

# The Board of Commonwealth Games England



Minutes - public

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| <b>Meeting</b>       | March Board Meeting  |                     |
| <b>Date</b>          | Tuesday 28 March 2017  | <b>Time</b> 09:30am |
| <b>Location</b>      | Grange Fitzrovia Hotel, 20-28 Bolsover St, Fitzrovia, London W1W 5NB<br>(Cavendish Suite)  |                     |
| <b>Chair</b>         | Ian Metcalfe   |                     |
| <b>Present</b>       | Ian Metcalfe (Chair), Alex Danson, Chris Simpson, David Ross, Dawn Newbery, Hamish McInnes, Jenny Ashmore, Martin Thomas, Nigel Walker, Paul Blanchard, Simon Ball                       |                     |
| <b>In attendance</b> | Don Parker (items 4, 8 and 9), Frankie Kelly (item 9), Gail Emms, Harriet Smith (item 9), Laura Spaven (item 9), Louise Bell (items 4, 8 and 9), Sarah Winckless, Vicki Harris (minutes) |                     |
| <b>Apologies</b>     | Denise Lewis   |                     |

## 1. Apologies and declarations of interest

The Chair opened the meeting and welcomed the group. Apologies had been received from DL, and JA would be joining the group later in the meeting.

IM asked that the Board declare any new conflicts of interest. HM reiterated his involvement with an NGB as the Chief Executive of British Shooting.

## 2. Minutes and matters arising

The following amendments were requested:

- MT had left the meeting after the fundraising presentation by Sophie Mason.

With these amendments agreed, the minutes of the meeting held on Thursday 26 January 2017 were approved as a true and accurate record of the meeting.

IM reported on the specific actions and matters arising as below:

- IM would update the Board on his thoughts on NED recruitment in his report.
- IM asked that the Board continue to feedback sponsorship contacts to PB.

## 3. Chairman's report

IM noted that all NED appraisals had been completed and thanked everyone for their contributions. He asked that the Board submit their notes to him for Sport England auditing requirements.

IM reported that CGE had attended a series of events for Commonwealth Day and the Queen's Baton Relay, including the launch of the Queen's Baton Relay at Buckingham Palace, the Commonwealth Day Service at Westminster Abbey, and a Queensland reception at Australia House. PB and SB had also met for lunch with Peter Beattie, Chair of GOLDOC, and Tamara Morris, Head of Media & Communications.

IM, PB and DP had attended the European CGA Regional Meeting last weekend in Gibraltar, where the main focus of the meeting had been the issues around the 2022 Games.

IM had also met with contacts in Birmingham with regard to engaging the British Asian community.

#### **4. Bahamas 2017**

LB and DP joined the meeting to report on their findings from their four-day site visit to the Bahamas in a presentation with SW. The key areas for consideration were:

- They had met with the OC as well as non-OC personnel from a range of suppliers.
- CGE would be taking athletes to compete in 7 sports (all except for Cycling and Beach Soccer), which would all be contested in the Queen Elizabeth Sports Centre.
- The English team had asked to stay at the Breezes Hotel during the Games, which would be under sole use of the OC, and the Reef Atlantis would be the VIP Hotel.
- More detail and work was needed around travel between venues and the security aspect, and this was being looked into.
- The majority of the team would be flying out of London Heathrow and a layover workshop would be held for travelling team members.
- The UK Anti-Doping Major Games Policy was now in place and had been signed off by all parties. This would be the first Games in which this policy is implemented.
- CGE had made a request for extra places through the OC's reallocation policy. It was likely that the sports would have to cover the costs of these extra places.
- A Schools Connect programme had been set up similar to the Gold Coast project.
- The difference in gender numbers in the team had been due to there being no English women's rugby team. Only one team per continent had been allowed, and the CGF and OC had invited England to send its men's team.

DR left the meeting at 10:05am.

The Board discussed the various challenges and issues that could arise during the Games, including managing the expectations of team members, security, and supporting visiting friends and family. It was noted that a full site-visit report had been shared amongst the other European nations, and this had been well received.

LB and DP left the meeting at 10:45am.

It was suggested that SW speak with someone at the IAAF who had been involved with the IAAF Relays in the Bahamas, as they may be able to provide additional information or support on how to deal with any issues. HM suggested that she contact Helen Delaney.

**Action 1 – SW to contact the IAAF for additional support on dealing with issues in the Bahamas.**

#### **5. 2022 / CGF update**

IM updated the Board on the current situation and it was noted that there had been some communication from the CGF in the form of a letter that was sent out from the CGF President, Louise Martin, which invited all nations to speak to their respective governments about their interest in hosting.

The Board discussed the latest updates. CGE's current position was that the organisation had been focused on preparing the Team for the 2018 Games, and it had been investigating the possibility of bidding for 2026. With regard to the 2022 Games, it was aware of interest

from various cities and was awaiting further information on process and timescales from the CGF. It was agreed that this position was still appropriate and should remain CGE's public position for now.

## **6. CEO report**

### Gold Coast

PB summarised the organisation's position on Gold Coast, noting that the full update would be received later in the meeting. The main points to note were:

- The Team Leader (TL) programme had been working well, however some TLs had been lost due to sports making cuts as a result of funding resolutions.
- CGE had engaged its own security officer, and there was a possibility of funding from the Foreign and Commonwealth Office if CGE worked with other Home Nations.
- The preparation camp was progressing well. Some sports who had originally not been involved would now be attending, and some sports wanted to change the dates of their stay, which would have a cost impact.
- Costs were being looked into for a separate satellite village for Cycling and Shooting in Brisbane, due to the long journey time between their competition venues the main Commonwealth Games Village.
- There had been a positive meeting with the BBC to discuss planning for Games Time.

The relationship with the BBC had started well and on 4 April Maddie Hinch would be on the BBC Breakfast sofa for '1 Year To Go'. There was also significant regional media activity planned with Team England athletes and Ambassadors across all nine of the BBC's English regions. The BBC would be sending a number of representatives to the 1 YTG reception in Manchester, and Barbara Slater was due to attend and make a speech. This had been one of the main reasons why it was decided to hold the stakeholder event in Manchester, and a number of CGE's sports and sponsors were also based up north.

With regard to Gold Coast 2018 and the sports, there had been a few challenges with the NGB contributions. Athletics had formally raised the issue with PB as their level of cost through Ao Extras and the Team Member contribution would be significant.

### Sport England

The Sport England National Lottery funding agreement had been received after multiple delays. The agreement was based on the Gold Coast cycle and had not taken into consideration the developments around 2022/2026, which may require looking at in the coming months. The Board agreed to approve the funding agreement.

PB also noted that Shakespeare Martineau had been approved to be on Sport England's panel of approved legal suppliers.

### Commercial

There had been a disappointing outcome with the potential Presenting Partner proposition which had caused a rethink around the strategy on commercial revenue. PB had met with JA and MT on 27 March to discuss the options.

The point was raised that if CGE's position on 2022 were to change, this could be of benefit to the commercial efforts, although CGE would be unable to sell rights beyond the 2018 Games or offer any guarantees, as England would have to sell its commercial rights to the OC. However, it could possibly offer first refusal for 2022.

### Commonwealth Day/Week

The week of activity with GOLDOC and the CGF around Commonwealth Day and the launch of the Queen's Baton Relay highlighted the positive relationship that CGE held with relevant stakeholders.

### HR/Personnel

Three new staff members had now started and would be introduced to the Board later in the meeting.

The Chair of the Board and Chair of A&F had agreed the annual bonuses for CGE staff. It was noted that there had been no cost of living increase for staff members in 15 months, so the recommendation was that staff members would be awarded an increase in line with inflation, as outlined in the report.

The Board approved the recommendation to award staff members a cost of living salary increase in line with inflation and as outlined in the CEO report.

#### Queen's Baton Relay

This item would be covered in more detail in the Gold Coast report, however work had now begun since the new Games Project Manager had started in her role.

The Baton would arrive in England on 16 August 2017 at RAF Brize Norton on a military transporter, and would be handed over to Scotland on 22 August.

#### Other

As per the report, a Wrestling medallist from Glasgow 2014 had received a four-year ban from UK Anti-Doping related to the use of a supplement, and he would not be able to compete at the Gold Coast Games.

PB had held a phone call with Baroness Tanni Grey-Thompson to discuss safeguarding and CGE's approach to child protection.

A question was raised about the aboriginal artwork from the Southport School in Gold Coast, and PB noted that he had written to the school in order to secure the artwork IP via the school. IM noted that this should be actively pursued.

### **7. Sport England update**

This item had already been covered in the CEO report.

### **8. Gold Coast 2018**

LB and DP joined the meeting at 12:30 and presented an overview of the main updates since the last Board meeting:

- The structure of the Gold Coast report would change to fit in line with how the project plan and budget would be reported on moving forward.
- A conference call had just been held with the FCO and other Home Nations to discuss security arrangements for Gold Coast.
- The 235 athlete places that had been received through the primary allocation had all been distributed to the sports, and DP had been looking into acquiring an additional 5-6 places through the sport reallocation process.
- Cycling and Shooting would need an alternative village closer to the competition venues in Brisbane and options were currently being investigated. GOLDOC may make some concessions however further details were needed.
- Some of the International Federations had been changing weight categories, and GOLDOC would be changing the weight categories for Boxing in response.
- The para programme involved 300 athletes competing for 38 gold medals. Further work on the programme and classification issues was still needed.

A question was raised around getting a draft medal count and the Board agreed that CGE should contract a researcher to do some work on this and that DP and FK should meet with the sports to understand what their expectations were.

- A meeting had been held with Sport England to discuss the Lion's Den, and LB presented the current plans which were still just in draft. SW agreed to speak with AD about a room booking system to get her feedback based on Rio.
  - o **Action 3 – SW and AD to discuss room booking system for Lion's Den.**

IM noted that the artwork IP had been mentioned in the report and that it was critical to secure this as soon as possible. GOLDOC's integration of the First Nations in all aspects of their work was one of their highest priorities and so it was important to continue to include them in everything that CGE did.

A point was raised on scenario planning around major risks and the Board discussed various thoughts and strategies on this. It was agreed that the team should ensure the review papers from Glasgow were used so that the organisation can learn from previous lessons. IM agreed to revisit the post-Glasgow 2014 review document as an agenda item for the next Board meeting on 9 May.

**Action 4 - IM to address the post-Glasgow 2014 review at the next Board meeting.**

IM noted that the work on team kit looked fantastic and it was important to know that the athletes had been involved throughout the process. He also thanked the team for the presentations on Gold Coast and Bahamas, noting that the high level of detail was much appreciated.

## **9. Meet the team**

HS, FK and LS joined the meeting at 13:05 to be introduced over lunch.

## **10.Finance**

DP, LB, HS, FK and LS left the meeting and JA joined the meeting at 13:30.

CS presented the finance report and noted the main points as below:

- He reiterated his offer to go through the numbers with individuals as needed.
- The accounts for January 2017 were attached in the papers and, other than the Sport England National Lottery funding agreement, there were no major changes to the numbers. It was hoped that CGE would receive the first Sport England instalment of £494k by 6 April 2017.
- Work was still being done on the revised budget for Gold Coast and this was mainly due to information that had not yet been received from the OC. CS noted that it would be likely that CGE needed to use some of the contingency funds for additional costs such as the satellite village for Cycling and Shooting and unfavourable movements in exchange rates.
- The revised tracker schedules were attached in the paper. The figures for sponsorship and fundraising had been taken out and the trackers reflected the likelihood of needing to use the full contingency fund. There had also been a slight increase to the budget approved for Board recruitment, PR and marketing activity.
- PB noted that the fully revised budget would be presented to the A&F Committee by 28 April 2017, and that it would be unlikely to change significantly from there.

IM noted that it was important to begin securing commercial deals as it was important to not run down into CGE's last reserves. Work should also begin around making savings where possible, as a commitment had been given to Sport England that CGE would be self-sufficient in back-office costs after 2018.

CS noted that the formal report from Moore Stephens on the auditing of CGE's governance and finances had yet to be received. He hoped that this would be available for the next Board meeting.

CS also noted that the lease on the Holborn office would be expiring in September 2018, and a decision on any office move would therefore be required by this autumn.

## **11.AOB**

SB noted that he and NW had conducted IM's appraisal and SB noted his thanks for the richness in feedback received from Board members, the executive team, Phil Smith from Sport England and Nick Pontefract from the DCMS.

MT asked about timing of succession planning and what the plan was for recruiting new members prior to Gold Coast. IM noted that he had met with CGE's HR Consultant who was putting a plan together. They would also be reviewing the new governance requirements and making a new skills matrix before beginning any recruitment process.

IM noted that all Board members were welcome to attend the 1 Year to go reception on 4 April in Manchester.

IM's Chairman's dinners would be starting that evening at Gowlings 4 More London with the Chairs from Athletics, Basketball, Hockey, Judo, Shooting and Table Tennis. Other sports would be attending future dinners and there had been a positive response to the invitations so far.

IM also noted that SW would be umpiring the Women's Boat Race on Sunday 2 April. She would be the first female umpire to do the Boat Race and the Board passed on their best wishes to her for this event.

IM thanked the Board and closed the meeting at 14:10.

| Action Summary   | NED Lead |
|--|----------|
| 1 – SW to contact the IAAF for additional support on dealing with issues in the Bahamas. | SW       |
| 3 – SW and AD to discuss room booking system for Lion's Den.                             | SW/AD    |
| 4 - IM to address the post-Glasgow 2014 review at the next Board meeting.                | IM       |