

COMMONWEALTH GAMES ENGLAND



Minutes

Meeting	Board meeting 6	
Date	Wednesday 21 st September 2022	Time 10:00
Location	Gowling WLG Two Snowhill Birmingham B1	
Chair	Ian Metcalfe (IM)	
Present	Paul Blanchard (PB), John Steele (JS), Chris Simpson (CS), Jenny Ashmore (JA), Simon Ball (SB), Delia Bushell (DB), Dawn Newbery (DN), Diane Modahl (DM), Caroline Spelman (CSp), Denise Lewis (DL), Ali Jawad (AJ), David Ellis (DE), Sharjeel Suleman (SS)	
Other attendees	Chris Conway (CC) (all items), Mark England (up to item 6), Executive team (up to item 6), Jordan Smith (JSm) (minutes)	
Apologies	Aimee Willmott (AW), Nigel Walker (NW)	

1. Welcome, apologies and declarations of interest

IM welcomed the Board to his final Board meeting as Chairman, and CS and JA's respectively as NEDs.

The Board observed a minute's silence for the passing of Her Majesty the Queen, reflecting on the enormous contribution she had made throughout our lives for each of us and the Commonwealth Movement. IM noted that Dame Louise Martin, President of the CGF represented the CGAs at Her Majesty's funeral a few days before the meeting.

AW had sent her apologies and IM congratulated her on the birth of her son. IM noted that AW had recently joined the Board of British Swimming as an athlete representative.

IM noted apologies from NW who was disappointed to not be able to be in attendance for his final Board meeting.

2. Minutes and matters arising

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

1. CE to put together a one pager brief document for the Board for their 'lines to take' at Games time	Complete: This had been done ahead of the B2022 Games
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There were no other questions or comments, and the minutes were approved as a true and accurate record of the meeting.

3. Chairman's update

IM gave an update on the past few months, specifically the Birmingham 2022 Commonwealth Games. He reflected on Team England's enormous success against all objectives.

IM highlighted his special moments at the Games and noted the record medal haul of 176 medals.

IM said that none of this success would have been possible without the efforts of the athletes themselves, the Board, the NGBs, the Team Leaders, all the Executive staff, secondees and volunteers, as well as ME and the Chef's team. He thanked all for helping to change the perception of Birmingham forever.

CSp noted that Nigel Huddleston was no longer the Minister for Sport due to the recent changes in Government. The newly appointed Minister for Sport was Stuart Andrew.

4. Chef de Mission presentation and questions

ME said that success at a Games was achieved by creating and sustaining momentum and delivering a performing advantage. He reflected on several things, including the following:

- Although Team England had achieved a record medal haul, the aspiration had been to top the medal table, which did not happen.
- The relationship between IM, PB and ME was outstanding and they had worked well together. ME thanked them for their support.
- The split village sites meant that at times the Games Delivery teams were stretched close to breaking point
- The decision to 'select' Emily Campbell and Jack Laugher Opening Ceremony flagbearers, rather than rely on athlete ballot, was an excellent one

FCK then gave a brief presentation on the medal statistics from Birmingham, comparing the medals won to the SE target and the sports' projected targets.

ME finished by offering three specific learnings for Victoria 2026 and four broader learnings. The Board thanked ME for his honesty and commitment throughout. SB noted that he had huge respect for everything ME had done.

JS questioned why ME thought Team England did not travel well and why there was such a home advantage. Could this be paralleled to Team GB / ParalympicsGB? ME noted that Team GB bettered its position in the medal table in Rio after London and stated that it was a calendar issue for the NGBs and the Commonwealth Games.

DN asked if there was any data on athletes at their first Games. FCK confirmed that she was working through this with SE and was looking at TASS and SportsAid data to better understand the bigger picture.

5. CEO update

PB referenced his paper and what he regarded as the three key success factors:

- Operational success
- Stakeholder perception
- External perception

PB stated that all three were positive and highlighted a few points:

- Operationally, despite challenges such as multiple village sites and lack of information from the OC, the job was done extremely well. The SLT had 'breathing room' and there was enough mix of experience at each village site.
- The stakeholder feedback was exceptional and PB had received lots of heartfelt, personal messages post-Games, thanking CGE for a wonderful experience
- Team England House was a particular success at Games time
- Looking at those three criteria, PB was very proud of the overall result

PB also highlighted the following points that were not in his report:

- Another massive success was our choice of the final Baton Bearers for the Opening Ceremony: Tom Daley, Alex Danson, Kim Daybell, Galal Yafai, Max Whitlock and DL
- Team welfare and mental wellbeing was uppermost in everyone's minds during the Games. The team had a sports psychologist who visited all sites to check in on everyone and who was running a decompression programme with the team post-Games.
- The Transfer of Knowledge was a huge piece of work and had been completed to a high standard and in lots of detail

PB gave a brief update on the Sport England funding bid, which was in the second phase of bid documentation and had received positive feedback from Duncan Truswell. The only adjustments related to the cost of inflation so the overall number was at the higher end of the range in which we had initially bid. SE had an upcoming Board meeting and PB was expecting positive news.

SB commented that it was good inflation had been mentioned to SE. Flights currently cost 40% more and hotels cost 20% more. The pressure on the budget in the next cycle would be immense.

PB gave an update on commercial development, which was recently discussed at ComCo. He was happy with the discussions at Games Time with the various targets but now further engagement was important to seal deals.

Jennie Bimson, an independent commercial consultant had come onboard in a Head of Partnerships role. JB had been setting up several meetings with interested brands and PB noted that the warmest leads had been highlighted in the Board papers. Kukri, Gowling WLG and Chase were all interested in re-signing agreements.

DB asked for detail of the Trinidad & Tobago Youth Games. FCK confirmed that it would be between the 4th – 11th August 2023 and the sport programme was largely as expected, although tennis had been removed and triathlon had been added.

6. Transfer of Knowledge and Executive Team update

HS drew the Board's attention to the Transfer of Knowledge report in the Board papers.

HS explained that the report was not finalised, but it was in a good place, with feedback incorporated from all staff, secondees, volunteers and stakeholders. The relevant areas had been scored within a five-point range, with most coming in as 'as expected'. The two areas of underperformance were back of house elements within the Kitting Out operation, and the leadership of the stakeholder programme.

HS invited any questions, comments or feedback from the Board so she could incorporate into this into the final report.

Action point 1: NEDs to feedback any thoughts or comments regarding the Transfer of Knowledge to HS

The Executive team then presented a deep dive into their operational pillars:

- FCK on sport and performance
- LM on operations and delivery
- CE on media and communications

DB asked CE to share some detail around how athletes were engaged at Games time, which had been discussed at ComCo. CE explained that as we had our own photographers at Games time, images were able to be shared with athletes immediately after Team Announcements, Immersion Camp and Games time. As a result, there were 350 posts on Instagram from the athletes in Team England kit.

CS questioned the distance between the village sites in Victoria. LM briefly explained the distances between them all and the transport options.

SB noted that two successes, Team England House and Golden Gateways would be hard to replicate for an overseas Games. SB also noted that the B2022 OC was currently visiting Australia for the Transfer of Knowledge piece. Key decisions would be made quickly, and CGE should ensure it was included in the loop in this area.

IM questioned if Team Australia had shared any knowledge of going from a home Games to an overseas Games. This would be useful information to know.

IM thanked the Executive team for all their hard work over the years and ME, LM, FCK, HS and CE left the meeting.

7. Finance update

Annual Accounts and Financial Statements 2021/2022

CC presented the Annual Accounts and Financial Statements for 2021/2022 and drew attention to the summary paper shared with the papers. CC highlighted the following:

- The Annual Accounts included a lengthy strategic report about the past 12 months as well as a comprehensive Annual Governance Statement
- A Chairman's report was also included for the first time, which provided a summary of the B2022 Games
- A&F had reviewed the numbers twice and was comfortable with them
- The accounts were audited by UHY who provided a clean audit opinion
- As of the end of the financial year, there was £7.8million in reserves

CC requested the Board's approval to allow IM and PB to sign the accounts, which would then be presented at the AGM in November to our members. CC also asked for approval for CS, as Chair of A&F, to sign the Letter of Representation.

The Board approved the Annual Accounts and Financial Statements for 2021/2022 and approved CS signing the Letter of Representation.,

CS congratulated CC and NW on another completely clean audit.

Management Accounts

The July Management Accounts were presented to A&F earlier this month and numbers were broadly where expected. There were small variances to budget due to timing factors.

CC would present a 2022/2023 reforecast in December covering the last few months of the financial year.

Games Budget

CC noted that these numbers were by no means final as invoices were still being received which related to Games costs. However, a positive result was expected, with an estimated spend of c£4.6-£4.7million over the past three financial years, which was favourable to both the final forecast and original budget.

CC added that none of the contingency pot had been spent, but there were a few line items which were not originally envisaged such as Covid-19, air freight of kit and split village sites.

CC added that at the end of this financial year we expect to have c£3million in the bank.

8. Governance update

CC noted that changes needed to be made to the bank mandates and the listed signatories on it. CC would be removing IM, CS and NW and adding JS and SS.

CC added that in the previous Board meeting the terms of appointment for AJ, DB and CSp had been discussed. Their initial terms were for slightly more than four years in order to take them beyond the Birmingham Games, so their renewal terms would need to be less than four years. The suggestion was for terms of three years and approximately nine months. Hence their total terms would be within the SE maximum term. CC was asking for the Board's approval for this.

The Board approved the reappointment of AJ, DB and CSp for three years and nine months to 31st May 2026.

9. Initial planning for CYG and 2022-2026 cycle

JS took the Board through his initial planning for the next cycle and highlighted the following:

- The reviews and reports from B2022 were exceptionally thorough. The lessons from GC18 were now embedded into the organisation as ways of working and we needed to get to that point with the learnings from B2022.
- Frankie Carter-Kelly would be Chef de Mission for the Trinidad & Tobago Youth Games in 2023
- JS was also hoping to announce the CdM for V2026 at the upcoming AGM in November
- Work had begun with Perrett Laver to recruit the CEO replacement
- Long listing had begun, with an assessment day and panel interviews planned for 1st/2nd November. Executive staff would also be involved in this process over those days. Sally Munday from UK Sport would join the Panel as an independent interviewer.
- SB would be stepping down from his role as Senior Independent Director with effective from today and CSp would take over. However SB would remain on the Board due to his role on the OC Board until 31st March 2023.
- Recruitment would begin in October for two new NEDs, one having expertise in para sport and one expertise around E,D&I and talent. JS noted that this would be an internal recruitment process and CGE would advertise via UK Sport and LinkedIn.

10. Committee minutes for noting and questions of Committee Chairs

There were no comments or questions for the Committee Chairs.

11. AOB

SB questioned whether Jerusalem should remain as Team England's anthem for the Games. He invited the new Board, NGBs and athlete representatives to consider a change ahead of TTO23 and V2026.

PB thanked IM and the NEDs for their support over the cycle and during a successful Games.

IM thanked the departing NEDs for their support and advice over the years. He noted that B2022 was incredibly special and a large part of that was down to everyone working together

as One Team. IM was handing on the Chair's baton to JS now, and wished him the very best of luck.

The meeting closed at 14:50.

Action Summary	Executive Lead	NED Lead
1: NEDs to feedback any thoughts or comments regarding the Transfer of Knowledge to HS	HS	