

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 9 February 2022  
**Time:** 16:30-18:00hrs  
**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
Susie Crawford	SC	Director: Marketing
Colin Gregor	CG	Director: Athlete Representative
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Medical Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

**Apologies:**

Nigel Holl	NH	Director
Jennifer Barsby	JB	Director: Equality

- 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 18 November 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 during the meeting.  
Scotland House and Performance Centre have been progressed.  
  
**Chair Update**  
The Chair provided an update on positive progress towards securing a host for 2026. Negotiations are ongoing and should move forward in the next few months with Heads of Terms under development.  
There are significant issues around governance to be worked through.

PB confirmed the Endowment Fund was in good shape despite the volatility of the stock market and he reconfirmed the wish to renominate Jack McConnell to continue as Chair. This was agreed.

JMD

He also advised there was good traction with Scottish Government Ministers for the Birmingham Games and it was likely that both the First Minister and Sports Minister would attend the Games at some point.

## 5 For presentation, Discussion and Decision:

### 5.1 *Birmingham 2022 Preparation Status Update*

#### COVID

A paper on Birmingham preparations had been circulated. EM outlined that B2022 are planning for a Covid Games “Living with the New Norm” and the impact this would have, with plans moving constantly.

PCR testing will be required prior to and on arrival at the Welcome Centre and on a daily basis thereafter. Masks will be worn and guidance issued for a recommended stay of 5 days prior and 48 hours after competition.

The Covid Review Group has been meeting monthly and this will now change to fortnightly. Derek Callan has been appointed as Covid Officer, and will be supported by Dr Carrie Macrae-Routray.

The development of our Covid Policy is dependent on release of first Covid Playbook in March.

NE outlined that Covid related lessons from Tokyo and Beijing are being learned on a daily basis.

The potential journey of vaccinated and unvaccinated athletes testing positive needs to be mapped, as each will be quite different, as in Japan and China.

NE

There is appetite within sport to be vaccinated as sports have to qualify for events and to do so they have to travel and prove vaccination status.

A big challenge will be Maintaining Covid free status and this is something CGS, the wider Medical Team and **sportscotland** are working on.

Legally there is no exposure to CGS on current vaccination guidance as an individual has freedom of choice to vaccinate or not, but CM suggested that Team Members, if fully vaccinated, should be asked to sign a waiver absolving CGS of responsibility if they do catch Covid. Non vaccinated Team members should also do this as part of the Team Member Agreement.

JMD/ CM

It was agreed that we should currently follow the ‘strongly encourage to vaccinate’ advice from the B2022.

Covid will be a standing item at all future meetings.

NE outlined the Bio Bubble principle if implemented (in Beijing referred to as Closed Loop). It tries to mitigate the risk of athletes performance affected after contact with someone who may have cross infected them, by putting people in groups allowing interaction with each other. Protection of athletes is key. VIPs and media would be kept away from athletes to avoid cross contamination.

Need to also consider what is happening globally. Teams from Australia and NZ may be affected by their travel and entry restrictions and may have more stringent levels.

The Board considered it would be useful to have some of those issues, which might require Board decisions as opposed to medical or operational decisions, highlighted, with clarity on Board involvement.

JMD/NE

Information on this and essential roles, including minimum Board representation, will be brought to the March Board meeting.

Similar consideration will also be given to Scotland House and how it operates. It was confirmed there will be separation from Scotland House and the Performance Centre which would be within the bubble. Clarification is required on Scotland House role and operation if not able to be used by athletes. Scenario planning for this will be reviewed at the March meeting.

CMil

### **B2022 Operations**

It was highlighted that B2022 planning slippages were having a knock on effect on our planning and operations with everything condensed into a shorter time period. Selection is already delayed, moving to April, May, and June, causing time pressure for staff. A new member of staff has been appointed on a short term contract until after the Games to provide support on Selection and other aspects of Games administration.

### **eSports**

The CGF announced a separate stand alone eSports event would run in Birmingham 6-7 August during the Games. B2022 has no involvement or capacity to help. A detailed paper on eSports will be brought to the next meeting so the Board can establish a clear position.

CMil

### **Games Village**

A solution to the Games Village at Birmingham University, which has been a matter for concern, is being taken to the B2022 Board for approval.

The Board agreed to formalise the strength of feeling about the current preparation and lack of readiness and the quality of the offering of B2022 and the pressure this is putting on staff. A letter will be drafted and a copy sent to the B2022 Board Chair expressing concerns and seeking solutions.

PB/JMD

## **5.2 Strategic Impact 2022-2026**

A paper on challenges in the 2022-2026 period and particularly around hosting had been circulated but this is being superseded by recent events with the state of Victoria in Australia now publicly in the frame reducing the risk considerably. The challenges faced in B2022 are likely to be similar in 2026 with a multi village set up proposed. Sports might be traditional Games sports but events may be different.

It was also advised that Canada is now moving through a process to bid for 2030.

The Board considered the impacts of no host in 2026 but considered that with a Games in 2030 more likely this should not cause CGS to cease operation with wider impact programmes able to continue to be delivered.

There are likely to be constitutional issues arising in the next few years, with a potential Independence Referendum outlined by the current Scottish Government in 2023 and potential review of the Commonwealth as a body and where it sits, should a change in leadership of the Commonwealth occur during this time.

In the event of an Independence Referendum, it was agreed that CGS should position to be a successor Olympic body and seek support of members and wider Governing bodies for this position.

PB apologised for leaving due to an urgent matter and MCam took over the Chair.

## **5.3 Sponsor Opportunity**

A paper on a potential Sponsor opportunity had been circulated and the background to this was outlined.

The potential sponsor is a private company, active in support of community sport, and keen to work with us on a longer term attracted by our values.

Due diligence and reputational risk would be assessed and brought to the Board to consider the implications

**JMD/CMi/  
BC**

**6 Any Other Business**

It was agreed to have the next meeting on 9 March in person and a suitable big meeting room will be booked.

**JMD/AS**

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

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 9 March 2022  
**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
Susie Crawford	SC	Director: Marketing
Colin Gregor	CG	Director: Athlete Representative
Jennifer Barsby	JB	Director: Equality
Niall Elliott	NE	Medical Adviser
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

**Apologies:**

Nigel Holl	NH	Director
Carolyn Morgan	CM	Honorary Legal Adviser

**1 Welcome and introduction**

PB welcomed everyone to the meeting and apologised for the late switch to a Teams meeting from the original in person meeting due to the wider position with COVID. It was hoped that in 4-6 weeks this could change so we could meet in person as planned for the next meeting.

**Chair Update**

PB advised that we just heard of the sudden untimely death of John Paul, a Cycling Team member in 2010 and 2014 and it was agreed that CGS send a message of condolence to his family.

**Investments**

The Chair noted that in the current economic climate both CGS and Endowment Fund investment portfolios are likely to be adversely affected and this is being monitored.

**B2022 Operations**

B2022 correspondence on readiness and Games preparation had been circulated to the Board. Whilst initial formal response had been disappointing, further correspondence and subsequent dialogue provided more surety and we are waiting for confirmation of changes likely to be announced at the B2022 Open Day at the end of the month.

The Chair noted it was disappointing that the issues raised were perceived by B2022 Chair to be operational and not strategic.

**2026**

**JMD/PB**

This now seems to be progressing well and we await further detail and a formal announcement once a number of details are worked through. The Sport programme will not be completed until the end of the year.

#### **Potential Sponsor**

The potential sponsor does have business links with Russia and this is currently being dealt with as part of due diligence before any further discussion. It was noted that CGS does not have any direct investment links with Russia.

## **2 Declaration of interests**

There were no declarations of interest.

## **3 Minutes of Previous Meetings**

Minutes of the meeting of 9 February 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 during the meeting.

#### **Governance Group**

The Governance Group had first meeting the previous week, when TOR were reviewed and signed off and timelines adjusted, with intention of a conclusion and members sign off later in the year at a November/December Special Meeting. A number of further meetings have been scheduled to take this forward. There is a Governance Code for **sportscotland** and for UK Sport and the group will consider both in the mapping exercise.

The Athlete Advisory Panel had been contacted for input as part of this process.

**JMD/CG**

## **5.1 COVID Planning**

NE as Medical Advisor and Derek Callan who is Team Scotland Chief COVID Officer provided an update on current planning and structures that are in place both pre Games and into the Games.

Team Scotland Principles are:

- A successful Games meeting **performance objectives** of athletes and sports
- Team operates in a safe environment, following guidelines and principles
- Athletes and wider Team members **feel valued and supported** and have a positive Games experience

CGS Covid Planning Group is meeting regularly and has linked with B2022, UK and is using Scottish Government guidelines and protocols to develop Team Scotland's guidance, policy procedures and Team Structure.

Core Mitigating Measures and contingencies were outlined. Policies can be formalised on the receipt of the Covid Playbook, likely to be produced in April or May. The Playbook will cover all accredited people attending the Games

NE outlined that the current insistence on testing is a concern. Within the Games B2022 will cover tests but if tests are required prior there may be a cost implication. Sportscotland may be able to assist with funds and equipment for this.

The Board was advised to expect changing scenarios. Contingency planning on Key Man Cover across the team and other support roles is underway and the Board will be updated on this.

**JMD/ CM**

Clarification on Isolation facilities was requested and NE advised this is being worked through, although by July there may be no need for this for COVID. In England the legal status is not to isolate. There will be holistic planning for our own cases.

The Chair thanked Derek and Niall for their input and the reassurance provided to the Board on this. There will be a Covid Update as a standing item as part of Birmingham Reporting at the next meetings.

NE/DC/EM

## 5.2 Scotland House

A paper had been circulated and CM provided further detail on the facilities and planning to date for Scotland House and the Performance Centre and the roles each venue will play in Team support.

The Performance Centre will provide a secure and safe environment for athletes and support staff and will be within the athlete 'bubble'. A range of performance dining options from Scotland House will be offered there.

Scotland House will primarily support athletes' friends and families and those connected to Team Scotland and will be outwith the 'bubble'. There will be some form of 'accreditation' to identify those attending and athletes will be asked to give names of those who would visit Scotland House.

It will also be a focus for stakeholders and member sports who have indicated a desire to use the space for meetings and events.

The bar and restaurant will be open daily with range of events scheduled.

The BBC is proposing to host their morning programme from somewhere within the Scotland House building. The Board requested clarification on this as media presence had been an issue in Scotland House in 2018, however the fact that there is no accommodation linked to Scotland House will be a mitigating factor. Any sensitive discussions can take place in separate meeting space.

There will be further updates on planning at the April and June meetings as part of Birmingham 2022 reporting.

CMil

## 5.3 eSports Positioning

A paper had been circulated outlining the eSports event scheduled for Birmingham during the Games, where this was positioned and associated risks.

There is no direct impact on the Team but there is a perception risk for us if any Scots gamers qualify.

A recent BBC podcast by Katie Sadlier had indicated that if Canada was host in 2030 that eSports would be included.

There was discussion on how the success levels of the event would be and how further integration into our Teams would work.

The Board agreed the five recommendations:

- Continue to develop a working relationship with Esports Scotland, allowing a two-way flow of information and support in the build-up to the Games.
- Support with explanatory marketing/communications, allowing us to provide clarity on the separation between Team Scotland, Birmingham 2022 and the Commonwealth Esports Championship.
- Direct dialogue with **sportscotland** and member sports over the Championships and potential impact through existing communications channels.
- Investigate the appetite from Scottish Government or UCB to host an Esport-themed event at Scotland House, to engage with wider stakeholders.
- Press for a full post-2022 review by CGF, including engagement with CGAs.

There was a feeling that the Board should adopt a position on eSports in future Games.

It was agreed eSports are here to stay but there was concern around their role in the Commonwealth Games.

It was further agreed to feedback to Louise Martin and Katie Sadler concern around CGA disconnect with this and the problems this has created.

eSports in 2022 will be reviewed further at the April meeting.

#### 5.4 Investment Policy Statement

Development of an investments strategy process had arisen through scrutiny of a potential sponsor and CGS had raised this with abrdn who had provided a template for our investment strategy.

The advice from abrdn was noted relating to the recent fall in value in the current bleak financial and political climate however, long term, things should improve with our portfolio on medium risk and not requiring immediate withdrawals, with a strong cash balance held to meet medium term needs. .

We were also updated on the Endowment Portfolio which is in a similar position.

The Board agreed the Investment Policy Statement.

## 6 Senior Staff Updates

### 6.2 CEO Update

The CEO Report had been circulated and JMD highlighted the increased risk on Investments had been added to the Top Risks on the Risk Register with the mitigations noted.

An update on the Regional CGF Meeting held to was given.

It was noted that CGF Charter for Good Conduct will be issued by the end of March. This may have implications on our policies. An Ethics Commission has also been established and clarification sought on TOR for this.

Athlete statements will be covered in the Charter for Good Conduct and CGF will run seminars on this prior to the Games. There will be an Ethics Officer who will refer anything to Ethics Commission.

### 6.3 B2022 Report

Update paper had been circulated. Village Allotment close to finalisation and B2022 now looking for positive solutions – increasing bed numbers, improving transport, catering and laundry. This detail is due by the end of March.

Implications of change to multi-Village Games to delivery structure for CGAs needs to be considered and reviewed.

26 CGF contingency slots are now left for allocation which will be done in May.

Selections are ongoing and the Appeals Process and timelines being considered.



A virtual Staff Team Camp was held and a presentation on Incident Management done by Derek Callahan and Chris Purdie. Incident Management Policy will be worked up and reviewed to bring to Board once complete.

**EM/DC**

Board members were requested to submit their accreditation information by 28 March.

**6.4 Marketing and Communications Report**

A paper had been circulated and CM provided an update on the website refresh. Re-launch date to be confirmed.

**CM**

This is going well and upload of athlete profiles ongoing.

Board members were asked to confirm availability and desire to participate in any QBR activities.

**6.5 Finance Report**

The report had been circulated. There were no questions.

**Any Other Business**

It was agreed to have the next meeting on 26 April in person and a suitable big meeting room will be booked.

**JMD/AS**

PB thanked everyone for their contributions to a very interesting and productive meeting and wished JMD a good trip to New Zealand.

**Commonwealth Games Scotland  
Board Meeting  
MINUTES**



**Date:** 26 April 2022  
**Time:** 17:00 -19:00hrs  
**Location:** Stirling Court Hotel and Teams

**Attending:**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Bruce Cook	BC	Director: Commercial
David Bond	DB	Director: Wellbeing
Susie Crawford	SC	Director: Marketing
Colin Gregor	CG	Director: Athlete Representative
Jennifer Barsby	JB	Director: Equality
Nigel Holl	NH	Director
Niall Elliott	NE	Medical Adviser
Derek Callan	DC	Police Scotland
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat

**Apologies:**

Michael Cavanagh	MCav	Past Chair
Carolyn Morgan	CM	Honorary Legal Adviser

- 1 Welcome and introduction**  
PB welcomed everyone to the first in person meeting since early 2020.
  
- 2 Chair Update**  
PB thanked Derek Callan, Niall Elliott and Elinor Middlemiss for their work on Covid planning.  
  
He, BC and EM had attended the World Doubles Squash event, hosted by Scottish Squash, which had been very well run and had been successful for Scottish athletes. CGS had provided financial assistance for this event and we were thanked by Scottish Squash for this support.
  
- 3 Declaration of interests**  
There were no declarations of interest.
  
- 4 Minutes of Previous Meetings**  
Minutes of the meeting of 9 March were noted as a true record.
  
- 5 Matters arising from previous Meetings**

Action points were addressed through the agenda. JMD outlined the outstanding items to be covered during the meeting.

Athlete and VIP accreditation is complete and JMD thanked the staff for their work on this.

### 6.1 Annual Accounts 2021

The accounts had been circulated. SJ outlined this is year 3 of the 4 year cycle and there would be a full audit at the end of 2022.

There is increase in activity in a pre Games year.

Overall CGS is in a good position with sufficient funds to attend Games in 2026 and 2030.

Investments continue to be volatile in line with world events.

The funds allocated to the Athlete Reward Scheme is going down as athletes retire or claim their reward. NH applauded the Athlete Reward Scheme as a scheme that was admired by other partners and agencies. There are inspiring athlete stories in how the funds are used which could be potentially attractive to sponsors. It was agreed to publicise these and examine further options for the scheme for CGS and partners in the future whilst acknowledging the financial cost to operate.

CMiI/ JMD

The accounts for 2021 were approved and would be signed and submitted to Companies House and presented to the AGM.

SJ

### 6.2 AGM

The agenda for the AGM was reviewed and agreed. As the Scotland v Ukraine European Cup qualification match is now scheduled for 1 June too, and may impact on attendance it was decided to move the start time of the meeting to 18:00hrs.

The timing of the Board meeting prior to the AGM will be considered and determined according to the agenda items.

### 6.3 You Gov Survey and Athlete Survey

CM gave an overview of the You Gov survey undertaken in December 2021 and the Athlete Survey conducted in February 2022. Both surveys had been conducted previously

The Athlete Survey was affected by the lack of selected athletes so responses were mainly from past athletes.

The You Gov survey indicates the Games cycle, with a high awareness during the Games then dips thereafter.

Any knowledge of Birmingham is very low.

CGS needs to consider how to build on the lift from each Games and create greater brand awareness.

Concern was expressed that CGS is entirely reliant on what the CGF does and it is hard to promote Team Scotland and the brand with uncertainty.

The You Gov survey will be circulated to the Board.

CMiI

Post Games the Board will consider what the objectives are and if these are aligned with our expectations and put resource into this if we think it is appropriate.

An initial session will be held in the November Board meeting to agree what measures we are measuring against.

JMD

## 6.4 Covid

NE outlined planning to date for a Covid Games. A number of agencies are involved in Covid Planning including Scottish Government, UK sports Medical Officers, B2022, CGF and CGAs and the UK Health Authority.

All those with Games accreditations will be required to take a PCR test within 72 hours of arrival at the Games. There will be daily PCR testing for all accredited personnel. The Covid Playbook is due to be issued at the end of May.

As Covid positivity can remain for 90 days after infection and the Games are approximately 90 days away at the start of May, NE outlined the steps for monitoring and testing in this pre Games period and identified the greatest risks for Team Scotland members.

From May 1<sup>st</sup> all accredited personnel should do three Lateral Flow Tests (LFT) per week. CGS has received a large quantity of LFTs and these will be included in kit distribution. Additional LFTs will be available to sports if they wish to collect from CGS.

Although Covid regulations in Britain have been relaxed, there is a difference in the approach of all nations and territories of the Commonwealth. Rules have to be set abiding and respecting other teams and countries.

There is currently a huge variation in the approaches to testing being taken by individual sports events and IFs.

The Board will be given a virtual briefing on the Playbook when it is released. There will continue to be changes.

The aim is to deliver a Team Scotland that is least impacted by COVID and able to perform on the world stage.

The approach as presented was approved and PB thanked Niall for this excellent piece of work.

NE

## 6.7.2 Incident Management

The Incident Management Plan had been circulated. As EM and DC need to leave the meeting early the Chair invited them to provide follow up. An Incident Management Workshop with the Board will be held prior to the Games.

DC

The Key Man Planning document will be taken out of the Incident Management Plan and DC will do some additional work on that to develop a Covid contingency plan. This will cover Board roles and responsibilities and the communication process, contingency management and processes in the event of positive Covid tests. The Covid Contingency Plan will be presented to the Board at the June meeting.

DC

The Board agreed with this approach and the Incident Management Plan was approved.

## 6.5 Scotland House

CMil provided an update from the previous meeting. Expressions of interest in hosting events in Scotland House have been received from a number of SGBs and the Scottish Government and the programme is filling up.

A pop up retail unit for Team Scotland merchandise will be in place for the opening days of the Games.

Additional staff have been recruited.

This presentation will be sent to the Board.

CMil

## 6.6 eSports

Scotland will have representation in the efootball event. An individual has been selected and he competes for the SFA. CMil advised he is having regular meetings with eSports Scotland to monitor progress.

All e-sport accommodation has been arranged by the CGF and Global eSports.

There is no Team Scotland connection with the eSport event. Access to Scotland House will on the same basis as other guests.

CMil

## 6.7 Policies

A number of policies had been circulated for information and approval.

### 6.7.1 Team Member Agreement

This has been updated from the previous version and vaccination procedures and process for electronic signatures incorporated and reviewed by our Honorary Legal Adviser. This was approved.

### 6.7.3 Flag Bearer and Marching Policy

This has been updated from the previous version and will be amended if more than one flagbearer is required. This was approved.

### 6.7.4 Charter for Good Conduct

This contains items relevant for our own policies and for consideration. The relevant information will be disseminated to athletes at the Team Camp. The Media Team and SGB Media and Communications officers will be briefed on this so that athletes can be managed.

### 6.7.5 CGF Gender Position

A discussion took place on the CGF policy statement released in April. Transgender issues are likely to come up in relation to B2022 in relation to sport rules with regard to safety and fairness.

We have to abide by IF and CGF rules and while we have no transgender athletes, we could have athletes competing with transgender athletes. Whilst there was concern and public comment, there are no consistent policies in any IF or NGBs and no consistent leadership from any sports organisation.

It was agreed that the Board would develop an action plan looking at

- Existing policies and any feedback from UK Sport Transgender workshop on 13 May
- Further discussion at June Board meeting
- Follow up with CGF – confirming what does this policy mean in practice
- Identification of other CGAs positions –inc Wales, Eng, Aus, Can, NZ
- Raise outcomes as agreed at CGF General Assembly

JMD

## 7 Senior Staff Updates

### 7.1 CEO Update

The CEO Report had been circulated and JMD highlighted that we had received notice of a CGF Byelaw change around the Federation Court. It is planned to make this an independent body rather than having members nominated by each Region. While this is not contentious, it may reduce diversity of the members.

It was agreed to support this with a follow up to the CGF ensuring diversity was considered in the new structure.

JMD

The Risk Register had been amended to reflect reduced risk with the recent 2026 Games host agreement and it was agreed to reduce the risk on CGF decision taking.

**JMD**

## **7.2 B2022 Report**

An update paper with Appendices had been circulated and was noted. Women 3 x 3 Basketball and Women Beach Volleyball Teams have qualified. The men have not been successful.

Village early allotment agreement has been signed and this has increased the number of beds.

### **7.2.3 CGS Appeals**

Members are required to sit on Appeals Panel. PB, JB and SJ are happy to sit on this again. Two independent members are required and JMD will arrange.

**JMD**

## **7.3 Marketing and Communications Report**

A paper had been circulated and CM provided an update on athlete and other media announcements.

**CM**

National Lottery have provided some funds towards enhancing activity around athlete experience in the Village and medallist Friends and Family promotion.

QBR planning is going well although the Arran ferry situation is causing some concern and contingency being investigated.

A joint Awards Dinner with **sportscotland** will be held on Wednesday 7 December at EICC. This will incorporate the Scottish Sports Hall of Fame and next year the 100<sup>th</sup> Hall of Fame member will be incorporated.

## **7.4 Finance Report**

The report had been circulated. B2022 have signed JP Morgan- Chase bank their first non Midlands based Tier One sponsor who are keen to work with us. An initial meeting has been held.

### **Any Other Business**

The timing of the June Board will be reviewed and start time agreed based on the agenda.

**JMD/AS**

PB thanked members for attending a very productive meeting.

**Commonwealth Games Scotland  
Board Meeting  
Minutes**



**Date:** 1 June 2022  
**Time:** 16:15 -17:45hrs  
**Location:** Stirling Court Hotel

**Attending:**

Paul Bush	PB	Chair
Maureen Campbell	MCam	Vice Chair
Susan Jackson	SJ	Director: Finance
Jon Doig	JMD	Director: Company Secretary
Bruce Cook	BC	Director: Commercial
David Bond	DB	Director: Wellbeing
Jennifer Barsby	JB	Director: Equality
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
Sophie Ashcroft	SA	Team Scotland Head of Media
Adrienne Sunderland	AS	Secretariat

**Apologies:**

Michael Cavanagh	MCav	Past Chair
Nigel Holl	NH	Director
Susie Crawford	SC	Director: Marketing
Colin Gregor	CG	Director: Athlete Representative
Dame Louise Martin		Honorary Life Member

**1 Welcome and introduction**

PB welcomed everyone to the meeting, especially SA attending her first meeting. Dame Louise Martin had been called to Baton duty in London and was therefore unable to attend.

**2 Chair Update**

PB advised that he had recently visited Birmingham as a Guest of the CGE Chair Ian Metcalfe and had been impressed with the venues, preparations in place and location of Scotland House and the Performance Centre.

He advised the Board that transport integration would be a problem and the Team and Guests and visitors would need to be resilient, relaxed and calm as issues were worked through. For Board and Guests it would be difficult to visit as many venues as they normally would do due to the distance between them.

PEL Access availability would be challenging as a number of the venues have small capacity.

SGBs would need to be alerted to these challenges. He had used the train from the city centre to the NEC which he suggested was a better option than T2 transport and

as T2 drivers might not have good local knowledge, Uber was a good option to get around.

There has been one Appeal and the Appeals Committee will meet to consider this on Saturday 4 June.

### 3 **Declaration of interests**

There were no declarations of interest.

### 4 **Minutes of Previous Meetings**

Minutes of the meeting of 26 April were noted as a true record.

### 5 **Matters arising from previous Meetings**

Action points were addressed through the agenda. JMD outlined the outstanding items to be covered during the meeting.

- Incident Management workshop will be held on 11 July at 5pm led by Derek Callan.
- CGF Gender position has been added to the Risk Register.
- There had been no response from the CGF to our request to ensure diversity in the Federation Court.
- The Covid Playbook has still not been issued.

### 6.1 **AGM**

JMD outlined the structure of the meeting which would cover the yearly review, accounts and a presentation in Birmingham Team and support programme preparations

There were no issues raised in advance to be addressed.

SJ advised there will be a Memorial Service for former Honorary Life Member, Colin McEachran MBE in July. PB had contacted Colin McEachran's family on behalf of CGS to express our condolences. JMD would advise on funeral and Memorial duties when known. He also advised that David Webster OBE, our Honorary Life President is now in a care home and while being well looked after, would sadly be unavailable to fulfil any further duties from this point.

JMD

### 6.2 **Board Games Roles**

JMD's presentation on Board Games Roles outlined various aspects of the Games with travel to Birmingham with train as the recommended option. The Team has now switched to coach travel as a safer option than train. The Arrival process for VIPs is still to be confirmed. Board members should confirm their travel arrangements to AS by 25 June.

Board/ AS

A Board WhatsApp group will be set up for updates, medal alerts etc.

AS

The PEL process, which is still to be confirmed, will be managed by AS during Games.

AS



Accreditations are limited to team size and we have 20 active at any one time. SGBs have accreditation for the duration of their sport at the Games. CGS guests include **sportscotland**, Scottish Government, Team Scotland Youth Trust and Endowment Fund. It is expected there will be a strong Ministerial presence with the FM and Sports Minister both present at the start of the Games and other Ministers visiting during the Games.

A range of clothing including items of Team kit will be distributed to the Board.

Expenses will be reimbursed in line with HMRC guidance and will be copied to Board members. VAT receipts will be necessary. There will be food available in Games Family Lounges.

Board members were reminded their passports would be necessary as part of the accreditation process along with Games Participation invitation letter and completion of Entry and Eligibility form.

As Birmingham will be quite fragmented with no central point for accommodation, interaction and engagement with SGBs will be challenging. With this shift in dynamic, we will need to actively encourage people to Scotland House. CMil advised there had been good take up from SGBs on booking events there.

### **6.3 CGS Transgender Position Update**

Following discussion at the last meeting there were several actions to follow up on. Other CGAs were following Sports IF rules. The CGF General Assembly has been put back to later in the year and will have updates on B2022 and V2026.

After considerable discussion on this, the Board noted and agreed the position update and recommendations.

A Review Group comprising Jen Barsby - Equality Champion, David Bond - Mental Health Champion, Colin Gregor – Athlete Director and JMD will support this with support from NE and CM.

**JMD**

Team Scotland has no transgender athletes selected but has an accredited transgender training partner for Wrestling who has transitioned from female to male. We will proactively prepare a response, should enquiries be made, as part of our wider Communications Strategy Playbook that is being developed around a number of potential issues and incident response.

**SA**

NE will cross check regarding medication requirements so wider UKAD and Games policies are followed.

NE had attended a workshop with UK Chief Medical Officers with a very good presentation on Transgender inclusion. He will send the links to this and recommended Board members to look at this.

**NE**

### **6.4 Key Person Update**

Terminology will be changed to Key Person Update and the Board noted the paper and potential role replacement options should circumstances require.

## **6.5 CGF Update**

The Board expressed disappointment that no formal General Assembly was being held till later in the year.

The CGF advised that the host for the next Youth Games would be identified in June after the next Board meeting.

The launch of the CGF stakeholder survey and redevelopment of the CGF Strategic plan were noted.

The Organising Committee process for the 2026 Games in Victoria is being worked up and all additional sports and events will be identified by the end of the year.

## **6.6 Covid Playbook Update**

The Covid Playbook is now planned to be issued in mid June. Disappointment and concern has been expressed to B2022 on the continued delays and impact on ability to plan effectively,

The process for positive tests management is to be confirmed but testing and face masks would only now be required by B2022 for Team athletes, staff and technical officials.

NE reported cases of Covid in Team Scotland reflect 4-5% of the Team athletes and staff. Anything over 10% will be cause for concern. There is currently an increase in cases in Scotland.

There is a risk at the Team Camp so there will be testing prior and facemasks and testing will be necessary. Guidance will be issued shortly.

The Incident Management workshop will include a Covid update.

**NE**

## **6.7 Investments**

SJ asked the Board to note the latest report from Abrdn Standard Investments with stock market uncertainty negatively affecting current investment values. It was noted that we are in a medium to long term investment position and that the investments fund is up 13% from 1/01/2022. Overall value is still up 8.3% since 1/01/2020. This would continue to be monitored and Board updated.

## **7 Birmingham Update**

EM's paper was noted.

### **Any Other Business**

PB closed the meeting by wishing EM and all the Team luck in Birmingham in 57 days time.

**Commonwealth Games Scotland  
Board Meeting  
Minutes**



**Date:** 17 October 2022  
**Time:** 17:00 -19:00hrs  
**Location:** Stirling Court Hotel

**Attending:**

Paul Bush	PB	Chair
Jon Doig	JMD	Director: Company Secretary
Bruce Cook	BC	Director: Commercial
David Bond	DB	Director: Wellbeing
Jennifer Barsby	JB	Director: Equality
Colin Gregor	CG	Director: Athlete Representative
Nigel Holl	NH	Director
Elinor Middlemiss	EM	Head of Games Operations
Colin Millar	CMil	Head of Marketing and Communication
Adrienne Sunderland	AS	Secretariat
Mike Hay	MH	

**Apologies:**

Maureen Campbell	MCam	Vice Chair
Michael Cavanagh	MCav	Past Chair
Susan Jackson	SJ	Director: Finance
Susie Crawford	SC	Director: Marketing
Carolyn Morgan	CM	Honorary Legal Adviser
Niall Elliott	NE	Medical Adviser

**1 Welcome and Introduction**

PB welcomed everyone to the first meeting since the Birmingham 2022 Commonwealth Games and recorded the Board's thanks to EM and the CGS team for the fantastic result at the Games. Apologies were noted from MCam, MCav, SJ, SC, CM, and NE.

**2 Chair Update**

PB advised that he had recently spent 16 days in Australia and was impressed by the capital infrastructure being built and buoyant state of the economy, as the country is investing in its future. From a sporting perspective, particularly summer sports, there are signs of good progress towards Victoria 2026 and Brisbane 2032.

Having had two sessions with Jeroen Weimar, Chief Executive of Victoria 2022 his assessment is that Victoria will be delivered very differently to Birmingham and therefore present new challenges not least the Games being split across five centres: Games Family in Melbourne and the four athlete villages. Similar to Melbourne 2006, it is anticipated that 2026 will be a government-run Games as opposed to a private company model.

PB highlighted the current difficult UK economic state, and noted the scheduled endowment meeting on the 8<sup>th</sup> December, following the Awards in Edinburgh the previous evening.

### 3 Declaration of Interest

There were no declarations of interest. This is due to be updated.

AS

### 4 Minutes of Previous Meetings

Minutes of the meeting of 1 June were noted as a true record.

### 5 Matters Arising from Previous Meetings

Action points were addressed through the agenda. JMD outlined the outstanding items to be covered during the meeting.

- With no selections imminent, it was agreed to monitor the Transgender policies of international federations prior to developing CGS' policy and continue to follow the CGF guidance.
- With only seven medallists outstanding from the Medallist Reward Scheme, , it is suggested that a review of the programme can take place in the new year to view how funding has been used and its impact. The information gained on the transition of athletes would be fed back to **sportscotland**. NH expressed the value of this scheme and should there be any means to continue it despite economic pressures it should be looked at and successes widely publicised.
- JMD will meet with MCAv regarding governance sub-committees and have options returned by the end of the year.

### 6.1 Birmingham 2022 Reflections and Review Process

MH presented on initial reflections from the Birmingham 2022 review ahead of the full report in December, ready for consideration in January.

The review will be formulated around how success is defined, its benchmarks, measurements, and importance. It would focus on Team Scotland, as opposed to respondents' views and impressions on SGBs, **sportscotland**, etc., which are not controlled by CGS. The Birmingham review will have fewer recommendations from Gold Coast, and focus will be on the 'pillars' of taking a team to the Games. CGF staff, Board, partners and sport Coach and Team Managers have been directly engaged with many interviews taking place pre and post-Games during a quieter workload.

There were a number of potential follow up points arising, which were covered high-level overview of in his presentation. This included the continued absence of a team sports medal, which would result in recommendation to **sportscotland** to conduct a team sport review in light of resources required.

Scottish sports interaction with the BOA and to a lesser extent UK Sport was raised, as Team England and Sport England have greater involvement with these British sporting entities.

The importance of honest feedback to and from the sports and key partners was highlighted. Concern was expressed that despite the resource implications and importance of the Games and some sports were not conducting formal internal reviews post-Games. It was suggested that fear of consequences over a bad

performance outcome and review may prevent open appraisal and subsequent improvements being made and this was also highlighted as an area for further discussion with the sports.

This process could begin from Youth Games and may be presented as a condition for participating at a Games. This could come in the form of CGS/the Board providing a semi-external facilitator to partake in these reviews. This may also reveal targets more representative than something externally viewed such as medals

The review will be received in December and a January Board meeting will focus on the review in its entirety, preferably with MH physically in attendance, the CGS office will coordinate this.

JMD

## 6.2 Victoria 2026

A paper had been circulated regarding CGS' current information on the Victoria 2026 Commonwealth Games. The sport programme had recently been announced, with debuts for Coastal Rowing, Golf and BMX, plus the return of Shooting. Of these, Golf is not currently represented through a member sport for CGS, with either the R&A or Scottish Golf potentially being the appropriate organisation. PB to contact Antony Scanlon, Executive Director at the International Golf Federation, regarding the potential programme.

PB

## 6.3 Trinbago 2023

A paper had been circulated regarding CGS' current information on the Trinbago 2023 Commonwealth Youth Games, following the sport programme announcement.

The Board ratified the recommendation for the Birmingham 2022 Selection Panel to continue with oversight of the selection process on behalf of the Board for Trinbago 2023. A Selection policy would be developed based on that for previous Games.

EM

Discussions were held regarding whether the budget should be fully covered by CGS. Given rising costs, particularly in air travel, it will be considered whether CGS follow a similar model to the other Home Nations, all of whom require monetary contributions from participating member sports. Until further information is provided by the organising committee on sport invitations and associated athlete and staff numbers, the contribution potentially required, either by value or percentage value, cannot be defined. It was proposed to provide member sports an allocation of athletes and staff, with finances to be negotiated with sports who were able to and wished to take a larger group. However, it was emphasised that given the short timeframes, members sports would need to be informed of any requirements as soon as possible.

It was agreed to contact England and Wales to confirm the level of contribution asked from sports

JMD

A further meeting was suggested with the Board once this information is available and JMD and SJ have completed their work on CGS' finances.

The complexities of selecting a team which both satisfies high-performance desires and the representation of greater diversity were discussed particularly in light of low gender ratios for support staff for the senior Games. To assist development greater

consideration should be placed on targeting an equal gender split for sport specific staff and the wider team management to help improve this for future Games.

Athlete selection will continue to be based on current and potential performance but sport would be asked to encourage athletes from disadvantaged backgrounds to put themselves forward for selection consideration.

The GTM job role will be reviewed and will be appointed through an open recruitment process to commence immediately with appropriate candidates being encouraged to apply.

EM

#### 6.4 **Scottish Sports Awards 2022**

CMil presented on the preparations for the Scottish Sports Awards to be held on 7<sup>th</sup> December 2022. The Board will be in attendance with the role of hosting guests and potential sponsors. There was reassurance that the Team Scotland brand will have a visible presence despite it being a joint event.

With three 'big ticket' prizes looking to be acquired for the raffle, Board members should contact anyone in their network who may be able to offer these.

Board

### 7 **Senior Staff Updates**

7.1 JMD, summarised the paper that had been circulated and the work undergoing.

7.2 EM highlighted the Open Allocation for athlete number provided by the organising committee for Birmingham 2022, starting at 102 and rising by 34% to 137, and have fed back to the CGF that this system is not fit for purpose.

7.3 The Marketing report was noted.

7.4 The final Travel Grant payment plus the COVID testing reimbursement had been received.

Our share portfolio is currently down reflecting wider economic issues. Our investment is based on a medium term strategy, so is still up on our original and it was agreed to monitor this and to build in risk appetite from the Board. The two quadrennial financial review will consider fixed costs and variable costs. CGS needs to be solvent. The investment review with Ayr will take place in early November. A forward projection potential requirements and related timings for the 2026 and 2030 cycle is currently underway.

JMD

The Board accepted the recommendation to waive the repayment of the balance of Commonwealth Championships support for weightlifting as the accommodation and entry fees cost could not be reclaimed from Uzbekistan after event cancellation.

#### **Any Other Business**

PB closed the meeting.