p>9 CEO Report It was agreed that DB would be the Board Mental Health Award Champion in support of the Mental Health and Wellbeing in the Workplace Bronze level.</p>	
<p>10 Games Update JMD and SJ to revisit Youth Games budget as there is an indication that the sports will be spread over various location which will impact on our staffing structure and travel costs.</p>	<p>SJ/JMD</p>
<p>11 Sub committees Staffing The staffing committee recognised the time urgency to progress whilst understanding the current internal staff capacity issue</p> <p>Selection EM to circulate the 2022 General Selection Policy to the Board. The Board were invited to attend the meeting with SGB's on 15 January 2020</p> <p>General Principles will be circulated to the sports on the 18 December 2019.</p>	<p>EM</p>

Sub-committee confirmed approval of the General Selection Policy and this will be circulated to the sports prior to the January Sports representative Meeting to discuss selection.

Athlete Advisory

The Athlete Advisory panel will meet on 15 January 2020 prior to the General Selection meeting

AOCB

2022 Coordination Commission Member for Birmingham

It was agreed to support EM's application to the Co-Comm for Birmingham 2022.

Review of CGS Strategic Plan

It was agreed that a sub group be formed to progress the review of the Strategic plan for the next 7 years.

**JMD/SC/
BC**

Consideration of criteria for Life Members

Criteria to be developed for Life Membership. JMD to review other organisations policy and criteria

JMD

Office Closure over Christmas

The CGS Office will be closed on 20 Dec and re-opening on 6 Jan 2020.

Board Dates

4th Feb 2020 – Agreed

March for Saturday session with optional Friday night to be agreed

Early May – to be agreed

9th June – AGM – Agreed

Early September to be agreed

Mid-late November to be agreed

Late Jan meeting – to be agreed replacing December meeting

A Doodle poll will be circulated to assess availability.

The Board thanked all the staff, recognising that the office is currently under resourced and appreciates all their work.