

# The Board of Commonwealth Games England

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## Public minutes

<b>Meeting</b>	May Board Meeting	
<b>Date</b>	Tuesday 09 May 2017	<b>Time</b> 09:30am
<b>Location</b>	Grange White Hall Hotel, 2-5 Montague St, London, WC1B 5BU (Villiers Suite)	
<b>Present</b>	Ian Metcalfe (Chair), Alex Danson, Chris Simpson, Dawn Newbery, Hamish McInnes, Jenny Ashmore, Martin Thomas, Nigel Walker, Paul Blanchard, Simon Ball	
<b>In attendance</b>	Denise Lewis, Don Parker (items 6-8), Gail Emms, Louise Bell (items 6-8), Sarah Winckless, Vicki Harris (minutes)	
<b>Apologies</b>	David Ross	

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### 1. Apologies and declarations of interest

The Chairman welcomed the Board and opened the meeting. NW and DL would be joining the meeting later, and apologies had been received from DR.

With regard to declarations of interest, IM noted that there was a possibility that Board members could be lobbied by English cities bidding for the 2022 Games. The Board agreed that it should revisit its Anti-Bribery and Anti-Corruption policy and ensure that there is an appropriate process in place. PB had already asked CGE's HR Consultant, Tom Harlow, to look into this and he would report back to the Board.

**Action 1 – PB to follow up with TH about CGE's Anti-Bribery and Anti-Corruption Policy.**

### 2. Minutes and matters arising

There was a discussion on the level of detail required for the minutes and it was requested that the minutes always contain enough detail to ensure that the discussion is reflected fully.

With this agreed, the minutes of the Board meeting held on Tuesday 28 March were approved as a true and accurate record of the meeting.

IM reported on the matters arising as below:

1 – SW had tried contacting Hamish's contact at the IAAF, however emails had bounced back. HM offered to pass on the correct contact details.

**Action 2 – HM to send SW the contact details for his contact at the IAAF.**

2 – PB had fed back the Board's position on NGB contributions to England Athletics. EA had taken on board the comments and asked that the Board revisit the issue closer to the Games. It was noted that no submissions for support had been received from any other sport.

3 – SW and AD had made a brief start on the room booking system for the Lion's Den and work continued in this area.

4 – The post-Glasgow 2014 review document was on the agenda to be discussed.

### **3. Chairman's report**

IM reported on his meetings and activities since the previous Board meeting. The majority of his time had been spent on 2022, which would be discussed later in the meeting.

A review of the Board's current skills and structure was being undertaken by TH and would be completed by the end of June. Head-hunters would be appointed in July and the recruitment process for new NEDs would take place between September and November, with the hope that the successful candidates could start in their new roles no later than the first meeting of 2018. It was agreed that the timing of this recruitment process should take into consideration the timescales of the 2022 bidding process.

IM noted that all Board members' individual appraisals had been completed and there had been no issues to report.

A summary of the feedback received from the last Chairman's dinner had been included in the papers. The evening had been successful and the next dinner would be on 11 May with a guest list including the Chairs from Badminton, Cricket, Cycling, Fencing, Gymnastics, the RFU, Swimming and Triathlon.

### **4. CEO report**

#### Bahamas 2017

The team's planning was generally in a good place despite the slow flow of information coming through from the OC. The quality of the village and venues was good and the size of the team had increased after five additional places had been accepted. England had received an invitation for the women's rugby team to attend, however it had unfortunately been too late for the RFU to be able to put forward a team so CGE had declined the invitation. The relationship with the OC was in a good place and the cost of Ao Extras had been reduced as a result of conversations led by CGE, amongst others.

#### Gold Coast 2018

The second Team Leader (TL) workshop would take place the following week at St George's Park. Four of the original TLs had left due to funding cuts in the sports and so there had been a level of change within the programme which was being managed by DP and FK.

All the Selection Policies had nearly been completed. DN asked that the team ensure classification clauses for the para sports also be included in the selection policies. This was agreed and noted.

There had been a significant increase in the number of sports that wanted to attend the preparation camp, and also an increase in the number of days that the sports wanted to stay at the camp prior to the Games. The cumulative effect was an increase of almost 1200 bed nights in the Prep Camp.

This had resulted in a significant impact on the budget compared with the last figure presented over 12 months ago to the Board. The result was that there had been a £300k increase in the costs for the Prep Camp since the last figure that was quoted. The A&F Committee had discussed this matter and had accepted it as a contingency item. CS explained that there had been a huge amount of detail provided in the budget but for context, after this additional spending there would be £300k left in the contingency fund.

CS was concerned that information on how much of a travel grant would be provided by the OC had not yet been provided, and so there was still some work to be completed in this key area of cost.

NW joined the meeting at 10:20am.

It was agreed that a mapping exercise to identify the differences between "performance" and "experience" elements of the Games operation should be done and that this should take into consideration the financial aspect of where funds should be prioritised as well. The executive team should continue to work closely with the sports to understand their needs, and that work should also be done to tighten up the budgeting process within the executive team.

**Action 3 – HM to look into strategic mapping exercise with Sport Sub Committee to identify and prioritise performance and experience elements of the operational delivery.**

**Action 4 – PB to review budgeting processes with the executive team.**

PB noted that progress had been made on the Satellite Village for Cycling and Shooting in Brisbane. The costs added up to a total of £105k, and this amount would be managed within the existing budget and would not be taken from the contingency funds.

#### Commonwealth Games Federation

The CGF's 2017 General Assembly had been cancelled and the Chef de Mission seminar moved forward by a week. A smaller General Assembly could possibly take place in the Bahamas.

PB would no longer be travelling to the Gold Coast in October, however IM would still fly out as he had not visited before. IM would spend two days in the preparation camp and would then travel down to the Gold Coast, where GOLDOC would host him.

#### Commercial Development

There had been some progress with commercial development despite the Easter weekend slowing conversations down slightly.

PB gave an update on some of the main leads and it was noted that there had been a refresh of FSG's focus with meetings scheduled with a number of new leads. The profile around 2022 had helped us get through some of these doors and work would continue in this area.

#### Events and media engagement

The activities around '1 Year To Go' had been a real success, with an exceptional range of events with sponsors, partners and media coverage as well. Run Communications had done an excellent job with the media coverage and CGE's relationship with the BBC had become very close.

There had been a good amount of coverage around 2022 following the government's announcement that it would look to support a UK bid for the 2022 Games.

The Chairman's dinner had been successful with a range of NGB Chairs in attendance.

Meetings were also being held with the media and commercial contacts at each of the sports to further improve relationships in this area.

#### HR update

Peter Hannon had started in his role as Head of Media and Communications on 18 April. His first week had been very eventful with the Senior Media Engagement Dinner as well as the news on the General Election and 2022.

#### CGE office premises

CGE's office lease would expire in September 2018. Shakespeare Martineau had reviewed the contract and it would be a fairly straightforward process, however there would be some financial implications around dilapidation costs.

## **5. Sport England**

Significant progress had been made with regard to the Sport England funding agreement. The Moore Stephens report had been received and the feedback had largely been positive. The final set of recommendations had come through and been accepted, along with the work that would be required. There would only be a few minor issues to address.

This report had informed some of the basis of Sport England's new governance review of all sports. CGE was largely compliant across the five areas but work was still needed around some of the areas.

CGE was currently not deemed to be compliant in the 'People' area due to the percentage of women on the CGE Board. CGE had 27% female Board members however the new requirement was to have 30% female Board members, and Sport England wanted this to be addressed by October 2017.

PB would be catching up with Phil Smith and would make him aware of the issue around the proposed timescales. IM would also speak with Phil the next day.

It was agreed that the first priority should be to seek a reasonable outcome with Sport England. The second stage would be to work out what the range of options would be to meet the requirements in time.

**Action 5 – PB and IM to follow up the issue around timescales for meeting the new governance code requirements with Phil Smith at Sport England.**

**Action 6 – CS to begin looking into what the range of options would be if CGE had to meet the new governance code requirements by October 2017.**

## **6. Post-Glasgow 2014 Review & Rio 2016 BOA Debrief**

DP and LB joined the meeting at 11:10am.

PB had attended the BOA's debrief meeting on Rio 2016 with DP and FK and the seven other Home Nation CGAs. In attendance from the BOA had been: Bill Sweeney, Chief Executive; Jan Paterson, Director of Olympic Relations and previous Team England Chef de Mission for Glasgow 2014; Mark England, Team GB Chef de Mission for Rio; Amelia Ashton-Jones, Head of Programme Management; and Scott Field, Director of Communications. The group had given a presentation on the main areas for consideration in the run up to, and during, the Rio Olympics, as well as an insight into their progress towards the PyeongChang Winter Olympics in February 2018.

The biggest lesson they had learnt had been around the management of staff welfare. This was something that the Board should keep at the front of their minds, and would ultimately be the responsibility of PB and SW.

DL joined the meeting at 11:25am.

Issues around "superstar insurance" and had also been discussed and it was noted that CGE would likely align itself to the BOA on this issue.

Overall, there had been a very collaborative feeling at the meeting with a willingness to share information, and they had also agreed to share some of their planning and operational templates.

HM asked whether the British Paralympic Association would hold a similar feedback session as it may be helpful for the para programme. LB explained that the BPA had already shared a lot of the reports with the CGE team and that LB had been included in a lot of the transfer of knowledge as she had been part of their delivery team.

IM noted that the Glasgow 2014 review document by Sir Andrew Foster had been a worthwhile document to review at Board level. A number of the themes explored were being continued and he was comfortable with the progress that had been made. The Board discussed the report and it was noted that the strategic work done on 'Stepping Up' had been the most significant piece of work undertaken in the run up to Glasgow. It was agreed that this strategic work should be revisited, and the Board should create its own version of the six key pledges, which could help guide funding decisions as well as allocation of time.

Action 7 – IM/PB to revisit Stepping Up and look at creating a new set of pledges to help guide the Board and executive team.

JA asked about plans to capture the stories of athletes. It was agreed that this should be discussed at the Communications meeting on 13 June.

Action 8 – PB to add athlete storytelling to the agenda for the Communications Meeting on 13 June.

## **7. Bahamas 2017**

The Board received the Bahamas 2017 report and there were no questions or issues to be discussed.

LB gave a brief update on PDMS, the Performance Data Management System, which would be used for the Bahamas and Gold Coast Games. Previously, the recording of medical notes had always been sporadic, and the English Institute of Sport were keen to use the Bahamas and Gold Coast as a way of testing the new system ahead of Tokyo 2020.

The functional plan of how the system would operate was expected in the following weeks, and the EIS had agreed to provide training for CGE's Head Doctor and Head Physio in Loughborough in the coming weeks.

## **8. Gold Coast 2018**

The Board received the Gold Coast 2018 report and LB gave an overview of the main updates since the previous meeting six weeks prior:

- The Rate Card manual had now arrived from the OC.
- The Kukri contract had not yet arrived as had been expected but was expected shortly.
- A Gymnastics Kit Design panel would be taking place the following day in Lilleshall.
- A Skype call had been held the previous week to discuss the aboriginal dot art designs and the artwork IP with Mr Larry and Southport Primary School. Shakespeare Martineau had been working with the team to pull the paperwork together, which would then be sent to Mr Larry and the school for sign off.
- A number of sports had led the team to believe that an uplift on insurance would be required to cover their equipment. Advice was being sought from the BPA and the BOA, but at this stage it did not look like CGE would cover this additional insurance.
- The BPA had spent a lot of time explaining how they managed their templates for the transfers of Ao Extra accreditations, and the team were now looking into this detailed process with more specific numbers.

DP gave an update from a sport perspective. The new Gold Coast TLs had been invited to arrive earlier to the workshop the following week so that they could be provided with additional information to help bring them up to speed ahead of the main session.

There had been a few outstanding issues with some of the sport Selection Criteria however they were keeping in close contact with the sports, and DP was happy that they were moving in the right direction.

The latest team size tracker had been received from GOLDOC which showed England's team size as 406 athletes, including 56 para athletes, a women's volleyball team and weightlifters in every category. This correlated well to DP's estimation of around 400 athletes and 200 officials and support staff.

SW presented the work done by James Kerr on the Team values. James, who wrote the book *Legacy*, had been working with the team to help create a performance environment and had been helping to bring these values to life through words. The Board discussed the work done by James and how to communicate these values to the team and general public. MT raised a point around the narrative of the values and offered to send his thoughts and feedback to SW separately.

**Action 9 – MT to send feedback on the PRIDE values narrative to SW.**

DN asked that the integration of para sports be looked at in more detail, especially ways in which the seven TLs who had a para element within their sport could be helped. It was agreed that DN would speak to the seven TLs together at the workshop the following week.

LB showed the Board the latest delegation kit designs and samples and the feedback was very positive.

LB and DN left the meeting at 12:20pm.

## **9. Finance**

The Board received the finance pack and CS offered to meet with Board members on an individual basis to go over the numbers as needed.

The policy for foreign currency exposure was presented by CS. It was noted that the costs for the flights had yet to be received so these could not be included in the numbers presented in the report. The Board noted CS's comments and gave approval for the Audit & Finance Committee to be given authority to deal with AUD exposure, as appropriate, in accordance with the approved Forex policy.

CS raised concerns about potential insurance costs for covering professional basketball players who, whilst being English, were playing for US teams. This introduced "US risks" into the cost equation and which could be substantial. The Board's view was that this should not be a cost incurred by CGE and therefore ways of avoiding the exposure should be explored, including understanding our legal liabilities.

**Action 10 - CS to discuss and agree approach to insurance with Exec team.**

The Board reviewed the risk registers for the Bahamas, the Gold Coast and the organisation and agreed the risks noted. It was agreed that the Games risk registers would be reviewed as part of the operational Games updates at the Board, rather than within the Finance report, and HM would add the review of the Games risk registers as a regular agenda item at the Sport Sub Committee. The organisational risk register would remain within the Finance update, and it would be reviewed every six months at Board meetings.

**Action 11 – HM to include the Bahamas and Gold Coast risk registers on the agenda for the Sport Sub Committee meetings.**

CS noted that the organisation's auditors had changed after a tender process. UHY Hacker Young had been appointed, who were a national firm meaning there would be more flexibility if the offices premises were to move.

## **10.AOB**

IM noted that the next Board meeting was scheduled for 12 September, however it would be helpful to meet again before then. IM would ask VH to sort a new date for the Board to meet in between.

**Action 12 – IM to arrange a date in June/July for an additional Board meeting with VH.**

SB requested that IM leave the room for the last AOB item. IM left the room at 12:40pm.

This item was in relation to IM's fee. SB explained that there had been two rounds of pay rises since IM had joined the Board as Chairman. IM had declined the first round of pay rises for 2015/16 due to the organisation's financial situation at the time (as recorded in the Board minutes for June 2016). For 2016/17, he had gratefully accepted the offer of a pay rise. The Board were also invited to consider again the original offer of a rise for the 2015/16 year, recognising that this would not be on a backdated basis. In the absence of a Remuneration Committee, SB asked the Board to consider the position.

The Board discussed the fee as well as the quality and extent of IM's contribution to the organisation to date. The Board understood that IM had declined the first increase because of the organisation's financial situation at the time. In light of the organisation's current position and IM's high level of commitment and contribution to the organisation, the Board agreed to offer IM the 2015/16 increase on top of his 2016/17 increase, all with effect from 1 April 2017 (i.e. not in any way backdated).

SB thanked the Board, and IM re-entered the room at 12:50pm to close the morning session.

## **11.2022 Workshop**

### Introduction

IM gave an update on the most recent developments since the last conference call:

- PB would be attending a workshop held by the DCMS the following day to provide information to prospective bidding cities. In attendance would be representatives from London, Manchester, Liverpool and Birmingham.
- The deadline for formal expressions of interest was Friday 12 May.
- Nick Pontefract had set up an independent office for the new Commonwealth Games Delivery Unit (CGDU).

It was noted that Sport England had not been formally engaged by DCMS, however Phil Smith had been regularly updated by PB.

### CGE Wish List

The Board discussed ways in which CGE could have the best possible chance of being involved, firstly in the bidding assessment process and then secondly in the organisation of a home Games should that happen.

Hosting in 2022 would be an opportunity to address the organisation's long-term strategic objectives with regard to long-term financial sustainability, strengthening of the brand and legacy.

It was agreed that CGE should focus on opportunities for wider social and cultural impact that a home Games could bring.

A point was raised around the new relevance of the Commonwealth in the context of Brexit, and the role that CGE could play in having an increased influence within the Commonwealth movement.

The Board discussed the para sport programme and opportunities to use a home Games to further improve and develop the para sport programme in new and innovative ways. PB explained that within the CGF's current system, the Games would involve 4,500 athletes, of which 3,850 athletes would come from the fixed programme of compulsory sports. The para programme would involve a minimum of 300 athletes. This would leave around 350 athlete places to be made up from optional or new sports, meaning that the level of flexibility in terms of choosing which sports would be on the programme would be relatively small.

It was noted that securing the long-term financial and operational sustainability of the organisation should be the first priority in any negotiations. IM agreed and noted that this had been his focus during his own conversations on 2022.

PB noted that there were two areas of rights to be negotiated – team rights and territory rights. These could be negotiated either as a single flat figure, or based on leverage. CGE's objective would be to secure enough funding to guarantee two Games cycles, for the 2022 and 2026 Games. We would then use that period to drive additional revenue and capitalize on the success. PB explained that it would be preferable for CGE to negotiate its fee with the DCMS in cooperation with the other Home Nations.

GE left the meeting at 2:20pm.

The Commonwealth Games Delivery Unit (CGDU) which had been established currently involved Nick Pontefract from DCMS and Todd Cooper from UK Sport. PB had also been involved with the group and had been invited to join its Senior Leadership Team, which would meet once a week.

PB noted that the deadline for submissions of interest on Friday would provide a list of key stakeholders for each city, and PB would provide a briefing document on who each of those individuals were.

**Action 13 – PB to provide briefing document on key stakeholders for each bidding city.**

The Board discussed what level of resource CGE should contribute to the CGDU. The amount of resource that CGE had been expected to provide had been relatively small so far, however CGE would need to remain very close to the process as key decisions could be made quite quickly. The Board agreed that it should continue to explore options for bringing in additional resource to support the 2022 process.

There was a discussion on the level of lobbying that CGE might need to do with the CGF, in light of the prospect of an international bidding contest with Australia, Canada and Malaysia. It was noted that there could be opportunities for lobbying in the Bahamas, and PB would circulate the CGF Board briefing document that CGE had provided to the CGDU. IM asked that Board members notify PB or himself or any existing relationships with any of the CGF Board.

SB left the meeting at 2:45pm.

The Board discussed whether there was a need for a bid marketing team. PB noted that this would be discussed with DCMS and UK Sport and would be looked into.

**Action 14 – PB to share CGF Board briefing document with the CGE Board, and Board members to notify IM or PB of any existing relationships with members of the CGF Board.**

**Action 15 – PB to look into the need for a bid marketing team with DCMS and UK Sport.**

MT left the meeting at 2:50pm.

It was agreed that now would be a good opportunity to revisit CGE's Vision 2022 strategic document, in particular the strategic priority around building a Commonwealth movement and strengthening the CGE brand.

**Action 16 – PB/IM to revisit CGE's Vision 2022 strategic document.**

To conclude, further thought was still needed around what the sports programme would look like, what the financial payment would be, and what CGE as an organisation would look like before, during and after the bidding process had been completed. IM and PB would continue to update the Board on new developments as appropriate, using the conference call system when needed, as well as arranging for the additional Board meeting during the summer.

PB noted that he would be on annual leave the week of 22 May.

IM thanked the Board and closed the meeting at 3:05pm.

<b>Action Summary</b>	<b>NED Lead</b>
1 – PB to follow up with TH about CGE’s Anti-Bribery and Anti-Corruption Policy.	PB
2 – HM to send SW the contact details for Helen Delaney at the IAAF.	HM
3 – HM to look into strategic mapping exercise with Sport Sub Committee to identify and prioritise performance and experience elements of the operational delivery.	HM
4 – PB to review budgeting processes with the executive team.	PB
5 – PB and IM to follow up the issue around timescales for meeting the new governance code requirements with Phil Smith at Sport England.	PB/IM
6 – CS to begin looking into what the range of options would be if CGE had to meet the new governance code requirements by October 2017.	CS
7 – IM/PB to revisit Stepping Up and look at creating a new set of pledges to help guide the Board and executive team.	IM/PB
8 – PB to add athlete major storytelling to the agenda for the Communications Meeting on 13 June.	PB
9 – MT to send feedback on the PRIDE values narrative to SW.	MT
10 - CS to discuss and agree approach to insurance with Exec team.	CS
11 – HM to include the Bahamas and Gold Coast risk registers on the agenda for the Sport Sub Committee meetings.	HM
12 – IM to arrange a date in June/July for an additional Board meeting with VH.	IM/VH
13 – PB to provide briefing document on key stakeholders for each bidding city.	PB
14 – PB to share CGF Board briefing document with the CGE Board, and Board members to notify IM or PB of any existing relationships with members of the CGF Board.	PB
15 – PB to look into the need for a bid marketing team with DCMS and UK Sport.	PB
16 – PB/IM to revisit CGE’s Vision 2022 strategic document.	PB/IM