



Meeting	Board meeting (minutes)	
Date	Tuesday 10 th December 2019	Time 09:30
Location	5 th Floor Holborn Tower 137-144 High Holborn London WC1V 6PL	
Chair	Ian Metcalfe (IM)	
Present	Paul Blanchard (PB), Chris Simpson (CS), Nigel Walker (NW), Simon Ball (SB), Dawn Newbery (DN), Caroline Spelman (CSp), Delia Bushell (DB), Denise Lewis (DL), Jenny Ashmore (JA) (via conference call)	
Other attendees	Mark England (ME) (until 10:45am), Chris Conway (CC) (All items), Jordan Smith (JS) (minutes)	
Apologies	Ali Jawad (AJ)	

1. Welcome, apologies and declarations of interest

IM welcomed everyone to the final Board meeting of 2019, with apologies from AJ. There were no new declarations of interest.

2. Minutes and matters arising

Report on action points from previous meeting:

Action from previous meeting	Progress
1. PB/FK to continue success planning with Sport England	Ongoing: Positive engagement with HPSAG so far, success planning work continues.
2. IM/PB/CC to continue to work through the Board Effectiveness review recommendations.	Ongoing: IM/CC continue to meet on a regular basis to update the Board Effectiveness review recommendations.
3. JS to update June Board minutes to reflect the spelling correction	Completed: June minutes edited and finalised.

4. CC to follow up extension for signing the Sport England Funding Agreement with Duncan Truswell	Completed: Extension was granted, and the Funding Agreement then signed.
5. Board to send JS names of any people they consider necessary to invite to the AGM	Completed: AGM was held in November.
6. CC to make adjustments to the Statutory Accounts before signing	Completed: Adjustments made, and Statutory Accounts were signed off.
7. CC to add potential India boycott to risk register	Completed: Risk added into the risk register, IM to address in agenda item 6.
8. All Board members to send their preferred order of Accreditation options before the end of October	Ongoing: Seven preferences recorded. Most favour accreditation for the full 12 days.
9. IM, PB & JS to discuss and develop alternate ideas for the B2022 panel at the AGM	Completed: AGM was held in November.
10. DN to look at the Diversity Report and liaise with PB	Ongoing: Will be picked up in the new year.
11. IM to start engaging directly with Sport England and other key stakeholders to recruit for future NEDs	Ongoing: IM/SB to continue to shape the Board for the future. SB to pick up under AOB.

Action point 1: The remaining Board members to send accreditation preferences to PB/JS

Action point 2: DN to look at the Diversity Report and liaise with PB

Action point 3: IM/SB to continue to shape the Board and recruit for future NEDs.

The December minutes were approved by the Board as a true and accurate record of the meeting.

3. B2022 Games Budget

PB introduced the agenda item with a lengthy explanation, which provided context and highlighted that it had been a very detailed piece of work, with the aim and intention to deliver the best possible environment for the Games.

The work incorporated significant feedback from the GC Transfer of Knowledge and had been shared with all three sub-committees. Where possible, comments and feedback were included in the paper.

PB invited ME to give his thoughts on the proposed budget. ME briefly introduced himself and explained he had been working very closely with FK and LM. The budget had been put forward to provide the best opportunity for the performance of athletes.

IM invited the chairs of the sub-committees to give their opinion on the proposed budget.

NW reported that the budget had been discussed, checked and challenged in the sports committee.

CS stated the A&F committee was impressed with the level of detail in the budget but reminded the Board that the increase should not become our base line cost for the next cycle.

JA confirmed she was comfortable with the budget and that she was happy it would leave us in a safe position to cover back office costs.

IM indicated that although we would not be seeking the approval of the budget from SE, we would be taking them through the budget to gain their “buy in”.

The Board unanimously approved the budget presented, whilst emphasising the Chef’s words that it should be regarded as a budget and not a target. The executives should always be vigilant to the opportunity to make reasonable savings. In such event it may be possible to re-allocate any savings to areas of “performance overspend”, subject to appropriate governance via A&F.

There was a discussion regarding the proposed NGB contribution figure.

ME thanked the Board and left the meeting at 10:45.

4. Operational: Executive team update

IM welcomed Frankie Carter-Kelly (FC-K), Harriet Smith (HS) and Carys Edwards (CE) from the executive team. HS stated that there were no major changes but that there were some interesting developments and good summaries within the papers and encouraged the Board to read these in depth.

The executive team had a planning session scheduled to map out tasks for 2020 on a month by month basis. It was highlighted in the previous Board papers that June-September 2020 would be a busy period for the team, with the Tokyo games and the 2 Years to Go announcement, so this planning session would be vital for the team’s success.

Apologies were sent by LM who had met with Lagadere last week to discuss kit. There were no new developments and LM would give an extensive update at the next Board meeting.

CE presented an update regarding Gowlings sponsorship of both Team England and Team Canada.

SB noted that in the project plan the time frame for incorporating the learnings from Tokyo was wide and asked if it would take that long to complete. HS confirmed that there was capacity to start and complete earlier, and LM and FK were looking to do a piece of work with the BOA and BPA to go through such learnings.

5. Finance, Governance & Risk update

Finance

CC explained that the A&F Committee had discussed the B2022 budget in detail and drew the Board’s attention to:

- The management accounts, which were shown as at the end of October.
- The reforecast of the 19/20 Budget which had taken place on request of the Board.

The Board approved the reforecast of the 2019/2020 Budget.

Governance

CC highlighted that:

- Alex Danson's formal resignation from the Board on the AGM date had been lodged with Companies House
- The Board portal (Admincontrol) had been implemented and used for the first time
- An updated Governance Action Plan status report was saved in the Reading Room in Admincontrol, with nine actions now complete and 15 in progress.

Risk

CC stated that the recent risk registers, for both the organisation and B2022 Games specific, had been updated and were now available in the Reading Room on Admincontrol.

CS requested that the Board delete or destroy any papers downloaded from Admincontrol to align with data protection legislation.

Action point 4: Board to request any documents they wish to be added to the Reading Room on Admincontrol (and to advise CC)

6. Chairman's update

IM updated the Board on the progress made by the OC, including the capital projects at Sandwell Aquatic Centre, Alexander Stadium and the village.

The Athletes Advisory Committee needs a new Chair, due to Zara Hyde-Peters resigning and IM hoped that the athletes would not be too affected. The committee would be temporarily chaired by FK and MK.

IM confirmed that there was no update on the India/shooting situation but apparently there had been a positive meeting in Munich last week.

7. CEO's report

PB highlighted the key points of his report which had been circulated with the papers, including the COCOM that PB and SB attended the previous week. It had been a very thorough meeting and a report was expected to be released by CGF before Christmas.

Action point 5: PB to circulate headlines of COCOM report when available.

PB, FK & LM would be attending their first formal OC organised recce in February. This would ensure that CGE was being provided with the same information as other CGAs.

PB thanked those who attended the AGM in November and stated that feedback had been extremely positive.

The pre-HPSAG meeting with the Home Nation CGAs was a success, with the group discussing their priorities, expectations from UK Sport and what they were prepared to work together on. The next HPSAG was on Thursday 12th December and PB and FK were invited to attend to represent the CGAs.

PB added that the executive team would not be in the office over the Christmas period but would be contactable if any OC-related issues arose.

8. Commercial Feasibility study

PB presented a brief overview of the Commercial Feasibility Study paper to the Board and highlighted key points as below:

- The study had been undertaken by Cake Agency and had been ongoing for four months.
- There was still a core piece of work to be undertaken by Cake around Sponsorships and Partnerships opportunities.
- Cake had presented their final recommendations to the recent Commercial and Communications sub-committee, focusing on trusts and foundations, high net worth donors and social giving.
- The sub-committee was strongly in favour of implementing the principle Cake recommendations, the first being to take the steps necessary to create a charitable trust.
- The sub-committee therefore recommended is that the Board approve an initial investment for an expert third party to advise on the establishment of a Charitable Trust, including a detailed timeline, financial assessment, revenue potential and development of charitable objectives.

The Board agreed to approve the recommendation of an initial investment to investigate the process of becoming a Charitable Trust. CS added that the A&F committee was fully supportive and offered their help if needed.

9. Staff survey

PB gave a brief overview of the results from the recent third annual staff survey (conducted as per the Sport England Code of Governance). PB highlighted that the results were very positive, had improved materially over last year and had met internal targets that had been set.

IM added that the overall results were high and there was a general sense of positivity and engagement within the executive team.

The Board agreed to approve the recommendations from the staff survey.

10. Committee minutes for noting and questions of committee chairs

a. A&F

The minutes were noted and there were no questions or comments from the Board.

b. Communications and Commercial

The minutes were noted and there were no questions or comments from the Board.

c. Sport

The minutes were noted, and DL commented on the reference to her in relation to the Hanson Scholarship athletes. DN explained that after the athletes spoke at the AGM, she had an idea that DL could provide valuable insight and advice to the young athletes – they were on the edge of multi-sport games experience and would benefit hugely from DL mentoring them. DL agreed and stated that she would be happy to offer this support.

Action point 6: NW to have a separate conversation with DL to see what she would be comfortable in offering the Hanson athletes.

PB added that Kelly Petersen-Pollard had won her first senior Judo Championships recently which meant she had qualified as a training partner for Tokyo. It was suggested that Mark Hanson is informed as he may also be in Tokyo.

11. A.O.B

IM and SB raised the issue of NED succession and confirmed that all Board members apart from DB and CSp would be obliged to stand down after B2022. SB said that he would be producing a paper on this for the next NomCo meeting and would report back at the next Board meeting.

NW confirmed that we would be recruiting for at least one athlete representative to replace AD.

There was no other business and the meeting concluded at 12.54.