

COMMONWEALTH GAMES ENGLAND



Minutes

Meeting Board meeting 3

Date Tuesday 25th May 2021

Time 09:30

Location Microsoft Teams

Chair Ian Metcalfe (IM)

Present Paul Blanchard (PB), Chris Simpson (CS), Nigel Walker (NW), Jenny Ashmore (JA), Simon Ball (SB), Delia Bushell (DB), Dawn Newbery (DN), John Steele (JS), Diane Modahl (DM), Caroline Spelman (CSp), Denise Lewis (DL)

Other attendees Chris Conway (CC) (all items), Mark England (up to item 3), Executive team (up to item 4), Jordan Smith (JSm) (minutes)

Apologies Aimee Willmott (AW), Ali Jawad (AJ)

1. Welcome, apologies and declarations of interest

IM welcomed the Board to the meeting and offered his congratulations to AW who had recently qualified for the Tokyo Olympics and won a European Silver medal.

IM also welcomed JS and DM to their first Board meeting.

JS noted that he was the Director of Sport for Loughborough University, and hence should be regarded as conflicted in any discussions relating to Team England's use of Loughborough Facilities.

2. Minutes and matters arising

The progress relating to the action points from the previous meeting was summarised as below:

Action points	Progress
1. IM and JS to arrange a collection and farewell gift for AD in the future once COVID restrictions had been lifted	Complete: IM requested that this action point was dropped, and he would pick this up separately with AD in the Autumn

2. NEDs were asked for their recommendations for potential female trustees	Ongoing: NEDs to recommend potential female trustees to CC
3. DN to notify IM and JS of the requested amendments of the minutes and JS to make changes as appropriate	Complete: The March minutes were amended as per DN's requests
4. NEDs to send potential ceremony wear connections to IM, who would then liaise with LM and LP to progress conversations with these connections	Complete: Opening Ceremony wear would be picked up later in the agenda
5. IM to discuss offline with LM on how best to positively influence the OC on running a F&F ticketing programme	Complete: Ticketing would be picked up later in the agenda
6. NEDs to review the draft ticketing principles and draft servicing list, and then feedback ideas to LM, KB and IM prior to the May Board meeting	Complete: Ticketing would be picked up later in the agenda
7. E,D&I Working Group to produce quarterly reports and an annual action plan, to bring back to the Board at a future meeting	Complete: E,D&I would be discussed later in the agenda

There were no further comments, and the minutes were approved by the Board as a true and accurate record of the meeting.

3. Chef de Mission Team update

IM welcomed ME, LM and FCK to the meeting. ME noted that this was his last Board meeting before leaving for Tokyo and there was currently a great momentum in our Team England planning.

ME touched on the open allocation numbers, which had been approved by all sports. England Athletics was still uncomfortable with its numbers but had acknowledged this to be the best result currently possible.

ME also explained the options analysis about the around the vale site bed space clusters and the shortfall of contracted accommodation at Birmingham, compared to a surplus of contracted accommodation at Warwick. The OC was encouraging CGE to move c105 bed spaces from Birmingham to Warwick, and this was likely to be a whole sport, either athletics, swimming and/or squash.

ME welcomed CE to present on the Games time comms team, which would consist of press officers, celebrating victory officers and digital content producers. Recruitment for these roles would take place from August 2021 to October 2021.

DL expressed concern over the digital content producers having access to the village which was typically a safe space for athletes ahead of their competition. CE explained that the village media spaces were inside village security but outside the core village perimeter so there would

never be media freely roaming around in the village, potentially disturbing the athletes. The digital content producers would only be given access to athletes post competition.

SB suggested that the communications team from London 2012 was asked to offer its advice to CE and her team in respect of managing a home Games.

CE confirmed that the entire media team, as well as all Board members would be given media training.

ME highlighted his five focus areas for Q2/3 2021, which were:

- Team Leader workshop number 4
- Team development, including relationship between the Chair/CEO/CdM
- Refinement of the operational plan across village and venues
- Finalising support staff accreditation allocation
- Team personal development, keeping up momentum during Tokyo

DM questioned the open allocation numbers and what the impact would be if CGE increased the athletics number.

JA and DN reinforced the importance of speaking about the overall athletics team number as a whole, to include the para-athletes. JA said that it was important CGE lived its values and was as inclusive as possible in its communications. As a general point, ME agreed but explained that para-athletes were not included in the open allocation numbers as they were subject to a different qualification process.

IM thanked the Chef team and CE for their time.

4. Executive Team update

HS introduced the Executive team and said that there were two areas of focus for this Board update: ticketing and Opening Ceremony wear.

LM requested the Board's approval on the ticketing principles and asked for any questions on the paper.

NW asked for clarification on the refund policy, but LM explained that the OC was yet to send any formal information on this. They were still working through their covid strategy planning, including refund policies and more information would be received over the next few months.

There was a discussion around empty seats and how best to manage this. SB said that there would always be an issue with this, but that CGE could 'buy smart' and buy tickets in pairs around the stadium, so a whole row of seats would not be empty. PB added that sponsor driven empty seats would be more of an issue for the OC, but that CGE needed to be aware of its responsibilities.

JA highlighted a point from the recent ComCo meeting about potential sponsors for 2026 and there needing to be sufficient tickets to attract the right people, ensuring interest for future

cycles. PB agreed and noted that the ComCo would be doing a detailed piece of work on the prospective CGE sponsor ticketing programme.

There were no other questions and the Board approved the ticketing principles.

LP gave a presentation on the proposed Opening Ceremony wear supplier. The NED feedback from the March Board meeting had been incorporated into the discussions with the three interested brands

DN questioned the possibility of a delayed manufacturing time due to covid. LP explained that manufacturing was not meant to begin until January..

The Board approved the Executive's recommendation for CGE's Opening Ceremony wear supplier, subject to financial due diligence on the company being completed before making the final decision.

DL left the meeting at 11.15.

SB commented that the Environment Sustainability Commitment was narrow, as it only spoke about the procurement around kit, and suggested that it could be expanded and broadened.

Action point 1: Executive team to complete financial due diligence on proposed supplier

Action point 2: Executive team to revisit the Environmental Sustainability Commitment, and potentially broaden the scope

IM thanked the Executive team for their time and hard work, and they left the meeting.

5. Chairman's report

IM had spent some time with the Executive team on their covid compliant reces to Birmingham recently, all covid compliant. IM said that the team had been doing an extraordinary job. IM had also visited the London offices and met some of the Executive team there.

There had been a full OC Board meeting and good progress was also being made by the OC, despite the constant challenges it was facing.

IM confirmed that the induction process for JS and DM was continuing, and that he had spoken to both of them at some length prior to this meeting. He was looking forward to meeting them in person!

CS thanked PB for the excellent job of leading the team during remote working.

JS said that he was delighted to be on the Board and thanked everyone for welcoming him. DM also thanked the Board for the warmth of their welcome.

Action point 3: JSm to send JS contact details for all NEDs to set up an introductory call with everyone

6. CEO's report

PB highlighted the following from his report:

- The B2022 CGF CoCom was next week and PB would be involved in most sessions. Some of the focus would be on village bed space allocations
- The OC was planning a big celebration for 1 Year to Go in Centenary Square, Birmingham and CGE was looking to hold a stakeholder event off the back of the OC's event. This was likely to be a lunch time networking event in Birmingham.

Action point 4: NEDs to put Wednesday 28th July in their diaries as the first stakeholder programme event and to highlight any of their contacts who might be looking to get involved in the sponsorship programme

- The accreditation portal opened two months ago and CGE had so far inputted 1400 long list names of athletes, officials and support staff on the long list. Over the next few months these names would begin to be whittled down.
- Sport England had just reaffirmed its commitment to support a performance centre at each village location and as there was little space for additional facilities at the village locations, these performance centres were likely to be pre-designed and pre-kitted out, put on a trailer and delivered on site on day one of the relevant village soft opening.
- Sport England was working with DCMS to produce a series of proposals around sports legacy, one of which involved additional funding for the Team England Futures project
- The new Sport England Chair was due to be announced soon and PB stressed the importance of connecting with him/her and ensuring a strong working relationship
- The Executive team was all involved in Tokyo support in some way, either in Tokyo or supporting their UK operations in Kitting Out or Arrivals & Departures, with both the BOA and BPA. This would be invaluable experience for the team ahead of B2022.
- The team was beginning to meet in person in small groups and PB was comfortable that the transition from lockdown to the new normal would be successful

DM praised CGE's positive relationship with SE.

7. Diversity & Inclusion Working Group update

IM welcomed HS back to the meeting, and she gave a brief summary of progress so far. The Diversity policy had been written in 2016 and needed a refresh. CGE was working with Equality, Diversity and Inclusion UK, which had helped in the review and update of the E,D&I policy (paper 8.1). The 2017-2022 action plan also required to be reviewed, to refine the targets and objectives across the three pillars of recruitment, engagement and talent.

DN thanked all for their contributions so far and requested NED feedbacks on the first draft of the action plan, so that it could be signed off before the September Board meeting.

IM thanked the Board for their comments and feedback and reminded them to respond to DN offline with anymore points before September.

Action point 5: NEDs to feed back any comments or amendments on the E,D&I action plan to DN or HS, before September

Action point 6: Gowling WLG to review E,D&I policy

8. Finance update

CC drew the Boards attention to the 2020/2021 full year unaudited management accounts. On a corporate basis, the accounts showed a deficit of over £1 million, with a small positive variance of £8k to the budgeted deficit. These numbers had been presented to and approved by each committee.

The year-end audit process with Hacker Young had begun, with an audit clearance meeting scheduled with HY and the A&F committee in July. The audited statutory accounts and annual report would then be brought to the September Board meeting for approval.

CC noted that there was no update on VAT - HMRC was yet to respond. Once it did, a response would be drafted and shared with the A&F committee who would advise the next steps.

9. Risk Registers

Due to time constraints, it was agreed that risk would be picked up in more detail at the September Board meeting and given an earlier slot in the agenda.

CC added that before that meeting, there would be a deep dive into the risk registers, incorporating the learnings from Tokyo and further information received from the OC over the next few months. Additional perceived risks would be added, and the management and mitigation of the risks would be reviewed.

JA requested that any such review look specifically at the practical mitigation of red risks.

10. Return to work protocols and planning

CC gave an update on CGE's return to work planning. The proposal was to have a phased return to the office from July, assuming Government restrictions were lifted on 21st June. CC explained that the "Returning to Work Post Covid-19" document, which was prepared in summer 2020 would be reviewed and updated, combined with a risk assessment completed by an external health and safety consultant.

CC recommended that all practical decisions around returning to the office should be delegated to PB and CC, who would consult with IM as necessary. The Board approved this recommendation.

11. Committee minutes for noting and questions of committee chairs

JA noted that the ComCo committee was strongly of the view that not launching the 'Bring it Home' campaign directly after Tokyo would be a missed opportunity. Currently, the proposed

plan was to wait for Owen Eastwood’s cultural and heritage research to be completed and for the external communications to be tied in with this. However, OE’s research was not due to be complete until January 2022 and the committee felt this would be too late to launch the campaign. Conversations were ongoing to work through this with Owen.

There were no questions or comments for the other committee chairs.

12. AOB

IM said that his PA Julie and JS would be in touch with all NEDs within the next few weeks to finalise the 2022 Board dates. From January 2022 until Games time, Board meetings were likely to be at least every six weeks.

IM noted that Owen Eastwood’s book, “Belonging”, was being released on Thursday 27th May.

IM added that the next Board meeting was arranged for Tuesday 7th September. IM proposed that it would be held at the Gowlings office in Birmingham, with a dinner in Birmingham the night before. IM would be in touch with more details soon.

SB added that IM’s appraisal was upcoming, and he would be in touch within the next few weeks to request NEDs feedback on IM, focused on points such as B2022 planning, relationships with the Board and the Executive team and succession planning. SB would need this feedback by mid-June.

There was no other business and the meeting closed at 13:31.

Action Summary	Executive Lead	NED Lead
1. Executive team to complete financial due diligence on Community Clothing	CC	
2. Executive team to revisit the Environmental Sustainability Commitment, and potentially broaden the scope	HS	
3. JSm to send JS contact details for all NEDs to set up an introductory call with everyone	JSm	
4. NEDs to put Wednesday 28 th July in their diaries as the first stakeholder programme event and to highlight any of their contacts who might be looking to get involved in the sponsorship programme	PB	IM
5. NEDs to feed back any comments or amendments on the E,D&I action plan to DN or HS, before September	HS	DN
6. Gowing WLG to review E,D&I policy	HS	IM

