

# COMMONWEALTH GAMES ENGLAND



## Minutes

**Meeting** Board meeting 4

**Date** Tuesday 7<sup>th</sup> September 2021

**Time** 09:30

**Location** Gowling WLG  
Two Snowhill  
Birmingham  
B4 6WR  
& Microsoft Teams

**Chair** Ian Metcalfe (IM)

**Present** Paul Blanchard (PB), Chris Simpson (CS), Nigel Walker (NW), Jenny Ashmore (JA), Simon Ball (SB), Delia Bushell (DB), Dawn Newbery (DN), Diane Modahl (DM), Caroline Spelman (CSp), Aimee Willmott (AW), Denise Lewis (DL) & John Steele (JS) (dialled in on Teams)

**Other attendees** Chris Conway (CC) (all items), Mark England (up to item 3), Executive team (up to item 4), Jordan Smith (JSm) (minutes)

**Apologies** Ali Jawad (AJ)

### 1. Welcome, apologies and declarations of interest

IM welcomed the Board to the first in-person meeting since March 2020 and thanked the Board for attending the site visit trip the day before.

There were apologies from AJ, and JS would dial into the meeting via Microsoft Teams. There were no new declarations of interest.

IM offered his congratulations to AW and AJ for their excellent performances in Tokyo this summer.

### 2. Minutes and matters arising

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

Action points	Progress
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1. Executive team to complete financial due diligence on the preferred supplier	Complete: Financial due diligence had been undertaken
2. Executive team to revisit the Environmental Sustainability Commitment, and potentially broaden the scope	Complete: This had been revisited by the Executive team
3. JSm to send JS contact details for all NEDs to set up an introductory call with everyone	Complete: JS had completed his introductory calls with the NEDs
4. NEDs to put Wednesday 28 <sup>th</sup> July in their diaries as the first stakeholder programme event and to highlight any of their contacts who might be looking to get involved in the sponsorship programme	Complete: The One Year to Go celebrations in July were a success
5. NEDs to feedback any comments or amendments on the E,D&I action plan to DN or HS, before September	Complete: This would be picked up later on in the agenda
6. Gowling WLG to review E,D&I policy	Complete: This would be picked up later on in the agenda

The previous minutes were approved by the Board as a true and accurate record of the meeting, subject to JSm adding CSp's name into list of attendees.

**Action point 1: JS to amend the May minutes to reflect CSp's attendance**

### 3. Chef de Mission Team update

ME began his update by sharing his experiences as Chef de Mission of TeamGB in Tokyo. He touched on the importance of 'One Team', which would be vital for B2022.

His five focus areas for Q4 2021 were:

1. Building momentum from Tokyo and confidence
2. Team immersion in Loughborough
3. Leadership alignment – Chair/CEO/Chef
4. Reporting and crisis management scenario planning
5. Refining the operational plan across the villages

The most fundamental difference in Games delivery in Tokyo had been the fact that athletes left the village 48 hours after competing and ME felt that this had a very positive impact on medal return in the second week of competition

ME therefore asked the Board the key question of the two critical objectives of performance success and a positive athlete experience.

The NEDs briefly discussed this balance and the general initial response was that the two goals were not binary and CGE could and should aim to achieve both.

AW noted that an important part of her athlete experience was all about meeting other athletes. JS and SB commented that a level of success was needed for the most optimal athlete experience.

It was agreed that this issue was too urgent to wait for a detailed discussion at the December Board meeting and it was decided that an extra Board session should be held in October, to deep dive into the dual goals of performance and athlete experience.

**Action point 2: JSm to liaise with IM for potential dates for an extra one agenda Board meeting in October to discuss the performance versus athlete experience balance, and then circulate a doodle poll to finalise a date**

#### **4. Executive Team update**

IM welcomed the Executive team (HS, CE, FCK, LP) to the meeting and HS invited questions relating to the Executive update paper.

There was a discussion around the 'Bring It Home' phrase being used by other sports, but CE stated that desktop research had shown it was not trademarked.

**Action point 3: CE to liaise with Gowlings to ensure that 'Bring It Home' was fine for CGE to use**

SB noted that the village tours might be restricted at Games time, so it was important for KB to think about what else could be offered as part of the stakeholder programme. SB also requested more detail on how CGE would utilise Canal House at Games time.

**Action point 4: Executive team to provide more detail on Canal House at Games time in the December Board paper**

SB also asked that prominent CGE alumni be included in the stakeholder programme. IM and PB agreed to bring forward a proposal.

**Action point 5: IM and PB to bring an alumni proposal forward for Board approval in December**

CS noted the number of different internal and external programmes, marketing campaigns and specific projects the Executive were running and requested for more clarity on each of them with an explanation on how they fit in the overall Games planning and preparation.

**Action point 6: HS to share a framework that details all Executive programmes across the team**

DB requested that the OC's marketing and communications current update is shared.

**Action point 7: CE to share the OC's marketing and communications update at future Board meetings**

DN enquired about the team culture work being done. FCK ran through some key points, including the Team Culture workshop that Owen Eastwood was running in December which would link in with the AAG.

The appropriateness of some female kit in sport was discussed, but LP assured the Board that all proposed kit had been approved by female athletes. All TE kit will be compliant with IF guidelines.

DL also asked if different body types had trialed the kit; LP confirmed that the team leaders had nominated athletes themselves and had subsequently approved the kit. IM suggested that LP went back to the TLs to double check they were happy with the breadth of athletes who had taken part in the sizing curve.

**Action point 8: LP to double check with TLs to ensure the kit had been tried on by a range of body types**

CE confirmed that the Communications volunteer roles were live and had gone through the same process as the other volunteer roles, which included advertising to a more diverse and inclusive pool of applicants. CE hoped to have all roles filled in time for the Team Behind the Team workshop in November.

CE reported that a production company had been confirmed for the Bring It Home launch video, who had worked with the FA and Premiership Rugby in the past. CE and Cake had started to identify some potential athletes to be featured in the video. All sports would be covered, either by throwback footage or new content filmed.

DL asked how the discussions or action points from the AAG were used within the Executive team. FCK explained that LS wrote up minutes from the meetings which were fed back in various ways, but that there was scope in the future to get the AAG more involved in various projects, including the Owen Eastwood workshop.

**Action point 9: JSm to add all minutes from the AAG to Admin Control for the NEDs to read**

LP gave a brief update on kit development with Kukri which was progressing well and touched on the collaboration work between our supplier and Owen Eastwood. LP also confirmed that the design work for aquatics wear was due, and they had managed to create something bespoke. More detail would be provided in the next Board meeting.

## **5. Chairman's report**

IM gave a brief update on the OC's progress.

IM reported that the CGF had appointed Katie Sadlier as its new CEO. IM also had a two-day CGF Board meeting in September.

JA questioned if any progress had been made on a 2026 host. IM explained that the CGF was working hard to secure one.

## **6. CEO's report**

PB highlighted the following points in relation to his Board paper:

- The work CGE had done for the BOA and BPA in the run up to, and during Tokyo. CGE had gained considerable credibility for this, and it had been a phenomenal experience for the team
- There were ongoing issues with the OC around villages, however PB noted that we were working with the OC around these issues
- The OC village site tours last week were the first time that the other home nations had seen the villages, and there was a bit of negativity towards the OC in a number of operational areas already raised by CGE
- Sport England had confirmed an extra £150k investment into the Team England Futures project which cemented it as the signature sporting legacy project post-Games

## 7. Board Succession Planning

IM confirmed that the recruitment for the new Chairs of ComCo and A&F would begin soon, which as Chair of NomCo he would lead, supported by JS, with the new recruits hopefully in position before Games time.

JS added that he had been discussing the plans for the next cycle with IM and PB, and had decided to put a working group together (Strat30) consisting of PB, CC and the NEDs that were staying on for the 2026 cycle. JS explained that he hoped it would seek to evolve strategy within the context of what has changed over the last years, to develop CGE's requirements and needs for the next cycle.

**Action point 10: JSm to issue potential dates in the coming months for the CGE Strategy group to get together**

## 8. Risk Register review

CC explained that due to the risk section being cut short in the previous meeting, there had been a request for a deep dive into risk. He explained that the risk registers were prepared and produced using the project management system WeTrack. Currently CGE was facing 5 major risks with a red RAG rating: three in the Corporate risk register and two in the Games risk register. The full risk registers had been presented to all three Committees prior to the Board Meeting

SB noted that the only red risk that did not show any mitigating actions was the Games risk around fielding the best team and requested for this to be added.

**Action point 11: CC to add mitigation actions to the Games risk around fielding the best team possible**

DM thanked CC for meeting with her and DN to give more clarity around the risk register and how it is interpreted, including some of the risks that had been on the register for a long time. Going forward, DM and DN requested that when the Executive report back to the Sport Committee, it would be helpful if the relevant risk was cross-referenced to the specific item.

There was a discussion around the increasing threat of cyber security and DB suggested that more work was done on business continuity and disaster planning should a cyber-attack happen. CC confirmed that CGE had cyber risk insurance in place, so that if an attack happened, there would be some expert guidance available in this space.

SB also reported that, in his role of Chair of the OC A&R Committee, he was fully aware of the key OC risks and how they may affect CGE. Potential OC risk impacts were being reflected in the CGE documents.

**Action point 12: CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack**

## **9. Diversity & Inclusion Working Group update**

HS gave an update on the progress of the E,D&I policy, which had been written with the help of a consultant and then reviewed by the Interim Head of Diversity, Inclusion and CSR at Gowlings. A draft copy with Gowlings' comments on had been shared in the Board pack and HS invited any feedback.

HS explained that the next steps were to bring the policy to life and put it into an action plan. She noted that there were ongoing conversations with Donna Fraser from the OC about how CGE could be involved in their training. Some of the Executive team were also getting involved in the OC and Gowlings' Inclusion Week plans.

IM supported the policy and requested HS to send him a soft copy as he had some minor amends of detail.

HS noted that the Executive Team would be completing an ED&I survey which will eventually be rolled out to the wider team to provide detailed Team England data in this area. The Board would also be asked to complete the survey.

**Action point 13: HS to send IM a copy of the E,D&I policy for some small amends**

**Subject to IM's amends, the Board approved the E,D&I policy.**

DN reported that she was working directly with SE on its diversity piece, within its talent and inclusion work. There was discussion around the diversity of team representation in the 'Bring It Home' launch video which then led to a discussion around the accessibility of the video.

A discussion followed as a result of which it became apparent that the Board was not yet able to approve the 'Bring It Home' campaign. Several members did not feel that they had had sufficient sight of the proposed activity at recent meetings. This was a critical initiative, and hence should be given further consideration by the Board.

IM therefore suggested that JA, DB, PB and CE re-present the Bring It Home initiative to the Board. It was essential that there was full Board support before the proposed launch of the campaign on 13<sup>th</sup> October.

Action point 14: JS to circulate a doodle poll for ComCo to re-present the Bring It Home idea to the Board

## 10. Finance update

CC reported that the July management accounts figures were broadly on track with budget.

A revised Games budget had been brought to A&F with the overall message that the Games can still be delivered to the Board approved number. CC would present an updated revised Games budget to the A&F committee in November.

PB added that the revised Games budget does not presently factor in anything relating to the earlier discussion re performance.

## 11. Return to work

CC drew the Board's attention to the Risk Assessment and the Return to Office guidance documents that were in the Board papers, which had been approved by an external health and safety consultant.

There was a discussion at the A&F committee on the Covid-19 and CC had developed some protocols for any in-person Board meetings or events in the future – again included in the Board pack.

**The Board approved the proposed Covid-19 protocols for any future in-person Board meetings.**

JA highlighted how productive this meeting had been and stressed the importance of the December Board meeting being held in-person.

IM added that all NEDs were welcome to work from the Holborn office, but they should let JSm know to avoid any desk clashes.

## 12. Committee minutes for noting and questions of committee chairs

There were no questions for any of the committees.

JA drew attention to the ComCo minutes and highlighted the importance of CGE selling itself for sponsorship opportunities post B2022. PB added that CGE had started to create some commercial positioning, but this would remain challenging until a host was known.

PB asked all NEDs to advise him/KB if they knew of commercial sponsorship opportunities.

Action point 15: NEDs to reach out to their contacts and invite anyone with potential interest to the upcoming AGM

## 13. AOB

JA questioned if UKAD training should be given to all NEDs and PB confirmed that training would be organised before B2022.

IM reminded everyone that the 2021 AGM would be held at Gowling WLG offices in Birmingham on Wednesday 10<sup>th</sup> November.

There was no other business and the meeting closed at 14:54.

<b>Action Summary</b>	<b>Executive Lead</b>	<b>NED Lead</b>
1. JS to amend the May minutes to reflect CSp's attendance	JS	
2. JSm to liaise with IM for potential dates for an extra one agenda Board meeting in October to discuss the performance versus athlete experience balance, and then circulate a doodle poll to finalise a date	JS	IM
3. CE to liaise with Gowlings to ensure that 'Bring It Home' was fine for CGE to use	CE	
4. Executive team to provide more detail on Canal House at Games time in the December Board paper	KB	
5. IM and PB to bring an alumni proposal forward for Board approval in December	PB	IM
6. HS to share a framework that details all Executive programmes across the team	HS	
7. CE to share the OC's marketing and communications update at future Board meetings	CE	
8. LP to double check with TLs to ensure the kit had been tried on by a range of body types	LP	
9. JSm to add all minutes from the AAG to Admin Control for the NEDs to read	JSm	
10. JSm to issue potential dates in the coming months for the CGE Strategy group to get together	JSm	JS
11. CC to add mitigation actions to the Games risk around fielding the best team possible	CC	CS



12. CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack	CC	
13. HS to send IM a copy of the E,D&I policy for some small amends	HS	IM
14. JS to circulate a doodle poll for ComCo to re-present the Bring It Home idea to the Board	JSm	IM
15. NEDs to reach out to their contacts and invite anyone with potential interest to the upcoming AGM	All	