

# The Board of Commonwealth Games England

---



Minutes – public

---

<b>Meeting</b>	March Board Meeting
<b>Date</b>	Tuesday 8 March 2016
<b>Location</b>	The Grange White Hall, 2-5 Montague St, London, WC1B 5BU (Villiers Suite)
<b>Chair</b>	Ian Metcalfe
<b>Present</b>	Chris Simpson; David Ross; Dawn Newbery; Denise Lewis, Hamish McInnes; Jenny Ashmore; Nigel Walker; Paul Blanchard; Simon Ball
<b>In Attendance</b>	Don Parker (items 9 & 10), Louise Bell (items 9 & 10), Vicki Harris
<b>Apologies</b>	Alex Danson; Martin Thomas

---

## 1. Welcome (IM)

The Chairman welcomed all members to the meeting. Apologies were received from AD and MT.

IM confirmed that Gail Emms will stand in as athlete representative for AD when needed.

MT had asked that a formal declaration of his conflict of interest be noted, in that he had an interest as a co-founder of Dissident, a supplier to CGE.

## 2. Minutes/matter arising (IM)

A minor amendment was acknowledged and the minutes for the interim Board meeting held on 7 January 2016 were approved as a true and accurate record of the meeting.

IM updated the Board on the actions set from the last meeting and noted that he will be meeting Liz Nicholl in the coming weeks. IM had received one recommendation for a potential NED candidate, and asked that the Board continue to suggest further potential candidates.

**Action: The Board to recommend potential NED candidates to IM.**

## 3. Chairman's report (IM)

IM reported his activities since the last Board meeting, highlighting his areas of focus:

### Public affairs:

- IM had met with Jennie Price and Nick Bitel (Sport England), Nick Pontefract (DCMS), Louise Martin (CGF) and Andrew Moss (SRA).

- Simon Cooper, Head of Sport at the GLA, had been interested in the prospect of London hosting a major Games, however it was agreed that England would not want to compete with Wales for 2026.
- Tessa Jowell: DR had hosted a successful lunch. She was happy to help and she suggested a question at PMQs, supported by an online petition, around the commitment to ensuring Home Nation success at the Commonwealth Games.
- Bill Sweeney, CEO BOA: Had been helpful and was keen to work closer.
- House of Lords: IM and PB were meeting Lord Holmes at the end of March. A meeting with Lord Bilimoria had been postponed but was still on the agenda.
- IM is attending the Commonwealth Day service on 14 March and a selection of athletes would also be attending.

#### Funding:

- Andy Shaw, UK Managing Director of Red Bull: A number of Team England athletes are supported by Red Bull and they are keen to continue to be involved on an individual basis. It was noted that Red Bull is due to launch a TV channel soon.

#### Other:

- Chairman's dinners: IM is hosting a series of dinners for all NGB Chairs, two in London and one in Birmingham. All Chairs have accepted their invitations.
- Netball: IM noted that Joanna Adams, CEO England Netball, was keen for CGE to help with the Netball World Cup, to be held in Liverpool in 2019.
- Board appraisals: IM noted that (save for DN) all appraisals had now been completed, and that all members were happy to continue in their roles.

## **4. CEO report (PB)**

PB gave an overview of his report:

Strategic plan: There was a discussion around the difficulties of publishing the strategy without an outcome from the DCMS discussion, and the risk this would pose of appearing financially "unstable". It was agreed that PB would convert the strategic plan into an appropriate external format for publishing, and that he would bring a fundraising proposal to the next Board meeting. The Board approved and agreed to adopt the strategic plan.

**Action: PB to convert the strategic plan into an appropriate external format for publishing.**

**Action: PB to bring fundraising proposal to next Board meeting.**

Commercial activity: PB had met with Female Sports Group and a number of meetings with potential sponsors were being progressed. It was agreed that the Board would inform PB of any contacts they may have.

**Action: The Board to pass on any potential sponsorship contacts they may have.**

NED/NGB engagement: Feedback received from NGBs had been very positive and the increased level of communication was appreciated. It had been particularly well received from the non-Gold Coast sports. It was agreed that the Board would make contact with their allocated NGB(s) and keep PB/VH updated with any engagement activity. It was also agreed that NEDs should be updated on important discussions regarding their sport(s).

**Action: The Board to contact their allocated NGBs and update VH/PB on engagement.**

Home Nation CGAs: There was a discussion around the opportunity for collaborating with the Home Nation CGAs on a joint preparation camp. It was noted that there could be an opportunity to work with Wales, and it was agreed there could be cost-saving and performance benefits for athletes training together. Prior to the European meeting in Malta, PB is meeting with CGW and CGS to draft a proposal with respect to wider access to commercial rights.

Media/PR: PB had been involved in media activity on the English national anthem with weightlifter Zoe Smith. Upcoming activity included publishing the new strategy and a press release on international women's day. There would also be some soft coverage on the school partnership initiative.

Public affairs: There was a discussion around the engagement of Dissident. MT had disclosed his conflict of interest from a governance perspective. It was noted that the company had been commissioned off the back of an initial mapping project, and the period of engagement was for a period of only three months at this time. It was agreed that PB would review the engagement after the initial agreed period, and conduct a tender process if the relationship was going to be extended on a longer term basis.

Travel policy: There was a discussion around the travel policy and IM noted that the policy would be relevant for Board members as well; however in respect of long journeys, a discussion would be needed on a case by case basis. The Board approved and agreed to adopt the revised travel policy.

## **5. Finance report (CS)**

CS suggested that the Board should authorise an investigation into the establishment of a charitable arm. It was agreed that CS would investigate the implications with the A&F committee.

**Action: CS to investigate with A&F any implications for setting up a CGE charitable trust.**

CS presented the tracking of net projected deficit for 2015-19 (item 5.7) and clarified the figure of £3m deficit which had been submitted to Sport England for the funding bid:

- Starting point for the tracking was January.
- Includes the use of £460k in reserves from 2015-16.
- Includes receipt of £1.25m SE funding.
- £550k of net sponsorship/fundraising income is the median scenario (includes 25% cost of sale).
- NGB contributions are assumed at £390k.
- Investment income has decreased due to moving to a lower risk approach.
- Includes use of £1m CGE reserves for 2016-19.
- Costs have been grossed up for SE presentation purposes
- Overall, the estimated shortfall for the next 3 years is £3m, including a £98k contingency.

CS presented the proposed investment strategy for reserves (item 5.6), moving to a less risky investment approach, which would involve timed cash deposits and bonds. There was a discussion around the need for an investment performance report to provide further context. It was agreed that CS would seek advice from our brokers where appropriate. The Board approved the proposed investment strategy for reserves.

**Action: CS to seek advice from brokers regarding new investment strategy for reserves.**

DR left the meeting at 10:45.

## **6. CGE strategic plan – for ratification (PB)**

This item was discussed and approved within the CEO report.

## **7. Sport England and DCMS update (PB)**

PB provided a verbal update on progress with Sport England and DCMS. He noted that the SE funding bid was currently going through assessment. The expected amount to be received remains at £1.25m and should be approved at the Board meeting on 22 March.

PB had attended a Sport England talent strategy consultation day.

There was a discussion on the possible outcomes of the Triennial Review of UK Sport and Sport England and how this might impact CGE, with a potential move to UK Sport funding. It was agreed that the NED/NGB engagement project needs to help promote the role that the Commonwealth Games plays in the talent pathway. It was also agreed that NEDs would inform PB of any relationships with current SE Board members.

**Action: The Board to inform PB of any relationships with current SE Board members.**

## **8. Chef de Mission job description and recruitment plan (PB)**

PB presented the Chef de Mission job description and recruitment plan for Board approval. There was a brief discussion around the ideal number and type of candidates, as well as the time commitment and expected salary for the role. The Board approved the Chef de Mission recruitment plan.

## **9. CGF Sports committee and G2018 team size (DP)**

DP and LB joined the meeting at 11:45 and DP presented the main points for discussion:

Gold Cost Sports programme: DP noted that a lot of work was being done with DN to capitalise on the para sport programme, which would be based on rankings.

Estimated team size: There was a discussion around the selection of athletes and if England should only pick athletes who have the potential to win. It was agreed to set aside time for this discussion at the next Board meeting.

**Action: IM to set aside time for discussion on athlete selection at the next Board meeting.**

The estimated total allocation that England would receive would be 509 accreditations with travel grants. The estimated amount that England needs is 527 (difference of 19). The Board discussed how best to cover the costs for the extra official accreditations. It was noted that this is one part of a wider conversation around sport contributions, which, given the current situation with DCMS, could not be resolved at this time.

**Action: IM to contact Nick Pontefract about the process and timescale for the DCMS decision.**

DL left the meeting at 12:25.

## **10. Gold Coast update – critical dates (LB)**

LB confirmed that all team leaders (TL) were in place and they were scheduled to meet.

There was a discussion on the TL workshops. LB noted the dates are set, with two UK based workshops, the first due to take place in October, and two workshops in Australia. LB noted that subject to overall budget, CGE would fund the costs of a mandatory overseas workshop 4 months out from the Games. An additional overseas workshop would take place one year out from the Games, and NGBs would have to fund their own attendance.

There were issues raised around approving project budgets without the DCMS decision. It was noted that regardless of the DCMS decision, receipt of SE funding meant that England would be committed to sending a team to the Games, and that this would involve essential costs, including TL workshops. It was also noted that higher deposits could be placed to allow for some flexibility around facilities. The Board approved the budget for the TL workshops.

NW left the meeting at 12:35.

There was discussion around the preparation camp and, as before, the challenges of reaching a decision without an outcome from DCMS. It was felt that a decision could not be made today, and that further discussion would be needed ahead of the June Board meeting in order to fully understand the financial and reputational impacts of a decision or non-decision from DCMS. The Board agreed it would be useful for the Sports sub-committee to

provide a timeline outlining the operational impacts in the event of delays, and a plan for what is communicated to the NGBs. It was agreed that this should be circulated to the Board at least 4 weeks prior to the June Board meeting, and that an additional Board meeting or conference call should be set up to facilitate a timely discussion if needed.

**Action:** LB and DP to work with the Sports sub-committee to create a timeline outlining the operational impacts in the event of delays to the DCMS decision, and a communications plan for NGBs regarding the projects and funding challenges. The report should be circulated to the Board at least 4 weeks prior to the June Board meeting.

DP and LB left the meeting at 12:45.

## **11. AOB (IM)**

Board sub-committees: IM noted that CGE had no remuneration or nominations committee. It was suggested that a general purpose "Chairman's committee" would be a suitable alternative, and it was agreed that IM would set this up on an ad hoc basis as required.

**Action:** IM to set up a Chairman's General Purpose committee as required.

Staffing review: JA raised the issue of staffing reviews and succession planning. PB confirmed that the staff appraisal process was taking place and that succession planning had been factored in to the Gold Coast staffing plan.

UK Sport strategy: HM noted guidelines were expected to come out around the new strategy, which could make CGE eligible for funding.

Brexit: JA raised the issue of a Brexit vote to leave the EU and the impact this could have on CGE. It was agreed that A&F committee should consider any potential impact.

**Action:** CS to raise the issue of Brexit with A&F and consider any potential impact.

CGE office accommodation: PB explained that there was general dissatisfaction with the current accommodation on High Holborn. He noted that there is a break clause in September 2017, and he is considering looking at other options to see what might be available. IM offered to assist PB in dealing with any landlord issues. It was agreed that there could be potential for sharing space with other sport bodies.

The meeting finished at 13:00.

The next meeting is scheduled for Tuesday 21 June 2016 at 9:00am.

## Overview of action items set out at March Board meeting

	<b>Action item</b>	<b>Response</b>	<b>Deadline 2016</b>
1.	The Board to recommend potential NED candidates to IM.	All	April
2.	PB to convert the strategic plan into an appropriate external format for publishing.	PB	April
3.	PB to bring fundraising proposal to next Board meeting.	PB	June
4.	The Board to pass on any potential sponsorship contacts they may have.	All	April
5.	The Board to contact their allocated NGBs and update VH/PB on engagement activity.	All	Ongoing
6.	CS to investigate with the A&F committee any implications for setting up a CGE charitable trust.	CS	June
7.	CS to seek advice from our brokers regarding the new investment strategy for reserves.	CS	April
8.	The Board to inform PB of any relationships with current SE Board members.	All	March
9.	IM to set aside time for discussion on athlete selection at the next Board meeting.	IM	June
10.	IM to contact Nick Pontefract about the process and timescale for the DCMS decision.	IM	April
11.	LB and DP to work with the Sports sub-committee to create a timeline outlining the operational impacts in the event of delays to the DCMS decision, and a communications plan for NGBs regarding the projects and funding challenges. The report should be circulated to the Board at least 4 weeks prior to the June Board meeting.	DP/LB	May
12.	IM to set up a Chairman's General Purpose committee as required.	IM	June
13.	CS to raise the issue of a Brexit with A&F committee and consider any potential impact.	CS	June