



<b>Meeting</b>	Board meeting (minutes)	
<b>Date</b>	Tuesday 5 <sup>th</sup> March 2019	<b>Time</b> 09:30
<b>Location</b>	5 <sup>th</sup> Floor Holborn Tower 137-144 High Holborn London WC1V 6PL	
<b>Chair</b>	Ian Metcalfe (IM)	
<b>Present</b>	Paul Blanchard (PB), Jenny Ashmore (JA), Simon Ball (SB), Nigel Walker (NW), Dawn Newbery (DN), Caroline Spelman (CSp), Chris Simpson (CS), Delia Bushell (DB),	
<b>Other attendees</b>	Lorraine Young (LY), Chris Conway (CC), Harriet Smith (minutes)	
<b>Apologies</b>	Denise Lewis (DL), Alex Danson (AD), Ali Jawad (AJ)	

## 1. Welcome, apologies and declarations of interest

Apologies had been received from AJ, AD and DL. IM welcomed LY who would be conducting the external Board effectiveness review.

One declaration of interest was made – SB announced that he would be joining the Board of Morgan Stanley International. SB would not be running for another term at AIB Group PLC but would continue to work as a Director of one of AIB's operating companies.

## 2. Agree minutes of previous meeting and matters arising

### Report on action points from previous meeting:

3. IM to lead discussion around Board accreditation for B2022	Carried forward
4. A&F sub-committee to lead further consideration of an investment proposal, using external advice and IM to introduce CS to Steve Pearson at Jupiter	Completed

8. CS, PB and CC to bring proposal on method of reporting on strategic initiatives to March Board meeting	Completed
10. Board and executive team to consider how the PRIDE values might be slightly reformatted to apply to their work	Carried forward
11. PB and IM to consider most efficient method of information flow between executive team and Board, particularly from 1 year out from Games time	Carried forward
12. PB to inform the Board of the Sport England bid outcome	Completed - IM congratulated PB and exec team
13. NW and PB to catch up prior to PB's presentation at HPSAG	Completed
14. CC to add NW's concern around strength of team to the organisational risk register	Completed
15. A&F sub-committee to lead on risk appetite piece of work, in conjunction with Board members	Carried forward
16. PB and executive team to reconsider the staffing, stakeholder engagement and kit budgeted figures and bring considerations to March Board meeting	Covered in Finance update - a revised B2022 Games budget will be presented to Board later this year
17. CC and CS to continue to work with other European CGA's on the AMO (Zeus/+1%) risks associated with GDPR	Completed - Mitigated risk through A&F
18. CS to bring proposal on risk mitigations for Board-handled Commonwealth Games England data to March board meeting	Carried forward - GDPR questionnaire to be circulated
19. A&F sub-committee to seek external advice on potential sterling transfer to foreign currency	Carried forward - will be picked up in June proposal
20. PB to circulate updated version of Games delivery structure with colour coding on roles	Completed
21. PB to insert an additional responsibility to the Chef de Mission job description relating to sports entries	Completed
22. Board to submit further comments on strategic plan to LM. LM to consolidate Board comments for executive team consideration at the January planning day. LM to schedule a Board and executive team meeting/conference call for February to further consider strategy	Covered in Strategic Initiative section
23. FK to liaise with IM, who would speak to Mark Hanson for his approval of the "shape" of the proposed project	Completed
24. FK to add medal table intention discussion to agenda for subsequent Sport sub-committee meeting and NW to bring the outcome to the March Board meeting	Completed

25. FK to liaise with Andy Thomas for advice on FK, PB and LM taking CGE laptops to Russia	Completed
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Action point 3: PB to present accreditation discussion paper to IM for consultation with NEDs

Action point 10: PB and Exec to reformat Values in Pride of our Nation doc. so that they apply to work streams

Action point 11: PB and IM to consider most efficient method of information flow between executive team and Board, particularly from 1 year out from Games time

Action point 15: A&F sub-committee to lead on Board risk appetite. OC debate at the end of March, to be carried on through A&F and reported back in June

Action point 18: CC to develop and share GDPR questionnaire with the Board, to further understand how information is shared. A standard policy will be developed

Action point 19: A&F sub-committee to share proposal of potential investment strategies at June board meeting

The December minutes were approved by the Board as a true and accurate record of the meeting, and the Chairman authorised to sign the same.

### 3. CGE strategy

PB gave a summary of the work that had been done around the strategy and its current format.

Action point 26: PB and Exec to check PRIDE as a trademark and seek legal approval for using it.

### 4. Chairman's report

IM gave a summary of progress that had been made in the following key areas on the B2022 OC Board: venues; budget; athlete commission; sport programme; specifics relating to CGE.

The Board approved CGE's nomination of Alistair Brownlee to the OC athlete advisory panel for B2022, subject to his and British Triathlon's final approval.

### 5. CEOs' report

PB highlighted key points of his report that had been circulated with the papers, including a positive first NGB CEO's meeting in Birmingham. YST had received the Sport England grant letter which confirmed funding for the joint YST/CGE Birmingham Connect project.

PB would be attending the B2022 OC Government advisors major projects review on Thursday 11<sup>th</sup> April.

Sport England KPIs were currently being discussed and PB hoped to present the final agreement at the June meeting. Sport England would be involved in the CdM selection process.

PB had been in detailed discussions with Scott Radcliffe, Head of Partnerships at Sport England, regarding the Sport England funding of a commercial feasibility study.

**Action point 27: PB to liaise with the Communications and Commercial sub-committee regarding ongoing conversations with Scott Radcliffe at Sport England about the project**

PB reported a positive engagement with the High Performance Strategic Advisory Group (HPSAG), the first time that CGE had been invited to present to the meeting.

CSp, left the meeting. (12:01)

## 6. Finance update

CC reported to the Board that:

- The December 2018 management accounts were ready for approval
- The December A&F meeting had initiated a review of all bank account signatories
- There had been multiple meetings with investment brokers with respect to the investment of CGE funds
- The proposed 2019/20 budget, with commentary, had been presented to the A&F committee

**The Board resolved to agree the proposed annual pay increase, as recommended in Paper 6.1.**

The Board queried various figures across the budget and requested that in future sub-committees be fully included, in a timely manner, in the budget approval process.

**Action point 28: IM, PB, CC and CS to review the budget process, including greater oversight for sub-committee meetings.**

IM suggested that more detail needed to be provided for the June board meeting, to ensure that every Board member had a detailed insight into the budget. IM noted that the organisational budget would be signed off once it had been reviewed.

**Action point 29: CS and CC to send out details and commentary to further explain the budget by w/c 11<sup>th</sup> March.**

**Action point 30: FK to circulate a paper detailing the delivery costs associated with the Hanson Scholarship**

CC referenced section 6.1 of the finance papers, regarding the broker presentations.

NW asked whether the brokers' advice had been consistent. CS confirmed that responses had been consistent and that advice had been not to invest in the equity market for a period of less than 3-4 years. NW noted that the board would need to see a final presentation before a decision was made. CS agreed. CC would prepare a proposal for the A&F sub-committee which would then be brought to the June Board Meeting.

**Action point 31: CS and CC to include an update of the investment strategy in the June Board papers**

The organisational risk register had been circulated prior to the Board meeting, and attendees were asked for their feedback. No comments were made and the risk register was approved as a working document.

PB left the meeting at 12:10pm.

## 7. B2022 executive team update

LMac presented the B2022 update paper to the Board.

DB left at 1:10pm

NW left at 1:25pm.

CE talked through the communications elements of the executive update.

Key upcoming media days were defined as the following:

- Commonwealth Day, 11<sup>th</sup> March
- National Lottery Campaign Launch, 25<sup>th</sup> March

DP presented the pros and cons of both potential Youth Games 2021 locations. A decision would be made in September at the General Assembly, Rwanda. The 2022 athlete allocation policy would also be finalised in Rwanda.

## 8. Sub-committee minutes

The Board noted and approved all sub-committee minutes, subject to IM's condition that Sport England needed to approve the Board Succession plan with regard to longer terms of re-appointment (which they subsequently did).

## 9. Re-appointment of Directors

Re-appointment papers would be included in the appendix of the minutes for more detail.

The Board approved the re-appointment of NW and SB from 1 June 2019 – 30 April 2023.

The Board approved the re-appointment of JA, AD and DN from 1 April 2019 – 31 March 2023.

IM congratulated NW, SB, JA, AD and DN.

## 10.A.O.B

SB reported to the board on IM's appraisal. IM noted that appraisals for other Board members would also take place, but after the Board Effectiveness Review, which report would be presented in June.

IM closed the meeting at 13:45.

Action Summary	Executive Lead	NED Lead
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3. PB to present accreditation discussion paper to IM for consultation with NEDs	PB	IM
10. PB and Exec to reformat Values in Pride of our Nation doc. so that they apply to work streams	PB	IM
11. PB and IM to consider most efficient method of information flow between executive team and Board, particularly from 1 year out from Games time	PB	IM
15. A&F sub-committee to lead on Board tolerance to risk. OC debate at the end of March, to be carried on through A&F and reported back in June	CC	CS/SB
18. Develop and share GDPR questionnaire with the Board, to further understand how information is shared. A standard policy will be developed	CC	CS
19. A&F sub-committee to share proposal of potential investment strategies at June board meeting	CC	CS
26. Check PRIDE as a trademark and seek legal approval for using it.	CC/CE	IM
27. PB to liaise with the Communications and Commercial sub-committee regarding ongoing conversations with Scott Radcliffe at Sport England about the project	PB	JA/DB
28. Review of the budget process, including greater oversight for sub-committees	PB/CC	IM/CS
29. CS and CC to send out details and commentary to further explain the budget by w/c 11 <sup>th</sup> March.	CC	CS
30. FK to circulate a paper detailing the delivery costs associated with the Hanson Scholarship	FK	NW
31. CS and CC to include an update of the investment strategy in the June Board papers	CC	CS
32. Confirm if Lagadere have to be part of a second kit mirror project	LB	SB