

Commonwealth Games England



Meeting Board Meeting

Date Wednesday 31st January 2018

Time 10:00

Location ICC
Broad Street
Birmingham

Chair Ian Metcalfe

Present Nigel Walker, Simon Ball, Ian Metcalfe, Paul Blanchard,
Dawn Newberry, Alex Danson, Caroline Spelman (O),
Chris Simpson, Delia Bushell (O), Jenny Ashmore,
Sarah Winckless

Apologies Martin Thomas, Mark Hanson (O), Hamish McInness

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

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1. Welcome, apologies and declarations of interest

IM welcomed the Board, in particular DB and CS. IM offered his congratulations to LB, who was expecting a child in July. There were no new declarations of interest.

2. Previous minutes and matters arising

The previous minutes were declared to be correct.

PB informed the Board that those coming out to the Games would be encouraged to complete the online 'Anti-doping' UKAD advisor course.

Action Point 6, relating to two categories on insurance policy was carried forward between CS and LB.

Action Point 2 – CS to follow up on insurance with LB

Action Point 9 – information piece for Gold Coast. PB informed the Board that this was being prepared. DB asked whether there would be a list of stakeholders attending the Gold Coast. PB agreed to circulate list of current VIPs attending.

Action Point 3 – LM to circulate list of VIPs attending the Gold Coast as it stands, on PBs behalf.

PB noted that most of the commercial partners will be sending staff on incentives, as opposed to VIPs/CEOs.

Action Point 10 – At the December Board meeting JA had raised whether it would be possible to host an MBA student for a project. PB confirmed that conversations had been opened with Warwick Business School and that if possible this would go ahead. JA offered her help with this.

3. Chair's introduction

IM informed the Board that his activity since the last board meeting had involved selecting the 3 new NEDs, and discussing with them the most appropriate time to announce their selection.

IM's time had also been dedicated towards 2022 matters and he had received many approaches from a variety of stakeholders expressing interest. CSp confirmed that there had been a lot of local interest, and that the Games would benefit not just the city centre but the region around Birmingham too.

IM informed the Board that Nick Pontefract would be starting at Sport England on 2nd March. The job description for the OC Chair had been finalised, but still required sign off from the Cabinet Office for the use of external headhunters. IM welcomed suggestions from the Board for this role.

IM informed the Board that the OC was still seeking a Chief Executive and potentially an interim CEO. CSp offered to assist where possible to make sure that the appointment is made as quickly and effectively.

4. CEO Report

Gold Coast

PB informed the Board that Gold Coast arrangements were progressing well. LB's maternity would pose an additional risk which still needed to be carefully considered.

All athletes and officials had been uploaded onto Zeus with visas to be confirmed. SW added that this had been a huge task and every effort had been taken to make sure that it ran as smoothly as possible.

Arrivals and departures had made progress. 38 flights from many different destinations would take athletes and officials to the Gold Coast. PB reported that the Etihad partnership had developed well. IM asked what the final bill for flights would be. PB confirmed in the range of £1m, of which 25% would be for excess baggage. This was in line with budget + approved contingency.

Kitting Out

PB confirmed that the Kitting Out process was underway in Preston. A number of sports have passed through already, with Swimming and Athletics to come. Amber Hill, Shooter, had produced a nice vlog about the kit which PB would circulate.

Action Point 4 – LM to circulate Amber Hill's Vlog to Board on PB's behalf.

SW informed the Board that up to 50% of swimmers would be utilising their 'Freedom of Choice' and would wear a non-Arena swimming kit. PB added that this is permissible because the swimming kit is deemed to fall under the 'technical' category.

Action Point 5 - SW to have a conversation with Arena to manage expectations.

Lion's Den

PB informed the Board that Sport England had been very supportive with the Lion's Den project, and that operations here were progressing well. AD asked about the ice bath situation. SW confirmed that the OC had raised concerns about the proposed arrangement due to weight limits, but that they would be situated somewhere else. IM explained for the benefit of new NEDs that the Lion's Den would be the Team England Physio and Medical Care hub during the Games, and AD confirmed that from an athlete perspective this is invaluable and makes a huge difference.

PB raised the issue of para-classifications. This had been raised with both Para-Swimming and Para-Athletics, who had confirmed that it was very unlikely that any athletes will be re-classified prior to the Games. It would be extremely unlikely for an athlete to receive a re-classification once they are at the Gold Coast.

PB added that CGE was working carefully through the Games Risk register to reduce as many of these risks as possible to amber.

Commercial/Sponsorship

PB informed the Board that the npower deal had been launched at a Perry Barr school with DL present. CGE would benefit from npower's high profile and energetic activation ideas. Npower had set up a mini-recording studio at Kitting Out and would be recording a version of Jerusalem that they had

approached major record labels to release. Npower had also had an idea to launch an activation around athletes and family, e.g. Adam Peaty and his Grandma. Npower would be coming to the Gold Coast.

PB reported that:

- Milbrook Bed's bed at Kitting Out was proving popular
- STA would be taking a campervan to Kitting Out, to gain media content from athletes
- Shakespeare Martineau would be sending volunteers to Kitting Out

PB informed the Board that CGE sponsors were being encouraged to make the most of the period after the Games. PB had suggested that it might be prudent for sponsors to maintain relationships with athletes individually post-Games, as a direct sponsor/CGE relationship cannot be facilitated under the JMPA.

Office accommodation

PB summarised that there was no obvious solution as yet. In a worst case scenario, CGE could relatively easily move into temporary space. The office would not have a huge amount of equipment to move, and while moving twice wouldn't be ideal, it would not cause major problems. The basement is currently used to store predominantly archive items, which could be housed in an offsite storage facility.

IM asked about the exit process from the current office contract. PB confirmed that this would be relatively simple and dilapidation funds had been included in the budget. SB asked what deadline would be set to decide on next steps re: office relocation. PB confirmed that the final deadline would be approximately 6th/7th June, and that a further update would be given at the next Board Meeting.

Sport England

PB confirmed that the Sport England relationship was working well and that Sport England had been pleased with the governance changes undertaken by CGE. More future funding information would be available on 6th June. IM expressed the view that Nick Pontefract's move to Sport England would help CGE to further strengthen its relationship.

Strategy Day

PB invited the Board to consider the bullet points and develop their thoughts in advance of the board strategy meeting on 6th/7th June.

PB drew the Board's attention to several key dates:

- 12th March – Commonwealth Day
- 20th April – Commonwealth Heads of Government Sports Ministers' Breakfast, which IM would be attending.
- 21st April – Welcome Home event in Birmingham
- Potential send-off event at Buckingham Palace in March. IM was looking into dates currently. SB added that there would be a risk of lack of attendees if this date is not confirmed fast enough.

5. Gold Coast 2018 Update

LB joined the Board at 11:13 by telephone. IM congratulated LB on her exciting news.

SW went through progress made on the action points assigned to her at the previous Board meeting:

1. The Volleyball Team Leader was delighted that accommodation was being held for the team in Coolangatta, as alternative accommodation closer to the competition venue.
2. CGE had parted ways with Aesop, and PH was looking into two alternatives for the Golden Hour video.
3. Cyclists would remain under CGE insurance while on the road.
4. Andy Thomas would look into security risks to our car/minibus fleet, if they were to be easily identified as belonging to CGE/being official Games vehicles carrying athletes and officials

SW spoke about the security briefing she had recently attended, which was a stark reminder of the potential risks. At the briefing, attendees were informed that athletes were currently being advised that it would pose no significant extra risk to be seen in kit outside of the village. Security remained an agenda item on the Team Leader meeting in February.

LB informed the Board that the visa 408 accreditation process had come to an end. 1000 individuals had been submitted to go through Visa 408 process. 943 of the visas had now been awarded, and there were no glitches that were seen as irresolvable.

LB spoke about the Village signage. Icon had been chosen as the supplier and GOLDOC was excited about the proposed CGE branding. Ashwin Lokare (GOLDOC) would be showing the signage supplier around the village on 1st Feb. PB, LS and LB met with the signage supplier on 30th January at its London office.

LB described how funding for the Lion's Den on the Gold Coast had been a different process to Glasgow, where CGE was granted a 'Capital Award'. LB would have a meeting with Trudi Else at Sport England the following week to discuss. Sport England continued to be very helpful in this process.

LB spoke of the positive progress that has been made in relation to Mr Larry's dot art on Opening Ceremony kit. Mr Larry had been thanked for his work during the recce and the plan would likely go ahead if there were no significant remaining issues. There would still be a backup process, which could be reverted to if necessary.

The feedback from Kitting Out had been very positive, despite the fact that this is a challenging time for the team with long hours and significant travel. Most of the competition wear would still need to go out over the next month to the athletes via the Team Leader.

STA's action list would continue to be reviewed once per week by STA. At the time of the meeting there were at least 100 items on this list, e.g. deviations or no return flight booked.

The travel grant forms had come through from the OC and would need to be completed. SW clarified that the travel grants would cover only Aas and Aos, and not excess baggage. PB confirmed that figures and timelines were in line with budget expectation, plus the £25k contingency previously agreed.

SW invited the Board's comments and questions on the Gold Coast Update.

NW expressed the view that progress seemed very positive and offered his congratulations.

IM endorsed NW's statement personally and on behalf of the Board.

IM added that CGE have worked very hard on relationships and that this has been worth the time and effort.

DB asked whether it would be possible to learn more about the relationship between the OC and CGE.

Action Point 8 – IM to brief new NEDs informally about OC – CGE relationship.

SW raised Gold Coast athlete selection, which continued to progress well. To date no appeal had overturned any decision.

IM asked AD if she had any questions from an athlete perspective. AD asked whether the Familiarisation would be able to be hosted outside the kitting out for athletes who can't attend. SW confirmed that the Familiarisation presentation would be circulated to Team Leaders and media training would be available. AD added that the athletes were excited about the Gold Coast and anticipation was building.

LB left meeting at 11.44

DN asked about Cyber security and the robustness of CGE IT both in London and on the Gold Coast. SW replied that conversations had been had with the Metropolitan Police, but that it remained a risk. The advice was to use 4G where possible instead of free wifi. The office email provider has been switched to Outlook 365, which should help with security.

Coffee Break

6. Finance Update

CS began his update by offering to talk Board members through particular details on a one-to-one basis should they wish.

CS reported that there were not many differences from plan and that spend was broadly in line with budget. The December accounts would be finalised in the next week.

£1.4m had been received from Sport England and CGE had provided the necessary information from a governance perspective.

Work on the budget for 18/19 had been paused until the staffing structure post-Games would be known.

The Audit and Finance Committee had been impressed by the level of detail provided by Executives for Gold Coast spend. The contingency of £176k remained intact.

PB confirmed that CGE was in a comfortable position with regard to finance at this stage.

CS reported to the Board that currency for Gold Coast 2018 was almost covered. The large majority of the Australian dollar currency required (95%) had been bought forward. The exchange rate was at or better than budget rate.

The tracker had moved in a positive direction – partly thanks to the npower deal. The finance team was forecasting a £900,000-£1m reserve post-Games.

CS drew the Board's attention to the Corporate Risk Register, which had been circulated with the Board Papers for consideration. SB felt that 'Management Stretch' should be added to the Corporate Risk Log.

Action point 9 – CS to include Management Stretch into the Corporate Risk Log and re-circulate.

The Board confirmed that apart from SB's addition, they had considered and were happy with the Corporate Risk Log.

CS informed the Board that the website would be audited to check its compliance against GDPR guidelines.

CS raised CGE Treasury Management, which would become more important following the funds received as a result of the JMPA. This would be discussed further at the Strategy Day. The finance team would also begin a procurement process to find suitable brokers to assist with investing these sums.

CS invited the Board to ask questions or make comment, but there were none.

7. 2022 Update

PB made reference to the 21st December as the date when Birmingham was awarded the 2022 Commonwealth Games

PB reminded the Board that there were only 4 years until 2022 as opposed to the usual 7.5 years between Games award and delivery, so time pressures would be tight.

There was an operational group of stakeholder CEOs, which was acting as an interim OC at the time of the meeting discussing topics such as the following:

- Handover of Commonwealth Flag. This would involve the Lord Mayor of Birmingham and IM. This would be part of the Closing Ceremony on the Gold Coast. It would take the format of an 11 minute live slot, with televisual from Birmingham and live on the Gold Coast. This had been budgeted for.

The first meeting of the 2022 steering group had occurred on Monday 29th January. This had been a lengthy meeting, which focussed on:

- The Post-award Resolution Programme. There had been 65 significant items that would need resolving
- The 100 day plan – 75 issues would need to be resolved
- Interim CEO. IM would form a part of this decision making process, but diary co-ordination has been challenging. Work would continue in this regard, and IM was part of the Strategic Group to whom any issues would be escalated.

IM suggested that it was important for CGE's brand and standing to have an influence from the start of proceedings, and that such behaviour was the reason for CGE's reputational advancement over the previous three years. IM expressed his view that CGE should continue to play a role in these matters.

PB informed the Board that CGE's reputation would be enhanced by the quality of its contribution to Birmingham 2022.

PB informed the Board that the 2022 sports programme had been agreed as part of the bid process and any changes would not be considered, at least until the OC was up and running. The omission of Shooting remained a contentious issue, but new rules under Transformation 2022 had meant that Shooting was not included as a core or compulsory sport. There were a number of other sports that had also been excluded that would like to be involved. When making sports programme decisions, Birmingham had placed importance on the creation of a gender balanced and para-friendly programme along with considerations such as: cost of staging; spectator and broadcast appeal and legacy.

CSp left at 13:01

IM informed the Board that there would be a number of appointments to make, relating to 2022:

1. CGE Representative for Steering Group
2. CGE representative for Chief Executive Committee
3. 2 CGE representatives for OC Board

IM indicated that the Strategic Group would be chaired by the Sports Minister and was intended to include the Chair or equivalent of all the stakeholders e.g. President of CGF, Mayor of WMCA, Leader of Birmingham City Council. The Steering Group would contain the CEOs of all of the stakeholders. CGE must decide who its representatives should be. This may seem self-evident, and IM was happy to propose PB for the CEO's Steering Group. But bearing in mind his obvious conflict, it was not appropriate for IM to nominate the representative of the Strategic Group.

IM requested that a separate Nom Co be formed specifically for the third position, containing NEDs who would not be nominating themselves for the OC Board position.

IM requested that NEDs who wished to be considered for the OC Board position should let him know by Wednesday 7th February 2018.

The Board agreed that the Nom Co could then establish the appointment process, which should be completed as quickly as possible. This was partly dependent on DCMS providing a job description for the NEDs on the OC.

In the interim, IM suggested that he and PB should attend any OC meetings as CGE representatives, making it clear that they were attending as interim appointees, pending CGE following due process in its appointment of two OC representatives.

SB then proposed that IM should represent CGE on the 2022 Strategic Board and Paul should represent CGE on the 2022 Steering Group. He also proposed that IM and PB should represent CGE in an interim capacity, in the event of any OC meetings prior to CGE completing its formal process of appointment.

The Board unanimously agreed with Simon's proposal, and resolved to make the appointments, and on the terms, set out immediately above

8. AOB

NW queried whether the Games Time Risk Register was missing a Duty of Care aspect

SW agreed with NWs point.

Action Point 11 – PB to add Duty of Care section to Games Time Risk Register

PB reminded the Board that there would be a Birmingham orientation walk after lunch.

SB had further points on the Games Time Risk Register and would raise these points with SW individually.

Action Point 12 – SB and SW to speak about further points from SB on Games Time Risk Register.