



Minutes - public

Meeting	December Board Meeting	
Date	Wednesday 7 December 2016	Time 09:30am
Location	Grange Holborn Hotel, 50 - 60 Southampton Row, London WC1B 4AR (Tucana Suite)	
Chair	Ian Metcalfe	
Present	Ian Metcalfe, Alex Danson, Chris Simpson, Hamish McInnes, Jenny Ashmore, Martin Thomas, Paul Blanchard, Simon Ball	
In attendance	Don Parker, Louise Bell, Sarah Winckless, Vicki Harris (minutes)	
Apologies	David Ross, Dawn Newbery, Denise Lewis, Gail Emms, Nigel Walker	

1. Apologies and declarations of interest

The Chairman welcomed all members to the meeting. Apologies were received from DR, DN, DL, GE and NW.

IM asked Board members to declare any new conflicts of interest. JA noted that she did consulting in the energy space, and HM reiterated that his day job was CEO of an NGB hoping to receive funding from Sport England.

2. Minutes and matters arising

The minutes from the meeting held on 20 September 2016 were approved as a true and accurate record of the meeting.

IM noted that he was still looking for potential candidates to join the Board from a BAME background. He asked that the Board continue to pass names on as appropriate.

Action 1 - The Board to continue to suggest potential NED candidates to IM.

IM noted that DR had passed on his contact from the Treasury, and he asked that the Board continue to send through any sponsorship contacts they had as appropriate.

Action 2 - The Board to continue to suggest potential sponsorship contacts to IM.

3. Chairman's report

IM reported on his activities since the last Board meeting and highlighted his main areas of focus in public affairs and events:

- Team Leader workshop: IM had joined the executive team for the TL workshop in October, where James Kerr had spoken well and he had been impressed by the TLs.
- AGM: IM thanked all Board members for their support and had been impressed with the group of Ambassadors in attendance.
- 500 DTG Parliamentary Reception: Around 20 MPs and civil servants were in attendance and the event had been a success.
- Appraisals: Board member appraisals had been scheduled for January, with SB and NW scheduled to do IM's appraisal.
- CGE office lease: IM had asked PB to review CGE's office lease which was due to expire in the summer of 2018, with a break clause six months before. Relocation options were being investigated and the Board discussed the various possibilities, with consideration to staff travel and reduction in costs.
- Safeguarding: IM noted that the team was ensuring that all policies and procedures were in place and being followed.

4. CEO report

Gold Coast 2018

PB noted that the working relationships with the Organising Committee and the various teams were strong. SW, LB and PB would be doing a recce in January and had a heavy schedule of meetings, visiting prospective suppliers and venues. The January Board meeting was scheduled for after their return and a verbal update would be provided at the meeting.

Overall, the preparations were on track and the executive team was happy that they were in a good position.

The CGF were currently in Gold Coast for its 6th Coordination Commission (CoCom) visit and had been positive about the progress made.

The Board discussed the concerns that had been raised around NGB contributions and various options that could alleviate some of these concerns, in particular around contributions for para athletes.

Bahamas

PB noted that the CGF were aware of CGA frustrations around lack of information coming out from the Organising Committee.

Commercial Development

PB updated the Board on CGE's prospective commercial deals that were in progress.

He noted that the relationship with FSG was very positive. Their current contract expired at the end of October; however they were currently continuing to work without a fee in the aim of securing a presenting partner. PB proposed that FSG be reengaged for six months, starting from January 2017.

The Board discussed the proposal and agreed to reengage FSG at the proposed rate.

Public affairs

PB noted that Dissident's contract was due to expire at the end of December. CGE would review its need for a political lobbying agency at the end of the financial year and go out to tender if it was deemed appropriate for CGE to continue its political lobbying agenda.

HR and staffing

PB urged the Board to support the proposed full-time appointments strategy, to be discussed later in the meeting.

A new Commercial Account Manager had been appointed and PB would circulate the details.

Action 3 – PB to circulate the details of the new Commercial Account Manager.

CGE had engaged a fundraising consultant to conduct an audit on CGE's behalf and investigate the feasibility of a fundraising strategy. She would be meeting with various Board members, sponsors and stakeholders with a view to presenting her findings for the January Board meeting.

Calendar of events and timetable

PB noted that all 2017 Board dates were now in place and that next year's A&F meetings had been scheduled to align. Sports Committee meeting dates still needed to be confirmed.

PB also noted that he planned to take two weeks off over Christmas and would not be in the office during this time.

5. Gold Coast 2018

SW, DP and LB joined the meeting at 10:45.

a. General update

LB provided a general update on the various ongoing projects as below:

- The Team Leader workshop in October had been well received
- Schools Connect Programme and kit: LB and DP had visited the school in Southport a number of times, and there were ongoing discussions around how it could be involved in the kit design process.
- Further information on the QBR would be provided at the next Board meeting. MT noted that the challenges from last time came from tight restrictions on sponsorship rights.

Preparation camp

SW noted that there had been a lot of positivity around plans for the preparation camp from those sports that would be using it. SW, LB and PB would be checking that all was in place during their site visit in January, and would have more to report at the next Board meeting.

Selection policies

DP noted that the aim was to get all policies ratified by April 2017. Ian Braid from the British Athletes Commission had been involved and was providing useful feedback. Sara Sutcliffe was also involved in the process, and Shakespeare Martineau was checking all documents from a legal perspective.

Para athlete numbers

DP noted concerns around how the ranking system for para sports would work. CGE would not receive the definite number of para athlete places until October 2017.

The Board discussed the risk of not taking all medal prospects and it was noted that selection policies would need to be carefully looked at to ensure that this did not happen.

DP also noted that a paper had been put to the CGF Board proposing to standardise the para sports programme, so that athletes know what events and classifications would be in place four years prior to each Games. AD supported this and emphasised that standardisation was essential from an athletes point of view, and was the reason why some athletes change sports prior to a major Games.

Kit

LB noted that the samples and design processes were progressing as planned. The team had been working on finalising the contracts that had now arrived.

b. Staffing update

Volunteers: SW updated the Board on the extensive volunteer recruitment programme that was currently underway. She noted that the number of applicants and the quality of applications received for the volunteer roles had been very high.

SB suggested that the post-Glasgow review be revisited to ensure that all lessons learnt were being covered and that the team had optimal interaction between the various camps.

Sport Psychologist: IM noted that the recruitment of a sports psychologist was a positive move.

Sport Operations Manager: LB noted that this vacancy had received over 250 applications and from a range of talent. They would be interviewing 10 candidates with a view to shortlist a final three and make an offer before Christmas.

Games Project Manager: This role would work on many of the projects that the previous Deputy Chef (Planning) looked after, such as City HQ, ticketing and project planning. They would also work with and regularly update risk logs and registers. There was a discussion around the need for a more senior candidate who could provide a higher level of strategic planning and oversight as appropriate.

IM noted the points raised and proposed that the conversation be followed up after the meeting with PB and SW. PB noted that there was room in the budget if needed.

Security Liaison: SW noted that she would be meeting with a potential security liaison with LB to see if they could be involved in the Bahamas and Gold Coast.

Head of Media and Communications: This role was also due to be announced and they would deliver the QBR and the communication operations for both Games.

Equip intern: LB confirmed that CGE would look to recruit another CGF equip intern as the programme had been positive.

A point was raised that Phil Smith from Sport England should be made aware of the ongoing recruitment process. The Board agreed that SE should be made aware and gave approval for the rest of the roles to be advertised.

Action 5 – PB to communicate CGE’s recruitment plans to Phil Smith from Sport England.

c. Ticketing update

The Board discussed the recommended principle of a ‘no free tickets’ policy, meaning that all tickets would be sold on at face value. The policies for NGBs, sponsors and other stakeholders would follow the principles for the Glasgow Games, and an updated version of the ticketing agreements would be used.

6. Bahamas 2017

At the last Sports Committee meeting there had been a discussion around the statement and objectives for the Youth Games, and in particular what success would like. The Board were asked to discuss the proposal and agree on a definition of success.

The Board discussed the proposal to define success in the Bahamas as not only achieving the Sport England KPI of a top three medal table finish, but also maximising the developmental, educational and cultural opportunities and experiences for team members.

The Board agreed with the proposal. However, it was emphasised that it was important to set expectations in terms of language and behaviour to ensure a high-performance environment at Games time with an ambition of topping the medal table.

JA left the meeting at 12:50.

7. Sport England

PB noted that there was nothing further to add to his report.

8. 2026 update

PB noted that the developments around an English bid for 2026 had been held off whilst further information was awaited from the CGF around Transformation 2022. However, there was still a lot of work going on behind the scenes with DCMS and UK Sport to ensure that the documents would be ready to go to market when appropriate. The cities had been briefed about the delay, however were continuing to progress their plans.

SW left the meeting at 13.10.

9. Finance

The Board received the Finance report and CS highlighted two main points:

- Under a fully funded programme, CGE was set to use £1.6m of its own reserves and was forecast to retain £1.4m of the £3m reserves it started with on 1 April 2015. CS noted that the sponsorship yet to be concluded amounted to £800k, and that he would provide an update on this at each Board meeting.
- CS requested approval for the expenditure limits of authority as proposed by the A&F Committee in his report. The Board approved.

10. AOB

2017 Board meetings: IM noted that more time would be needed for future Board meetings and requested that Board members reserve until 2-3pm for these meetings next year.

Action 8 – Board members reserve until 2-3pm for 2017 Board meetings.

Samoa follow-up: CS noted that CGE should be following up on the relationships built in Samoa such as with the Special Olympics, and that continuity was needed for these programmes (e.g. sending extra England kit back to the schools in Samoa).

Action 9 – IM to devise an appropriate follow-up for the relationships built in Samoa.

Board succession: SB noted that the new governance code was firm on how long NEDs could be in position for. It was agreed that IM would look into this for after Gold Coast.

Action 10 – IM to look into Board succession planning for after the Gold Coast Games.

IM thanked the Board and closed the meeting at 13:20.

Action Summary	NED Lead
1 - The Board to continue to suggest potential NED candidates to IM.	All
2 - The Board to continue to suggest potential sponsorship contacts to IM.	All
3 – PB to circulate the details of the new Commercial Account Manager.	PB
5 – PB to communicate CGE’s recruitment plans to Phil Smith from Sport England.	PB
8 – Board members reserve until 2-3pm for 2017 Board meetings.	All
9 – IM to devise an appropriate follow-up for the relationships built in Samoa.	IM
10 – IM to look into Board succession planning for after the Gold Coast Games.	IM