



<b>Meeting</b>	October Board Meeting	
<b>Date</b>	Tuesday 31 October 2017	<b>Time</b> 09:00am
<b>Location</b>	Grange Holborn Hotel, 50-60 Southampton Row, London, WC1B 4AR (Perseus Suite)	
<b>Present</b>	Ian Metcalfe (Chair), Chris Simpson, David Ross, Dawn Newbery, Denise Lewis, Martin Thomas, Nigel Walker, Paul Blanchard, Simon Ball	
<b>In attendance</b>	Don Parker (item 4), Louise Bell (item 4), Nick Pontefract (item 9), Sarah Winckless, Vicki Harris (minutes)	
<b>Apologies</b>	Alex Danson, Gail Emms, Hamish McInnes, Jenny Ashmore	

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## 1. Apologies and declarations of interest

IM opened the meeting and welcomed all members. Apologies had been received from AD, GE, HM and JA.

No new declarations of interest were noted.

## 2. Minutes and matters arising

The Board had received four sets of minutes to review and approve. The minutes from the three conference calls held on 28 August, 4 September and 25 September were approved as a true and accurate record.

The Board reviewed the minutes from the 12 September and IM reported on the matters arising as below.

1 – IM had completed the work on CGE's new Anti-Bribery and Anti-Corruption policy with Tom Harlow. IM had used the new policy when he had received an invitation to the NEC, which he declared to SB.

2 – PB had revisited the medal mapping exercise and the results were included in the Board papers later in the agenda.

3 – PB noted that there had been no active progress on reviewing the transfer of knowledge process post-Bahamas, however this would be looked into with the team.

**Action 1 (carried over) - PB to work with executive team to ensure the transfer of knowledge process is formally recorded and to look into options for a procedures manual to ensure continuity.**

4 – IM had sent a letter on behalf of CGE offering such practical support as was possible to the five Commonwealth nations that had been affected by the recent hurricanes. Three

responses had been received however there was nothing specific they could think of that CGE could do to help them.

5 – The negotiation of the Npower offer was on the agenda to be discussed.

8 – CS had circulated the work undertaken to determine the long-term funding needs of the organisation for the next three cycles.

9 – IM and SB had not yet scheduled the first meeting of the RNCG Committee, however this would be scheduled in the coming weeks.

**Action 4 (carried over) - IM and SB to schedule the first meeting of the RNCG Committee in the diary.**

10 – The committee terms of reference had been finalised with Tom Harlow to align the provisions around co-option.

11 – CS had prepared the general notice for the upcoming AGM to include incorporation of new timings of Board member terms into the articles. The general notice had been sent to AGM guests on Friday 13 October, signed by PB, along with the company accounts.

12 – IM had contacted Odgers to ensure the new Board positions were appropriately advertised in order to attract a wide and diverse range of strong candidates. Odgers had been working hard with Tom Harlow to ensure the broadest range of potential candidates was reached.

With no other amendments to make, the minutes from the Board meeting held on 12 September were approved as a true and accurate record of the meeting.

IM noted that his Chairman's report would be picked up through the various items already on the agenda.

NP would be joining the meeting later in the agenda to update the Board on process and timings around the 2022 bid.

### **3. CEO report**

The Board received the CEO report and PB noted that he had been on annual leave for two weeks and so there would be a few areas to update on since the report was submitted.

#### **a. Gold Coast update**

Preparations for Gold Coast were in a good place, and a full update from the Chef de Mission Seminar would be provided by SW, LB and DP later in the meeting. The main updates to note since the report were as below.

Travel: Travel was in a good place and the total flight costs would be managed within budget plus the £100k contingency that was approved at the last Board meeting. The relationship with Etihad and STA Travel was working well, and all flights would be finalised with Etihad during the week of 13<sup>th</sup> November.

Sport: The athletics team and half of the swimming team had been announced, which generated a lot of good media coverage.

SW noted for context that CGE's primary allocation was 235, from which 13 sports would be selected. SW noted that she would be explaining this process at the AGM that afternoon.

PB noted that today was the qualification and ranking system deadline for 5 out of the 7 para sports. The deadline for Powerlifting and Swimming had been pushed back to December due to the postponement of their World Championships in Mexico.

PB also noted that para athletes would be reclassified on 1<sup>st</sup> January 2018, meaning there was a possibility that an athlete could meet the qualification ranking as per the deadline but then be re-qualified further down the line. This situation would need to be monitored closely.

PB also noted that the women's beach volleyball team was expected to qualify today, and lawn bowls and shooting would be the next teams to be announced.

b. Commercial and marketing activity

PB noted that CGE would be proceeding with an offer from Millbrooks Beds, including the offer to provide a number of athletes with new beds.

PB updated the Board on the discussions with npower.

PB had spoken at length with MT about this offer, and now asked the Board to consider their position. MT noted that it was a credible brand and a reasonable offer, and the amount of media coverage that npower would activate is not something that CGE would be able to generate alone.

c. Sport England

The relationship with Sport England was in a good place and a meeting had been scheduled with Phil Smith to discuss funding for the next cycle. PB had also met with their new commercial lead to discuss the prospect of a collective commercial deal.

The Board would be asked to formally sign off the diversity action plan before submission to Sport England, and this discussion would be picked up in more detail later in the agenda.

d. General/HR update

PB noted that it was VH's last day this week and he wanted to put on record his thanks on behalf of the team for her contribution to CGE. Interviews had been scheduled this week to find a replacement.

The results from the recent staff survey had been distributed to all Board members. This initiative had been part of the requirements to meet Sport England's governance code, and the project had been positive with staff members.

PB noted that if England won the bid for the 2022 Games, a strategic discussion would be needed to look at what positions and roles CGE would need in the next cycle, and how this might impact current members of staff.

#### **4. Gold Coast 2018 update**

LB and DP joined the meeting at 09:55.

SW noted that the team had spent some time with Hilda Gibson prior to the Chef de Mission Seminar to look at the risk register and highlight the risks which were highest impact and highest likelihood. These risks included Visa 408, the management of infectious illnesses, the preparation camp, potential noise around social media, anti-doping rule violations, security threats and flights.

SW, LB and DP had attended the Chef de Mission Seminar which had been a very good event, and IM had attended many of the presentations as well during his site visit. The schedule had been very busy and each functional area of operation had been looked at in detail, however no new information was shared that the team had not already been aware of. One of the most topical discussions had been around the possibility of GOLDOC providing accreditation validation centres in Brisbane for when the teams arrived.

DP provided an update for the Board on sport-related matters. Prior to Glasgow, CGE had engaged with Prof. Simon Schibli from Sheffield Hallam University to look at medal mapping

for the team. He had now done the same for Gold Coast, and DP gave an overview of the main figures as per the report.

At this time, the team size prediction sat at just over 400 athletes and just over 200 staff, however these numbers could still fluctuate.

Both shooting and lawn bowls had sent in their names for selection and these would be the next to be announced. Announcements would then be quite constant between now and Games time, with most of the team sports being announced later next year.

DP noted that the women's beach volleyball team had qualified for selection. He also noted that based on today's para ranking deadline, England looked like it would have 62 para athletes qualify to compete, and DP gave an overview of the numbers for each para sport that had qualified.

The deadline for the para swimming and powerlifting qualifications had been extended to account for the postponement of their World Championships in Mexico to December. He noted that there was a risk with the para swimming team who were highly unlikely to take all of the athletes that qualify under the criteria. This would be monitored closely in case of any issues.

A new ranking system had been used for weightlifting as a trial for the 2022 Games, and England had qualified in every weight category.

The CGF had initiated a Women's Coach Internship Programme which CGE had nominated three female coaches to participate in from swimming, table tennis and shooting.

SW noted that the team should hear about the success of their application for athlete reallocation places by the end of November.

LB had a few areas to update the Board on since the report was sent.

**Action 5 – SW to add the para re-classifications in January to the Gold Coast risk register in red.**

SW added that work on the 3-day Team Leader workshop taking place in December in Australia was progressing well. DN would be attending the workshop and the group would be looking at the Commonwealth Games Village, the preparation camp, as well as the satellite villages and venues for shooting and cycling.

The Board discussed the main areas of risk.

The Visa 408 issue was unprecedented territory and LB clarified what the next steps in this process would be. One of the biggest problems had been that each individual athlete would have had to go through the process independently of CGE and GOLDOC.

IM noted that his recent site visit to Australia had been the first time he had visited the Gold Coast and witnessed first-hand the exceptional work the team had done, as well as the strong relationships they had built. The quality and warmth of his welcome had been excellent. IM congratulated DP, LB and SW on the work they have been doing behind the scenes.

LB and DP left the meeting at 10:45.

## **5. Governance and Board succession update**

IM thanked DN for the significant amount of work undertaken with Tom Harlow to complete the new diversity action plan within the limited timescales. She had engaged with Inclusive Boards through the recommendation from Sport England, and they had given very positive feedback about her work. IM noted that his statement within the policy had been included in his speech for the AGM.

The Board thanked DN and agreed to approve the diversity action plan to be submitted to Sport England that day.

IM provided an update on the NED recruitment and succession plan.

DR also asked about the role of CGE within the governance structures of the OC of the 2022 Games. IM noted that CGE would have two places on each major committee of the OC, including the Board.

## **6. Finance update**

The Board received the finance report and CS gave an overview of the main areas, noting that the Audit & Finance Committee had not met since the previous Board meeting. He reported on the numbers, noted that everything was on track and that there was nothing significant for the Board to consider.

IM noted how good it had been to see how serious the team had been on budget and spending the organisation's money.

## **7. Commercial, marketing and communications update**

MT reported that PH had been doing an excellent job with the PR and media plan, and had been building a very strong and positive relationship with the BBC. If the deal with npower came through, this would have a significantly material impact on organisation. Good progress was being made with the website, which was a major focus for the team at the moment.

SW added that there had been a few challenges related to kit which was causing delays on the kit launch project. Work was also continuing on team branding with Matta.

PB noted that very good feedback had been received on the work of Run Communications, and the CGE's relationship with the agency was working really well.

## **8. Annual General Meeting**

IM gave an overview of the proceedings for the AGM that afternoon. The afternoon would start with the formalities of going through the accounts and passing the resolution, followed by any formal questions from the floor. They would then move into the more interesting presentations throughout the course of the afternoon.

There would be two panel discussions, the first being an athlete panel with youth athletes from the Bahamas and a couple of Team England Athlete Ambassadors for Gold Coast, followed by a second panel which would be focused on the Birmingham 2022 bid. This second panel would involve IM, Nick Pontefract from CGDU, Phil Mead from NEC Group and Mimi Cesar, a Birmingham-based Team England Athlete Ambassador.

There had been a strong response to the invitation and all NGBs except for three (basketball, boxing and shooting) would be represented, as well as a number of CGE sponsors and other key stakeholders such as Sport England.

The potential areas that might be addressed were in relation to the Host City Contract and addressing all the requirements and questions from the CGF.

The Board discussed these issues and some of the other major areas for concern around costs and the overall delivery model. The biggest outstanding issue was the Joint Marketing Agreement, which needed to be completed and submitted by the end of November.

## **9. 2022 Commonwealth Games update**

NP joined the meeting at 11:45 and provided an update on the process since the CGF press release announcing that the deadline for CGAs to submit full bids would be moved to 30<sup>th</sup> November.

NP noted that shortly after the announcement, a meeting had been held with the CGF which proved to be very positive and useful. The two main areas left to resolve were the Host City Contract and collating the comments and feedback from all parties, as well as resolving the technical aspects which the bid's compliance relied on. The latter involved responding to 57 pages of questions and clarifications from the CGF, which the Birmingham team were in the process of working through.

NP noted that he was quite confident that the team would be able to satisfy the CGF with the responses to the CGF's 170 questions because of the level of thoroughness and detail of the process. The majority of the questions were relatively simple and quick to answer, a number were slightly more complicated, and only a small amount of the questions would require significant consideration and thought.

The deadline of 30<sup>th</sup> November was not a fixed deadline, and there would be another round of presentations to the CGF on 23<sup>rd</sup> November.

NP thanked the Board for their support and involvement in the process. IM thanked NP for his contribution and NP left the meeting at 12:10.

## 10. AOB

On behalf of the Board, IM noted his thanks to VH for her work and support to the Board and wished her good luck in her new role.

With no other AOB matters, IM thanked the Board and closed the meeting at 12:30.

<b>Action Summary</b>	<b>Lead</b>
1 (carried over) - PB to work with executive team to ensure the transfer of knowledge process is formally recorded and to look into options for a procedures manual to ensure continuity.	PB
4 (carried over) - IM and SB to schedule the first meeting of the RNCG Committee in the diary.	IM/SB
5 – SW to add the para re-classifications in January to the Gold Coast risk register in red.	SW