

# The Board of Commonwealth Games England

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<b>Meeting</b>	December Board Meeting	
<b>Date</b>	Tuesday 12 December 2017	<b>Time</b> 09:30am
<b>Location</b>	Grange Beauchamp Hotel, 24-27 Bedford Pl, Bloomsbury, London WC1B 5JH (Beauchamp Suite)	
<b>Present</b>	Ian Metcalfe (Chair), Simon Ball, Hamish McInnes, Paul Blanchard, Dawn Newberry, Martin Thomas, Jenny Ashmore, Chris Simpson	
<b>In attendance</b>	Sarah Winckless (item 5), Harriet Smith (item 5) Peter Hannon (item 5 and 6), Laura Spaven (item 6), Lizzie Moore (minutes)	
<b>Apologies</b>	Nigel Walker, Gail Emms, Alex Danson, Denise Lewis	

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## **1. Apologies and declarations of interest**

IM opened the meeting and welcomed all members. Apologies had been received from NW, GE, AD and DL.

IM reported to the Board that Gail Emms had emailed PB and IM to inform them she will be stepping down from her position as alternate for Alex Danson. IM thanked Gail for her hard work and dedication.

No new declarations of interest were noted.

## **2. Minutes and matters arising**

The Board had received one set of minutes to review and approve.

**The minutes from the September Board meeting were approved as a true and accurate record of the meeting in question.**

IM invited any comments on the minutes. No comments were made and the action list was reviewed.

Action Point 1 – IM requested that Transfer of Knowledge be taken off the Action List, but retained as a future action.

Para-classifications had been added to the Draft Risk Register (for discussion at A&F in January), and will be added to Project Status, with a red rating at this stage.

## **3. Chair Update, including NED Recruitment**

NED recruitment.

CGE was seeking to recruit at least 3 NEDs to replace HM, MT and DT. IM had been delighted with the quality of candidates who have applied and generated by Odgers. A longlist of 40 had been narrowed down to 10. IM thanked the Nominations Committee for making time in their diaries to interview candidates. Particular attention was being paid to motivation, cultural fit and diversity.

SB added that throughout the first stage of the interview process, the interview panel had taken the opportunity to make sure candidates understand that this is CGE not the OC, and of the cyclical nature of the work.

## **4. CEO report**

Team Planning and Dynamics Day

This had been facilitated by De Angella (team dynamics) and Hilda Gibson (risk). PB noted how well the day had been received.

DA felt that there was a natural team empathy which came out very strongly, which PB found very encouraging.

PB informed the Board that an updated risk register had been drafted after the meeting and this would be further updated after the recce. It would be presented at the A and F committee in early January 2018, and then the Board Meeting in late January.

#### HQ pre 2018 GC Staff Day

This would happen on the 1<sup>st</sup> February. PB invited Board members to attend and observe. Full details would be circulated shortly.

#### Visa 408

Delia, Alice and two temporary employees had made excellent progress on this, but there were still around 150 of the original 1200 long list that needed to be finalised.

#### Kit

There were some outstanding issues with Kukri, but these are resolvable. HS continued to work closely with Kukri.

A “Hero Shot” had been created in conjunction with Matta, which contained athletes from 13 different sports and showcased the kit.

The Sun newspaper was due to publish this exclusively on Wed 13<sup>th</sup> December 2017, ahead of the social media launch.

#### Dot Art – Mr Larry

PB was pleased to report that the relationship with Mr Larry had been very positive during the recce, and that the OC were also very positive about CGE’s collaboration with the indigenous community. Mr Larry had attended the Barefoot bowling event during the recce.

#### Commercial and marketing

- a. Milbrook Beds was signed off.
- b. Etihad was also complete and the announcement had been made on Monday.
- c. Npower - PB was pleased to announce that Npower agreed a deal at 6pm last night. The Board congratulated PB. PB added that they were a powerful brand to partner with, and with this came a significant amount of opportunity for the Team England brand to gain exposure.

JA praised the work that Npower had done with triathletes at Dorney and felt that this could translate well to Para-sports with CGE.

PB added that Npower were clearly interested in the Birmingham outcome. DN asked whether there would be a requirement for the Npower logo to be included on Gold Coast kit. PB replied that it would be used on a media top.

PB noted that partners were beginning to work together. PB felt that deals had gone down well with Sport England and the overall message was very positive.

## Website

PB was very happy with the progress that had been made here, which would be showcased later in the meeting.

## Team announcements

PB informed the Board that CGE has had significant coverage from team announcements. MT feels this coverage is in excess of anything that has been achieved historically.

## CGF Newsletter

PB recommended that all Board members register for the CGF newsletter.

SW dialled into conference at 10.28

## **5. Gold Coast 2018 update**

HS and PH joined the meeting at 10.30.

## Recce

SW informed the Board that the recce had gone very well. The team Leaders were happy with the prep camp hotel, training venues and programme. She noted that there might be some extra cost, as basketball was now looking for two training courts instead of one, having seen the venues first hand. Another change from the Basketball team is that they had elected to fly straight from Rydges to the competition venue. This would be factored into any budget revisions.

FK did a great tour of prep camp, managing to keep the energy up with a group of very jet lagged team leaders.

PB invited DN to give a Non Exec Director's perspective. DN reported that it was an invaluable opportunity to put names to faces, and that the strength of the CGE team had been really impressive. When the team leaders left, it was very clear they were full of admiration for the work that CGE has done. DN added that she had the opportunity to speak to most of the team leaders on the Para side. DN had also spent time speaking with SW about the risk register and any extra items for the budget. DN felt that CGE was in a good place at this point ahead of The Games

PH added that the team had participated in a two hour training session from the Indigenous Team of the OC at the Gold Coast. PH found this incredibly useful in preparing to report from the Gold Coast in a culturally sensitive way. This training session would be published as a web story this week.

SB suggested it would be good for some NEDs to receive this training as well as UKAD, as per Glasgow.

**Action Point 2 – PB to arrange NED training session.**

HS added that it had been very useful for Team Leaders to experience first-hand how they would get around the Gold Coast. Team leaders were able to go to City HQ and also to the Clubhouse.

HS had been able to meet with suppliers for the Clubhouse, as well as build rapport with the City HQ team, in Laura's absence.

JA asked for an update on the Lion's Den. SW replied that Team Leaders had been given a tour of the area during the recce. Mike Rossiter and Laura Hanna had been present. Mike and Laura had been very pleased with the set up and layout. SW added that it was a really good set up with a mixture of consultation rooms, smaller more private spaces and larger, open areas. There was a bedroom that could be quickly converted to meeting room space for post-match team briefings.

DN queried use of the Alexandra Hills hotel. SW clarified that this was the second accommodation area for shooting and cycling in Brisbane. The benefit of this venue to the two sports is that was much closer to their competition areas, and the cyclists are able to cycle to the venue.

The shooting Team Leader liked Alexandra Hills and has decided that the whole shooting team would go into the village on 14<sup>th</sup> April. The cycling Team Leader had also been very happy with the accommodation, in particular because it had space for bike maintenance in the basement. SW's only concern was that if the athletes were there for a long time it was slightly isolated. However it was only 40 minutes from Brisbane so they could go there for a change of scene.

The catering team at Rydges was very accommodating, but the food still needed to be sampled and menus signed off to ensure that these would work well at Games time.

IM asked whether the issues with lifts at Rydges had been addressed. HS said that Frankie had managed expectations of Team Leaders on this issue. PH added that athletes would be encouraged to use the stairs between the 11<sup>th</sup> and 12<sup>th</sup> floor, even though this is not usual hotel protocol.

IM asked about travel in general on the Gold Coast. HS replied that the trams were tested on the recce and worked well. But traffic was likely to be highly congested at times. Athletes would be encouraged to use GOLDOC transport, which would benefit from a police escort if necessary.

SW raised a potential travel issue with Volleyball, who could have a late match finishing at 11.30pm and an early match the next day at 10.30am, which with a 40-75 minute travel time could be problematic.

**Action Point 3 - SW should look into alternative accommodation on the Gold Coast/in village to help alleviate this stress.**

MF asked about insurance relating to elite cyclists cycling on the road to venues. JA pointed out that this was common practice and happened before the Ironman championships. SW reported this as being high on her agenda. The route is busy but not unreasonably so. All that CGE could do was to encourage cyclists to carry out this journey in the safest manner possible. PH added that they went to see the velodrome, who said they were happy to advise on most sensible routes. HM agreed with SW but asked whether this travel would be covered by British Cycling's Insurance or CGE's.

**Action Point 5 - SW to confirm position on insurance.**

CS asked about the need for two categories on the insurance policy. SW noted that LB had done most work on this.

**Action Point 6 - CS to liaise with LB and finalise.**

CS asked whether 60 vehicles at peak time during the Games could represent a branding opportunity for CGE and its sponsors. PB replied that this could be possible. PH raised the fact that there could be an issue here around security and whether the vehicles could become an increased target.

**Action Point 7 - SW would need to check with Andy Thomas.**

**The Board approved this recommendation and no further insurance will be taken out.**

DN asked PH to update the Board on his dealings with the Australian media on the recce. PH reported that he met with several Australian media organisations while on the Gold Coast. PH reminded the Board that the Press Association had yet to agree access policies with the BBC. PH also had a conversation with News Corps Australia who would be adopting an Ashes style England v Australia narrative. PH stated that CGE was the only country to reach out to the Australian Press, which has been well received.

HS asked whether any Board Members had queries about the AC accreditation matrix. PH clarified that this is the level above AO accreditation. HM confirmed that this was a largely operational matter. No concerns were raised.

**The Board approved this accreditation table, subject to PB and IM finalising after the meeting.**

SW left the meeting at 11.27

HI left the meeting at 11.35.

## **6. Finance**

CS invited anyone to speak to him individually about numbers if they would like.

CS reported that the current financial position was broadly in line with expectations. There was a £68 k saving in the Bahamas, which would come through to bottom line. The nPower £200k will also improve the financial position but it is not yet reflected in the figures.

CS reported that he would hold a meeting with PB and DM before the next A & F Meeting, to provisionally plan a 18/19 budget. This budget would then be discussed at the A & F Meeting. Two different scenarios would be considered, depending on the 2022 outcome.

£1.4 m came in from Sport England one week ago.

CS informed the Board that the currency figures were slightly different from those initially presented, due to the fact that the currency conversion rates were slightly better than those that had been budgeted for.

CS reported that GDPR (General Data Protection Regulation) was also hugely significant and would have a big impact on CGE. CGE would need processes in place to carry out these procedures effectively. CGE will need a GDPR Officer and training would need to be organised.

**The accounts and finance report were approved by the Board**

## Staffing

The Board agreed that talent in the team that should be retained if possible. PB informed the office that employees fell into 2 categories: one group whose contracts end at the end of June, and others who are on permanent contracts. The first 18 months of the cycle and last 2 years are two different requirements.

## **7. Website and Brand Update**

LS and PH joined meeting at 12.16.

PB gave context around the need for a new website and progress to date. Salad had been chosen as preferred supplier.

LS talked the Board through the website, which would have 2 iterations: Pre Games and Post Games. The colour palette inspiration was taken from the kit itself. Salad had done a lot of work to make the website user friendly, as well as clean and professional. Salad had used a lot of their recent sporting experience, e.g. from the Thames Clipper website they produced.

PH noted that Salad had run an assessment on CGE's current website in terms of accessibility and was pleased to report that the new website gave a far more favourable result. LS added that a red cursor would show where you are on the screen for increased user friendliness.

LS confirmed that the CGF had signed off on the CGE logo being up at top of page and smaller. The data on athletes pulled through from Zeus, for which they have given consent.

Instagram photos from athlete feeds would be available on the website. This had been chosen because Instagram is one of the platforms that CGE is looking to grow. MF asked if this would aggregated around a hashtag or named athlete's feeds. PH confirmed that CGE would have complete editorial control.

LS reassured the Board that all sponsorship partners had signed off on logos at the bottom of webpage. PB asked for initial thoughts. SB commented that he thought the website looked business-like, professional and much better than before.

LS gave the Board a tour of the Games website. LS reinforced that other information from the pre-games site would still be present on Games website, just in a different order. The user would be able to select to view the website in Australia or UK time, as well as personalise the homepage in accordance with interests.

MT shared his view that the most important factor is to make the website look professional and he stressed that CGE should operate by the principle: 'When in doubt, keep in out.' MT added his view that this was one of the most successful procurement project management processes he has seen at CGE and congratulated the team on their work.

LS showed the Board the "Hero Image" which had been produced in conjunction with Matta. The Board expressed their enthusiasm for the shot and the tagline and fully supported the progress made.

## **8. Sport England**

PB reported that relationships were good. There had been an interesting dialogue held re: 2022 and SE wanting an active involvement. Our response to the Governance code had been rated as good but small updates were required. PB had responded to the questions raised.

## **9. 2022 Commonwealth Games Update**

IM thanked those who joined the call on Friday afternoon and provided a brief update on progress, which had been limited.

Nick Pontefract had a meeting with the Minister this morning, as it was hoped that the agreement would progress. An announcement would be made as soon as the remaining issues were resolved.

SB asked whether the closing ceremony was being taken into consideration and IM confirmed that it was already under consideration by all bidding partners.

## **10. AOB**

SB noted that there were three positive differences between how CGE was operating now in comparison with how it operated at this stage of the Games cycle pre-Glasgow:

- More time talking about Para Sport and the Diversity agenda
- SW had been engaged significantly earlier in the cycle than the previous Chef de Mission
- An overseas Games had proven beneficial in building the relationships with Team Leaders

JA pointed out that now is the time when business schools are asking whether MBA students could work with CGE.

**Action Point 10 - PB to consider.**

JA acknowledged the enormous amount of work that the Executive team had been putting in recently, and hoped that the team can get a good Christmas break.

PB was scheduled to break for Christmas this Friday 15<sup>th</sup> December but this would largely depend on 2022.

IM expressed his belief that all CGE meetings this year have reflected the excellent relationships that have been built, which always pay off.

IM closed the Board Meeting by thanking everyone for their hard work over the course of 2017.



11. Action Summary	Lead
1. Transfer of Knowledge be taken back off Action Summary, but retained as a future action	LM
2. Arrange training session for NEDs for UKAD and Indigenous Community sensitivity	PB
3. Find alternative accommodation on the Gold Coast/in village for volleyball team	SW
4. Confirm position on insurance for cyclists on the road on the Gold Coast	SW
5. Confirm and finalise reason for 2 categories on Gold Coast insurance	CS
6. SW would need to check with Andy Thomas re: livery issue on fleet	SW
7. Consider potential CGE based project for MBA student	PB