

# Commonwealth Games England



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**Meeting** Board meeting (minutes)

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**Date** Tuesday 11<sup>th</sup> December 2018

**Time** 09:30

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**Location** 5<sup>th</sup> Floor  
Holborn Tower  
137-144 High Holborn  
London  
WC1V 6PL

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**Chair** Ian Metcalfe

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**Present** Jenny Ashmore (JA), Paul Blanchard (PB), Delia Bushell (DB)  
(until 11 am), Dawn Newbery (DN), Chris Simpson (CS),  
Caroline Spelman (CS) (until 11 am), Nigel Walker (NW)  
Simon Ball (via conference call, intermittently)

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**Apologies** Alex Danson, Ali Jawad

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**Other attendees** Lizzie Moore (LM) (minutes)  
Chris Conway (CC) (All items)

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## 1. Welcome, apologies and declarations of interest

IM welcomed the Board and gave apologies from AD and AJ.

IM reiterated that he was on the Board of Arena Events Group plc, who would be a likely bidder in B2022 tender processes relating to temporary infrastructure. IM had disclosed this position on his appointment some time ago, but for the sake of transparency he was keen to remind the Board.

DB declared that she would be joining the Daily Telegraph advisory board but envisaged no conflict of interest. There were no other declarations of interest.

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

**Report on action points from previous meeting:**

Action point 1 - LM to update June Board minutes to reflect that SW, SB and CS were in attendance	Completed
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Action point 2 - CS and PB to lead the organisation of a farewell dinner for DM	Completed - this had been coordinated for 17 <sup>th</sup> January
Action point 3 - IM to lead the discussion on Board accreditation for B2022	Ongoing – carried over
Action point 4 - CS to bring an investment proposal (re cash on deposit) to the December Board meeting	Ongoing – carried over to next Board meeting
Action point 5 - DN to follow up with Tom Harlow and SHMA on reference to staff age in diversity report	Completed – DN had spoken to Tom Harlow and made tweaks
Action point 6 - LM to circulate a list of Sport England Board members to the CGE Board	Completed
Action point 7 - DN and PB to catch up on diversity strategy	Completed
Action point 8 - CS and PB to consider method of reporting on strategic initiatives	Ongoing – carried over to include CC
Action point 9 - LM to circulate updated attendee acceptance list for AGM	Completed

**Action point 3 – IM to lead discussion around Board accreditation for B2022**

**Action point 4 – A&F committee to lead further consideration of an investment proposal, using external advice and IM to introduce CS to Steve Pearson at Jupiter**

**Action point 8 – CS, PB and CC to bring proposal on method of reporting on strategic initiatives to March Board meeting**

Subject to requested amendments as detailed above, the September minutes were approved by the Board as a true and accurate record of the meeting, and the Chairman authorised to sign the same.

### 3. Chairman's update

During the period since the last Board meeting, IM had been involved in B2022-related work as well as broader stakeholder management and engagement, in particular with DCMS and Sport England. IM reflected on the AGM, which he felt had been very well organised by Lizzie and the executive team.

JA asked whether Brexit might pose a risk to the B2022 DCMS funding. CSp felt that this was unlikely due to the fact that B2022 was a one-off and quantifiable sum.

### 4. B2022 OC board update

IM reported on a range of issues that were currently being debated by the B2022 OC Board.

IM informed the Board that the B2022 OC had been set up as a non-departmental public body, which meant that it was subject to additional Treasury rules and restrictions. The CGF had written to DCMS to request a review of the B2022 OC governance structure.

## 5. CEO update

PB discussed his CEO report which had been circulated with the papers.

PB gave the Board an account of his work on the panel for the B2022 additional sports review.

PB summarised the findings of a You Gov survey on Team England, which would be further discussed at a subsequent Commercial and Communications sub-committee meeting. The survey demonstrated an increase in digital footprint, and further targets would be set in relation to increasing Team England's digital footprint.

PB gave an update on HR matters. PB presented the findings from the 2018 staff survey, which had been carried out at a challenging time for the organisation when two key staff members were leaving. Whilst not being complacent, it was PB's view that this would account for some of the reduction in staff scores. It was noted that it would be important to implement the key recommendations in order to maintain the high levels of staff morale.

Board members made the following points in relation to the CEO's report:

- DN felt there was good evidence that the staff survey results had already been acted upon, due to wider executive team involvement in planning and cross-departmental project planning
- NW recommended a more regular method of gauging staff opinion, via an application like Pulse, or a staff engagement group

**Action point 10 – Board and executive team to consider how the PRIDE values might be slightly reformatted to apply to their work**

The Board had a discussion around executive team and board relationships, in particular the impact that board paper and sub-committee meeting preparation had on team workload. PB informed the Board that four Board meetings per year was more comfortable to manage.

**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**

CSp left the meeting at 11:09

## 6. Sport England

PB informed the Board that CGE's bid for B2022 cycle funding would be an agenda item at the Sport England Board meeting on 12<sup>th</sup> December 2018. PB would inform the Board of the outcome.

**Action point 12 – PB to inform the Board of the Sport England bid outcome**

PB added that he had been invited to present at the high performance strategic advisory group (HPSAG), of which NW was a member.

**Action point 13 – NW and PB to catch up prior to PB's presentation at HPSAG**

PB reported that LM and FK had had a very positive meeting with Chris Grant from Sport England about diversity and inclusion in relation to the talent agenda.

## 7. Finance & GDPR

CS reported to the Board that the management accounts were in a favourable position. The December A&F meeting had initiated a review of all bank account signatories. The organisational risk register had been circulated prior to the Board meeting, and attendees were asked for their feedback.

**Action point 14 – CC to add NW's concern around strength of team to the organisational risk register**

CS continued that the A&F would be leading further work around the Board's appetite for risk, including acceptable levels of investment risk.

**Action point 15 – A&F sub-committee to lead on risk appetite piece of work, in conjunction with Board members**

CS queried whether the current figures that had been budgeted for staffing, stakeholder engagement and kit in the games delivery budget were sufficient.

**Action point 16 – PB and executive team to reconsider the staffing, stakeholder engagement and kit budgeted figures and bring considerations to March Board meeting**

CS commented that the work around GDPR had been progressing well but further work needed to be undertaken around AMO (Zeus/ +1%), the Games time accreditation data platform. CS gave a full explanation of the risks as they stood and the ongoing work that was being undertaken to mitigate these risks. CC added that two-factor authentication would be installed onto staff laptops on 12<sup>th</sup> December 2018.

**Action point 17 – CC and CS to continue to work with other European CGA's on the AMO (Zeus/+1%) risks associated with GDPR**

CS reported that GDPR risks associated with data held by the Board still needed to be addressed.

**Action point 18 – CS to bring proposal on risk mitigations for Board-handled Commonwealth Games England data to March board meeting**

The Board had a discussion around the potential advantages and disadvantages linked to taking some cash reserves out of sterling and transferring into foreign currency as a hedge to mitigate against risk of sterling value fall that could result from Brexit. The Board concluded that the A&F sub-committee should take further advice from a financial advisor on this point before committing to action.

**Action point 19 - A&F sub-committee to seek external advice on potential sterling transfer to foreign currency**

## 8. B2022 planning update

The executive team presented the B2022 planning phases and the 2018 + 2019 milestones to the Board.

## 9. Games delivery structure and CdM recruitment

PB presented the latest draft of the proposed Games delivery structure

**Action point 20 – PB to circulate the updated version of Games delivery structure with colour-coding on roles, as presented in meeting**

The Board made the following comments:

- A specific responsibility in relation to mitigating a repeat sports entry mistake should be added into the chef de mission job description

**Action point 21 – PB to insert an additional responsibility to the chef de mission job description relating to sports entries**

Subject to consideration of these points, and the financial considerations that CS had raised in his finance report, the Board agreed the (current) proposed games delivery structure, whilst acknowledging the critical point made immediately above.

## 10. Strategic priorities update

PB presented a draft of the 2018 strategic plan which had been further developed after the Board's strategy planning day in June.

**Action point 22 – Board to submit further specific comments or feedback on the draft strategic plan to LM. LM to consolidate Board comments for re-circulation to the Board and 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.**

FK presented her work on the proposed Hanson scholarship. The Board were very supportive of this project and felt that it would provide an example to other high net worth individuals who might be interested in donating to Team England for a similar project.

**Action point 23 – FK to liaise with IM, who would speak to Mark Hanson for his approval of the "shape" of the proposed project.**

## 11. Sub-committee minutes

### a. A&F

The minutes were noted and CS made no further comments.

### b. Commercial and Communications

JA's notes had been taken into account and JA made no further comments.

### c. Sport

The minutes were noted and NW made no further comments.

### d. Nominations, Remuneration and Governance

IM informed the Board that conversations were ongoing with Chris Kisby of SHMA, with a view to him continuing to be involved in NRG, acting in the secretariat role and potentially in relation to the external review of the Board

## 12.AOB

- The Board were to expect an email from SB as part of the upcoming Chairman's appraisal
- CS raised the need for further Board discussion around B2022 medal table intentions

**Action point 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**

- DN felt that in the light of GDPR, FK, PB and LM should seek further advice on taking CGE laptops to Russia from Andy Thomas during the Winter Universiade

**Action point 25 – FK to liaise with Andy Thomas for advice on FK, PB and LM taking CGE laptops to Russia**

- IM thanked LM for her hard work on the office move, which had run very smoothly
- IM wished the Board a happy Christmas

With no further business, the meeting concluded at 13:20

Action Summary	Executive Lead	NED Lead
3. IM to lead discussion around Board accreditation for B2022	PB	IM
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	CC	C S
8. CS, PB and CC to bring proposal on method of reporting on strategic initiatives to March Board meeting	CC, PB	CS
10. Board and executive team to consider how the PRIDE values might be slightly reformatted to apply to their work	HS	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
12. PB to inform the Board of the Sport England bid outcome	PB	n/a
13. NW and PB to catch up prior to PB's presentation at HPSAG	PB	NW
14. CC to add NW's concern around strength of team to the organisational risk register	CC	NW

15. A&F sub-committee to lead on risk appetite piece of work, in conjunction with Board members	CC	CS
16. PB and executive team to reconsider the staffing, stakeholder engagement and kit budgeted figures and bring considerations to March Board meeting	PB	n/a
17. CC and CS to continue to work with other European CGA's on the AMO (Zeus/+1%) risks associated with GDPR	CC	CS
18. CS to bring proposal on risk mitigations for Board-handled Commonwealth Games England data to March board meeting	CC	CS
19. A&F sub-committee to seek external advice on potential sterling transfer to foreign currency	CC	CS
20. PB to circulate updated version of Games delivery structure with colour coding on roles	PB/LM	n/a
21. PB to insert an additional responsibility to the chef de mission job description relating to sports entries	PB	n/a
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.	LM	IM
23. FK to liaise with IM, who would speak to Mark Hanson for his approval of the "shape" of the proposed project.	FK	IM
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	FK	NW
25. FK to liaise with Andy Thomas for advice on FK, PB and LM taking CGE laptops to Russia	FK	n/a