

Commonwealth Games England



Meeting	Board Meeting	
Date	Wednesday 7 th March 2018	Time 09:30
Location	Tucana Suite Grange Holborn, 50-60 Southampton Row, London, WC1B 4AR	
Chair	Ian Metcalfe	
Present	Paul Blanchard, Alex Danson, David Ross, Dawn Newbery, Hamish McInness, Martin Thomas, Nigel Walker, Simon Ball, Chris Simpson	
In attendance	Caroline Spelman, (O), Ali Jawad (O), Delia Bushell (O), Sarah Winckless, Lizzie Moore (Minutes), Louise Bell (item 6) Simon Shibli (item 7), Don Parker, (item 7)	
Apologies	Martin Thomas, Mark Hanson (O), Denise Lewis , Jenny Ashmore	

Note: Chris Simpson in minutes is CS and Caroline Spelman CSp

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1. Welcome, apologies and declarations of interest

IM welcomed AJ to the board meeting and stressed the value of having a para athlete perspective on the Board. IM also expressed JA's apologies and passed on her best wishes to AD and AJ for their competitions in the Gold Coast. Apologies had also been received from MH and DL.

IM informed the Board that he had taken up a non-executive position on the Board of Arena Events Group PLC, the UK's major supplier of temporary structures and seating to sporting events. It would almost certainly be tendering for a wide range of work at Birmingham 2022.

AJ declared his involvement in the UKAD Commission and Para Athlete Commission.

2. Previous minutes and matters arising

The minutes of the last meeting were declared to be correct.

3. Chair update

IM informed the Board that the recruitment for a Chair for the 2022 Organising Committee was outstanding.

SW joined the meeting at 09:48

Following HM's question, IM clarified that this recruitment was still for an interim/acting CEO with the expectation that the permanent role would be open for applications at a later stage. The permanent CEO could not be recruited until the Chair was in place, hence the need to sequence these appointments.

IM informed the Board that he and PB would present on the Birmingham 2022 Games at the General Assembly on the Gold Coast - the Birmingham party would not have arrived by this point. This was not ideal, but it was acknowledged that IM's local connection with Birmingham made him a more relevant presenter than might otherwise be the case.

4. CEO report and post GC staffing

PB drew the Board's attention to a few key points relating to Gold Coast preparations:

- Wednesday 7th March was the deadline for the final team size calculator, for entries by name (currently 392) and for travel grant submission
- Organisation was generally in a good place. The stress levels in the office were high but the atmosphere was still good. PB's biggest concern was managing the wellbeing of a very committed team
- Arrivals and departures remained the major operational concern. The quantity of flight deviations was significant and very time consuming. A key learning for the future would be to be more prescriptive in terms of deadlines and which deviations would be permitted.

SW agreed that arrivals and departures had been one of the most stressful and time consuming aspects.

VIP programme

PB drew the Board's attention to the following aspects:

- The correct operational people were due to attend the Birmingham Observer Programme, but the Birmingham team still lacked a figure head
- As mentioned by Csp, Tracey Crouch, the Sports Minister, would not be attending the Gold Coast
- There would be a heavy UK sport presence, which was unusual (but positive) for a Commonwealth Games
- There would be 3 members of Sport England present, including Phil Smith, who would spend time at the Preparation Camp

Knowledge Transfer

This process had started but was in the early stages. Those employees on fixed term contracts wouldn't finish until the end of June, which would allow for a two month handover process. With the 2022 Games being at home, it was even more important that the key learnings were clearly and well documented, as the next time many of them would be relevant would be in eight years.

Staffing

PB framed the staffing discussion around the following parameters:

- The requirements for a home Games cycle would be very different
- CGE's primary objective would be to deliver a Youth Games (which was due to be in Northern Ireland, but could change) and a home Commonwealth Games
- The staffing structure would need to deliver on strategic priority requirements agreed by the Board
- 7 of the current staff were on permanent contracts and seven on fixed term contracts. The situation with regard to the fixed term contracts should be clarified prior to departure to the Gold Coast.
- CGE had a responsibility to be open, transparent and fair to its employees

The make-up of the executive team post 2018 would be dependent upon the factors above and any proposed changes would be managed through an appropriate HR process led by Tom Harlow.

There followed a full Board discussion of the staffing requirements for the next cycle.

It was resolved that certain decisions should be delayed until after strategy session was known. Where it was possible to make clear decisions, then PB should proceed. Any significant variations would need to be referred back to the Board.

PB would continue to develop organisational staffing plans based on known ongoing requirements and the outcome of the June strategy day.

Coffee break

5. Finance

The finance papers were comprehensive and reflected a positive position. CS welcomed individual enquiries outside the meeting.

6. Gold Coast 2018 update

SW highlighted the following issues:

- Primary allocation numbers had been complex but were resolved with a final entry number of 239
- All IPC licences had been received
- The IPC had reset all classifications on Jan 2018 and to be eligible for the Games, para athletes would require a licence that expired after December 2018
- Three para swimmers had been re-classified at a recent event in Copenhagen. Previous convention had been that neurological conditions do not change classification. But this had not been upheld.

LB gave the following update:

- 7th March was the cut-off date to submit arrivals and departures information.
- The travel grant information deadline was 7th March. There was a gap in the compensation being offered by the OC and the amount spent by CGE and, with the support of CGF, this was being challenged
- Work with Sport England continued on funding of the Lion's Den and CGE expected to receive what was required.
- Ashwin Lokare's support as CGE's relationship manager had been absolutely invaluable, and his work had saved CGE time and money.
- HG, SW and LB had met with Andy Thomas, Security Liaison Officer and had begun planning a threat/accountability exercise for the 31st or 1st on the Gold Coast. These dates had been chosen as the first point where the team would be split across five sites. Lines of communication were being worked through and the team would be warned that this was a "practice run". The amount of time taken to account for the whole team would be recorded.
- The team was still working through challenges of excess baggage
- The team would be taking a suitcase of prescription drugs to Australia for the Preparation Camp, and these would be backfilled from the Village Polyclinic once the team moved to the village.
- HQ Team fatigue remained a major concern and PB, SW and LB were spending significant time trying to ensure that the team prioritised effectively and were eating and sleeping well.

- Bed spaces remained very tight and there would be challenges on village bed space. SW informed the Board that athletes and their support staff had been given priority here
- Kitting out had gone extremely well, and due to a longer opening period than the Glasgow process, more sports and individuals had passed through. The remaining buffer kit had already left for Australia.
- The position on the opening ceremony wear remained as before – the team was highly likely to wear Mr Larry’s design but a back-up was still in place should something change. LB and DP were happy to assist in liaison with Mr Larry, having built a relationship with him over the past 5 years.

HM asked for clarification on the protocol around travelling in kit, particularly in relation to security risk. SW replied that Andy Thomas had reassured SW that travelling in kit would not increase the risk. SW reminded the Board that all individuals who had signed the TMA were expected to fly in kit.

The Board congratulated the HQ team and LB on all the work in relation to organisation in the run up to the Gold Coast.

PB informed the Board that the npower produced Jerusalem single would be released on 16th March. MT added that this was the first time a sponsor had spent this amount activating the CGE brand, and that this was a real success.

IM clarified that MT had agreed to be an England-based spokesperson during the Games should the need arise.

On the topic of communications, PB added that the media team on the Gold Coast would be supplemented by a team in the UK, who would work through UK day-time and Gold Coast night. A fresh team would take over at Run Communications post-Games to ensure that fatigue didn’t prevent us maximising post Games media opportunities. Money had also been secured from Camelot in order to fund ex-athletes to provide media support in the UK during the Games.

AJ and LB left the meeting at 12:04

7. Medal mapping presentation and sport updates on medal prospects

SS and DP joined the meeting at 12:05

IM welcomed Simon Shibli to the meeting, and reminded the Board that the information given in his presentation should remain entirely confidential.

SS presented the results of his calculations.

SW left the meeting at 12:45. SS and DP also left the meeting at this point

8. 2022 update

PB informed the Board that the handover ceremony was currently being designed by Birmingham’s external agency. It would be youth-focussed, centering around diversity and

involving a televised feed of a flash mob, made up of 2022 young people running through Birmingham singing Mr Blue Sky. The Lord Mayor and IM would be taking part in the formal part of the handover ceremony in the stadium on the Gold Coast.

9. AOB

- PB had participated in his first 2022 Government Gateway review at DCMS in March.
- IM would be representing CGE at the Commonwealth Day Service in Westminster Abbey on Monday 12th March.
- IM had been invited to brief the Earl of Wessex's Private Secretary on Team England at the Gold Coast.
- On behalf of the Board, IM extended every success and good wishes to all the athletes competing at the Gold Coast.
- IM thanked the Board for their valuable contributions and said that it had been a pleasure to Chair the Board over the past 3.5 years.
- AD said that it had been a great privilege to be a part of the Board in the run up to the Gold Coast, which had given her a lot of insight into how much behind the scenes work goes into preparation.
- PB reminded the Board to ensure that Sat 21st April is in their diary for the Welcome Home event in Birmingham.
- MT questioned whether the strategy day might need some advance preparation work. PB offered to put MT in touch with Sally at Y Sport who was likely to facilitate the day on CGE's behalf.

Action Point 6 – PB to introduce DB and MT to Sally at Y Sport for Strategy Day preparation consideration.

IM alerted the Board to the fact that the Nominations, Remuneration and Governance Sub-Committee would need to meet to confirm staff bonuses, and that and re-constitute other sub-committees post the June Board meeting.

The meeting ended at 13:00