

COMMONWEALTH GAMES ENGLAND



Minutes

Meeting Board meeting 2

Date Wednesday 24th March 2021

Time 09:30

Location Via Microsoft Teams

Chair Ian Metcalfe (IM)

Present Chris Simpson (CS), Nigel Walker (NW), Jenny Ashmore (JA), Simon Ball (SB), Delia Bushell (DB), Dawn Newbery (DN), Caroline Spelman (CSp), Denise Lewis (DL) (until 11.30am), Aimee Willmott (AW) (from 10am)

Other attendees Chris Conway (CC) (all items), Mark England (ME) (item 3), Paul Ford (item 3), Louise Mackie (up to item 4), Frankie Carter-Kelly (FCK) (up to item 4), Executive team (item 4), Jordan Smith (JS) (minutes)

Apologies Ali Jawad (AJ)

1. Welcome, vale, apologies and declarations of interest

IM welcomed all in attendance to the second Board meeting of 2021, with apologies from AJ.

The formal resignation of Ama Agbeze was noted, who had stepped down having been offered a role as a DCMS appointed Independent Director on the Birmingham 2022 Organising Committee Board. IM thanked AA for her significant contribution to CGE over the past 12 months.

There were no new declarations of interest.

2. Minutes and matters arising

The progress relating to the action points from the previous meeting was summarised as follows:

Action points	Progress
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1. IM and JS to arrange a collection and farewell gift for AD in the future once COVID restrictions had been lifted	Ongoing: COVID restrictions were still in place
2. All NEDs to be added to the mailing list to receive ME's quarterly newsletters to the TLs	Complete: ME's Easter newsletter was being produced and would be sent to all NEDs
3. NEDs to feed in any contacts with formal wear suppliers to PB	Complete: This would be picked up later on in the agenda
4. JS to circulate Katherine Benjamin's CV	Complete: KB's CV was circulated
5. IM, CS and CC to work together to ensure risk registers were added to each committee meeting agenda in March	Complete: Risk registers would be discussed in agenda item 10
6. IM, NW and DB to discuss and set up a Diversity & Inclusion Working group	Complete: This would be picked up in the D&I update in agenda item 8
7. Diversity & Inclusion Working group to produce and develop an action plan and report back to the Board on the progress	Complete: This would be picked up in the D&I update in agenda item 8
8. All NEDs to suggest at least one name for a potential female trustee of the proposed Charitable Trust	Ongoing: NEDs were asked for their recommendations

Action point 1: IM and JS to arrange a collection and farewell gift for AD in the future once COVID restrictions had been lifted

Action point 2: NEDs were asked for their recommendations for potential trustees of the proposed Charitable Trust

IM noted that DN had some small amendments to make on the minutes from January's Board meeting and that he and JS would pick this up with DN after the meeting.

Action point 3: DN to notify IM and JS of the requested amendments and JS to make changes as appropriate

There were no other comments regarding the January minutes, and they were approved by the Board as a true and accurate record of the meeting, providing DN's amendments were made.

3. Chef de Mission team update

IM welcomed the B2022 Chef de Mission team to the meeting (ME, FCK, PF and LM).

ME highlighted the key areas of focus from the last two months:

- B2022 programme update – the critical projects were mainly green, with villages and Team England venues on Amber. This was due to COVID restrictions and the team unable to get to Birmingham to visit the venues.
- Athlete team size and open allocation
- Leadership team structure & priorities

ME presented the new open allocation numbers which currently stood at 231. This was an increase of 20 but still remained 16 short of CGE's target.

FCK, PF and LM all delivered a detailed presentation highlighting the core deliverables in each of their pillars, related staffing structures and key priorities for Q1 and Q2 this year.

ME highlighted the key area of focus for the next quarter which was getting out in person to build stronger relationships between CGE and OC staff, and with select key locations and venues in Birmingham, Warwick and the NEC. Covid remained the one main area of concern for ME.

SB offered his help to ME as he sat on the OC Audit and Risk committee and was involved in the OC's covid planning.

CS asked about the 'P' accreditation or equivalent in relation to relay places. PB explained that this was a suggestion (not confirmed) which allowed additional members of the team, not counted in the open allocation numbers, to be selected for the relay events. However, this was David Grevemberg's initiative and since his resignation, PB was unsure if the CGF would continue with it.

DN questioned if each NGB would take a Performance Analyst (PA) to the Games. PF confirmed that each sport had different requirements, and some would use their accreditation places to accredit their PA, whereas some sports would send back video footage to their PA for them to analyse outside of the village, thus not requiring an accreditation.

There was a discussion around the open allocation numbers.

NW added that whilst England Athletics weren't delighted with its allocation number, the solution was the 'least worst'. **The Board approved the current open allocation number of 231 places**, but would continue to press for a greater allocation.

IM thanked the Chef team for their time and ME and PF left the meeting.

4. Executive team update

IM welcomed Harriet Smith (HS), Carys Edwards (CE) and Lou Pullan (LP) from the Executive team, joining LM and FCK. HS also welcomed the seven new members of the Executive team who joined the call to briefly introduce themselves to the Board. These were: Fran Crabtree (Operations Manager), Lauren Smith (Sport Manager), Jodie Lawrence (Games Delivery Intern), Tom Lush (Media and Communications Executive), Kat Benjamin (Head of Stakeholder Programme), Matt Divall (Sport Manager) and Emily Scott (Games Delivery Coordinator).

HS informed the Board that volunteer recruitment was going live in April. CGE was hosting an information webinar session on 23rd April to widen the pool of applicants and ensure that the application process was accessible and inclusive for all. HS thanked AJ and AW for agreeing to be involved in this webinar.

CE ran through a number of points in addition to the communications section in the Executive report, including:

- The transition period with the new PR agency Cake was going well. Cake was also working with CGE's website team Salad, to ensure consistent branding across all channels.
- Mark Ward had been appointed as Chief Marketing and Communications Officer at the OC and would be starting in mid-May
- Government "Purdah" began on 22nd March which meant that the OC was restricted on making announcements until post May elections

LP gave a brief presentation on the process of procuring and selecting the opening and closing ceremony wear.

The Board agreed that it was very important that CGE got this right, as the opening ceremony wear would be the first time Team England athletes walked out as a team to be greeted by the public. SB suggested that additional funding might be required to ensure the kit presented the right image.

LP said that the athlete panel had asked that the ceremony kit to be smart casual, but she was happy to revisit the brief and try to contact other brands if need be.

IM stressed the importance of the athlete kit panel that was due to take place over the coming weeks and also suggested that the Board use their own personal connections to try to find alternative brands which might be interested.

Action point 4: NEDs to send potential ceremony wear connections to IM, who would then liaise with LM and LP to progress conversations with these connections

LM gave a brief update on ticketing. There had been no formal clarification on ticketing from the OC yet but it was likely that the ticketing portal would open in June for the CGAs to access tickets. There was no decision to be made at this meeting, but LM stressed the importance of knowing our ticketing principles and potential servicing lists before June.

As it stood, the OC was not planning on running a Friends & Family ticketing programme, which was challenging as medal session tickets for F&F are normally provided for free (two per athlete who make a final) but this would become the financial responsibility of CGE and the relevant NGB. LM explained that she would continue to try to influence the OC in that respect and IM agreed to take it offline with LM to discuss further.

Action point 5: IM to discuss offline with LM on how best to positively influence the OC on running a F&F ticketing programme

LM referenced the draft ticketing principles in the Executive report which proposed an 80/20 split of tickets for NGBs and CGE and that there would be no free tickets. AW added that as an athlete, empty seats in the stadium when F&F were unable to get tickets was wholly frustrating. It was agreed that a smaller servicing list would be easier to monitor.

Action point 6: NEDs to review the draft ticketing principles and draft servicing list, and then feed back ideas to LM, KB and IM prior to the May Board meeting

5. Chairman's update

IM reported on a busy couple of months. The OC had begun to hold monthly Board meetings, with a formal meeting every two months and then an informal meeting in the months between. The OC was looking to move staff back into the offices full time in April/May.

IM highlighted the recent OC legacy announcement video, in which each competition clip in the three-minute video was of a Team England athlete.

IM had attended three CGF executive Board meetings, and Board members would note that Martin Reynolds had just been appointed Interim Executive Director after David Grevemberg resigned. The CGF had begun its global search for its next CEO. There continued to be significant challenges with regard to a 2026 host but the CGF was working hard to overcome this, with interest from Canada & Australia.

IM and PB had met with the two recommended crisis comms agencies, PB and IM could continue to meet with both agencies as necessary.

6. CEO's report

PB highlighted the volume of work which was being undertaken by the Chef and Executive team. The team was working well and ME and PF were still heavily involved despite Tokyo commitments. An increasing amount of information was coming out of the OC and PB noted that there may be issues which come to fruition or require a decision between now and the next meeting in May, and the Board could expect to receive more information in between meetings.

The OC's legacy plan had been released and from that, the Government was looking at a wider, parallel national legacy programme focusing more on sport. Sport England was leading this on DCMS's behalf, with Charles Johnston to the fore.

PB reported that the Sports Minister was also interested in the Team England Futures Programme.

PB asked IM to give an update on Chandigarh 2022. IM explained that CGF continues to suggest that this will go ahead but there is still no detail available. The CGF was waiting for India to return a license agreement forwarded to India in January. CGF is not expected the competition to be supported by CGAs but by the relevant NGBs of shooting and archery.

IM congratulated PB on the recent positive staff survey results.

7. Diversity & Inclusion Working Group – update

DN welcomed HS from the Executive team back to the meeting to give a joint verbal update. There was a clear mandate from the January Board meeting that CGE should maintain its momentum from an E,D&I perspective, so DN, IM, DL, NW and PB had met to go through the various topics and discussions points. Concurrently, HS had put together a paper with the Executive's ideas on D&I development which had been presented to the NED group. DN then met with PB and HS separately to go through each proposal, discuss timelines and to develop a solid action plan.

HS thanked the Board for allowing the Executive to have a voice and explained that there was a huge passion for this topic within the team. It was important that the existing diversity strategy was made relevant to the B2022 cycle. HS added that whilst the team already pursues numerous positive actions and initiatives, they need to be tracked formally, within the parameters of an action plan and specific objectives.

DN said that the current E,D&I action plan has three pillars, with two additional pillars being proposed. These were:

- Recruitment
- Engagement
- Working with talent within
- Games time diversity
- Working and existing projects

DN noted that a Sports Monitoring Advisory Panel was being set up by SE and Sporting Equals, and Ama Agbeze was heading this up. The panel was currently tracking 129 sporting diversity plans on organisation's websites. The SRA's diversity statement was flagged as "best in class", as was England Basketball's.

CS suggested that in order to improve CGE's long term diversity, CGE might have to "re-purpose" itself over the next two to three cycles. NW agreed with CS and added that with SE and UK Sport help, from grassroots level or funding, CGE could achieve both aims of the best and the most diverse team at all levels within a relatively short period of time.

IM noted that whilst there would always be a delicate tightrope to walk with our NGBs, DL and CSp had already started to challenge and support one of our team sports where the diversity of the elite teams did not seem to reflect the diversity of society today, and the popularity of that sport within ethnic minority communities. IM added that in the past CGE had not interfered with the NGBs selection process but that the time might come where CGE came under pressure from its own Government stakeholders to step in and work with the NGBs on the diversity of the team which they were selecting for the Games.

The next steps were for the working group to produce the relevant documentation, action plans and quarterly reports, to bring back to the Board in either May or September depending upon progress.

Action point 7: E,D&I Working Group to produce quarterly reports and an annual action plan, to bring back to the Board at a future meeting

8. Finance update

CC referenced the January management accounts which had been included in the papers and said that he was happy to take any questions regarding numbers.

HMRC had finally responded to UHY Hacker Young (UHY) in January regarding the unresolved VAT matter. The HMRC letter posed several technical questions which UHY had answered in full on CGE's behalf. UHY was comfortable with the developments which had taken place.

CC presented the organisational budget 2021-2022 and highlighted the following:

- There were two principal components to the budget; the admin P&L projections and the strategic projects
- A large amount of the SE grant will be received in the financial year under consideration in this budget
- The spend was comparable to last year, with a total spend of £1.185m
- The budget had been presented to all committees
- A&F endorsed all the figures, subject to a decision on the recommended inflation-linked annual pay award of 2%. A&F recommended CGE should consider what SE and NGBs were doing in this area and defer a decision until this information was available.

CC noted that he had liaised with DT from SE regarding its annual pay award but DT had advised that SE had not yet made a decision. PB added that he was very much in favour of the annual pay award, as he felt it would motivate the team and reward them for their hard work. It was agreed that IM would discuss this offline with CS/SB (on behalf of NomCo) and PB and then make a decision.

Action point 8: IM to discuss the proposed annual pay award with CS/SB and PB and make a decision on approving it

Subject to the decision on the annual pay award, the Board unanimously agreed to approve the 2021-2022 organisational budget.

9. Risk registers

CC reported that the risk registers had been presented to all committees and referenced the short overview paper which summarised the updates. Any questions or comments should be directed to CC and would be taken offline.

CC confirmed that in the future both risk registers would be made available for each Board meeting and would be saved in Admin Control in the Reading Room.

10. Chair succession

IM thanked all those who had been involved in this process and thanked the Board for attending the extra Board call regarding the Chair succession decision.

SB gave a further update on the Chair succession and said that John Steele was delighted to accept the offer and was happy to meet with all NEDs prior to starting.

SB added that a second candidate, Diane Modahl had impressed the panel so much that she had been offered a NED role as well, with the intention being that she would be replaced by NW as Chair of Sport Committee at a point this year which they would mutually agree. NW would remain on the Sport Committee thereafter. SB was delighted with this additional appointment and reported that Diane was also extremely excited.

CC, IM and SB were commencing the induction process and hoped that both John and Diane would officially become directors from 1st May.

SB added that this was the first step to complete the broader succession plan, and that CGE still needed to recruit new Chairs of the Audit and Finance and Commercial and Communications committees. IM and SB would continue to work on this and bring a paper on this to either the May Board meeting or September Board meeting.

JA congratulated the panel on two brilliant appointments.

11. Committee minutes for noting and questions of committee chairs

There were no questions or comments regarding any of the committee minutes and all were approved by the Board.

12. AOB

IM suggested that as we had on approaching the Gold Coast Games, as the B2022 Games approached, future Board meetings should have additional time allocated to them, given the proximity of B2022 and the amount of information that might be required to be discussed. He proposed that going forward, meetings would be scheduled to finish at 15:00 but allow for a 30-minute lunch break around 13:00. If they ran short then that would be fine. The Board agreed this was necessary.

SB raised the matter of the long break in between the next two Board meetings (May and September) and IM suggested that if needed he would convene a 'catch up' call which did not require any official papers and could be held in the summer, at a time when everyone was free from any Tokyo Olympic commitments.

DN asked if it was likely that Owen Eastwood would attend a future Board meeting and IM confirmed that OE was keen to meet everyone and would be asked to attend a meeting once diaries could be made to work. This was unlikely to be until later this year (at the earliest).

There was no other business and the meeting closed at 13:00.

Action Summary	Executive Lead	NED Lead
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1. IM and JS to arrange a collection and farewell gift for AD in the future once COVID restrictions had been lifted	JS	IM
2. NEDs were asked for their recommendations for potential trustees for the proposed Charitable Trust	CC	IM
3. DN to notify IM and JS of the requested amendments and JS to make changes as appropriate	JS	DN
4. NEDs to send potential ceremony wear connections to IM, who would then liaise with LM and LP to progress conversations with these connections	LP	IM
5. IM to discuss offline with LM on how best to positively influence the OC on running a F&F ticketing programme	LM	IM
6. NEDs to review the draft ticketing principles and draft servicing list, and then feed back ideas to LM, KB and IM prior to the May Board meeting	LM	IM
7. E,D&I Working Group to produce quarterly reports and an annual action plan, to bring back to the Board at a future meeting	HS	DN
8. IM to discuss the proposed annual pay award with CS/SB and PB and make a decision on approving it	PB	IM