

COMMONWEALTH GAMES ENGLAND



Minutes

Meeting Board meeting 4

Date Thursday 2nd December 2021

Time 09:30

Location Conference Room, Hotel Indigo
The Cube, Wharfside Street,
Birmingham
B1 1RS
& Microsoft Teams

Chair Ian Metcalfe (IM)

Present Paul Blanchard (PB), John Steele (JS),
Chris Simpson (CS), Jenny Ashmore
(JA), Simon Ball (SB), Diane Modahl
(DM), Caroline Spelman (CSp), Ali
Jawad (AJ), Aimee Willmott (AW), Delia
Bushell (DB), Dawn Newbery (DN)

Other attendees Chris Conway (CC) (all items), Mark
England (ME) (up to item 3), Andy
Thomas (AT) (up to item 3), Executive
team (up to item 6), Jordan Smith (JSm)
(minutes), Patrick Grant (PG) (item 7)

Apologies Nigel Walker (NW), Denise Lewis (DL)

1. Welcome, apologies and declarations of interest

IM welcomed the Board to the meeting.

There were apologies from NW and DL, and AW, DB and DN would dial into the meeting via Microsoft Teams. There were no new declarations of interest.

2. Minutes and matters arising

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

Action points	Progress
1. JS to amend the May minutes to reflect CSp's attendance	Complete: JS had amended the minutes as required
2. CE to liaise with Gowlings to ensure that 'Bring It Home' was fine for CGE to use	Complete: 'Bring It Home' is now trademarked for CGE's use

3. Executive team to provide more detail on Canal House at Games time in the December Board paper	Complete: This would be picked up in the Executive update
4. IM and PB to bring an alumni proposal forward for Board approval in December	Complete: PB had included a paper for approval as an appendix to his report
5. HS to share a framework that details all Executive programmes across the team	Ongoing: HS was preparing the framework to share with the NEDs and would have done so by the next Board meeting
6. CE to share the OC's marketing and communications update at future Board meetings	Complete: This would be picked up in the Executive update
7. LP to double check with TLs to ensure the kit had been tried on by a range of body types	Complete: LP had checked with the TLs who confirmed that the kit had been checked as suggested
8. JSm to add all minutes from the AAG to Admin Control for the NEDs to read	Complete: The minutes from the AAG were now on Admin Control
9. JSm to issue potential dates in the coming months for the CGE Strategy group to get together	Complete: Various dates had been finalised for the Strat30 group to meet
10. CC to add mitigation actions to the Games risk around fielding the best team possible	Complete: Mitigation around that particular risk had been added to the risk register
11. CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack	Ongoing: CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack
12. HS to send IM a copy of the E, D&I policy for some small amends	Complete: IM and HS had discussed the policy in detail, and it would be picked up later on in the agenda
13. JS to circulate a doodle poll for ComCo to re-present the Bring It Home idea to the Board	Complete: The 'Bring It Home' concept was re-presented to the Board in October
14. NEDs to reach out to their contacts and invite anyone with potential interest to the upcoming AGM	Ongoing: NEDs to reach out to their contacts and ask KB to add anyone with potential interest to the pre-Games stakeholder events database

Action point 1: HS to share a framework that details all Executive programmes across the team

Action point 2: CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack

Action point 3: NEDs to reach out to their contacts and ask KB to add anyone with potential interested to the pre-Games stakeholder events database

There were no comments on the minutes and they were approved as an accurate record of the meeting.

3. Chef de Mission Team update

ME briefly ran through his areas of focus:

- Programme management – all tasks were tracking green.
- Team England Culture build – Owen Eastwood was running a workshop the next day with IM, PB, ME, FK and others to discuss how to bring to life the culture research that had been undertaken so far
- Board immersion 2022 – ME had mapped out what topics of focus would be presented at each of the five board meetings before the Games:
 - February – Sport focused
 - March – Operations focused
 - April – Staffing update
 - May – Performance focused
 - July – Final Board Pre-Games so focusing on all relevant areas

ME also highlighted his six areas of focus for Q1 2022:

- Refining reporting framework for Board
- Deeper analysis on financials
- Athlete announcements – triathlon, lawn bowls, swimming
- Chef de Mission seminar
- Finalising village/venue footprint

ME added that he was flying to Beijing for the Winter Olympics at the end of February.

The Board discussed team culture...

Action point 4: ME to lead on discussions regarding team culture

AT (Head of Security) gave a presentation on his security planning so far and his recent recess to the Birmingham sites. The UK Threat level had recently been raised to 'Severe' and it was the first Games in a long time where the threat from terrorism was at this level.

AT touched on his plans for Team England venues..

JA questioned if Loughborough would still be open to students during that period. AT pointed out that Loughborough was an elite sport training centre all year round so athletes were used to the site being open to the public..

SB questioned the OC crisis management process and how CGE would liaise with the OC security team at Games time. AT explained that there would be a gold, silver and bronze

command structure to trigger the crisis management response. The Chef team would liaise with the OC and West Midlands Police depending on the level of crisis. IM and PB would also be involved as necessary.

IM thanked the Chef team and AT for their time, and they left the call.

4. Chairman's report

IM updated the Board on the past few months with the CGF and the OC. The QBR launch was going well, although there were now some issues with the baton moving around due to the new COVID variant. Katie Sadleir was now in post as CEO, and IM had a meeting scheduled with her in the new year.

The CGF had released its new strategy which had been widely reported..

The OC had been progressing but there was a growing recognition that multiple village sites were very difficult to manage from an operational perspective. The CdM seminar was due to be held in January and Ian Reid had agreed that IM and PB could sit down with the OC's SLT beforehand to raise relevant issues, so the OC could ensure they were discussed during the CdM seminar.

5. CEO's report

PB noted that it had been currently an extremely busy period for the Executive team, due to the time of the year and the proximity of the Games. There were various significant events before Christmas, including the Team Culture workshop with Owen Eastwood, a Team Readiness Day and a Games Delivery workshop in Birmingham.

PB also highlighted the following points from his report:

- The office would be closed from the 22nd of December until the 4th of January, with the majority of staff off for the entire time
- Covid was a major concern and as always, attendance for staff in person at any meeting was not compulsory with a virtual option provided where possible
- The Team Behind the Team workshop in November had been changed to a virtual workshop on the advice of the Team England medical group
- The earlier TL workshop had been held in-person, with one positive covid case afterwards. No other attendees tested positive.
- The CGF CdM Seminar in January was looking like a well-attended meeting with over 60 nations confirmed. This would be the first time most of the nations had seen the sites.
- Sport England was undertaking a restructuring of its senior management team..
- CGE had fed into SE's new talent strategy. Discussions have continued, exploring areas where CGE may be able to support SE in delivery, thereby diversifying its operation post Birmingham
- The CGE team was in a good place and hybrid working was going well. The staff survey results reinforced the previous strong score which PB was pleased with.

PB reminded the Board to complete the E, D&I survey circulated previously.

Action point 5: Board to complete the E, D&I survey

PB updated the Board on the QBR. Information was beginning to come out of the OC on the Baton Bearer nomination process; PB would bring recommendations to the next Board meeting. The QBR was only in London on the Queen's Jubilee Bank Holiday weekend.

PB then referenced the Alumni paper he had included as an appendix to his report. The recommendation was that a group of CGE Alumni (ex-staff members, ex-Board members, the previous CEOs) would be invited to a track and field event and then taken to Canal House for dinner. PB asked the Board for their thoughts or recommendations.

SB suggested that instead of a row of seats, CGE hosted the Alumni a hospitality box which PB would also consider.

JA questioned why the number of Alumni was fairly low and if it was restricted to just one event. PB explained that it wasn't an exhaustive list, and that NEDs should feed in names they thought were appropriate to be included either specifically as Alumni or more widely as potential stakeholders.

There was a discussion about the specific list for alumni and the wider stakeholder list.

Action point 6: JS to circulate the wider stakeholder list to Board members

The alumni proposal was approved as presented.

JS questioned the progress of the Team England Charitable Trust, the role it would play post-B2022 and whether it was worth revisiting. IM and JS agreed to pick this up offline, with JS to reflect on when the subject be brought to a Board agenda in the future.

Action point 9: JS and IM to pick up TET progress offline and discuss future plans

6. Executive Team update

IM welcomed Harriet Smith (HS), Lou Mackie (LM), Frankie Carter-Kelly (FCK), Carys Edwards (CE) and Fran Crabtree (FC) who joined the meeting virtually. Lou Pullan (LP) joined the meeting in-person.

CE began the update by touching briefly on upcoming announcements, including media coverage of the CGF CoCom, Katie Sadleir's first media briefings and CGE's Loughborough partnership to be announced on 9th December. The first team announcements would be in January for triathlon, swimming and lawn bowls. These announcements would be centered around the new 'Part of the Pride' campaign, which will be a common theme running through the team announcements as well as tying in Owen Eastwood's culture work.

CE referenced the Legacy paper which had been shared as an appendix to the Exec update report. CE was keen to understand the Board's position on this; it had been discussed at ComCo and the relevance had been questioned.

All Board members agreed that some form of physical legacy was appropriate and there followed a broad discussion as to what this might entail. DN suggested that the athletes could be given a choice, placing a plaque at any of their old school, a former sports club or the hospital they were born in.

AJ questioned if silver and bronze medallists should also be recognised too. SB suggested that all selected athletes should be recognised in some way, which might even be at the point when the athletes were selected.

IM summarised the discussion - the Board agreed that there should be some sort of physical legacy, the choice should be with the athletes and, if practically feasible, all athletes should be recognised. The next steps would be for ComCo and the Sports Committee to propose a way forward.

Action point 10: CE to develop new legacy proposal based upon Board discussion for presentation to ComCo and Sport Committee to consider, and sign off at the Board

DN raised the issue of the OC shortening the accreditation portal data collection window. She asked how long FC thought CGE needed to collect all the data? FC confirmed that six or seven weeks would be preferred, but the OC had shortened the window to four weeks, closing on 18th March.

PB explained that it wasn't the capacity of the Executive team that was the issue at this stage. The limitation arises from the sports not submitting and/or checking their information on time. PB added that there was an ongoing discussion with the OC about pushing back the 18th of March deadline. Team Australia had the same concerns.

If required, IM and SB agreed to speak to the OC about the deadline and do what they could to help. Bearing in mind the challenges in 2018, this was a particularly sensitive area, and there must be no risk at all of us making the same mistake again.

Action point 11: If required, IM and SB to speak to the relevant members of the OC urging the push back of the accreditation portal deadline

IM thanked HS, CE, LM and FCK for their time and they left the call.

7. Finance update

CC ran through the Organisational reforecast (which needed approval) and highlighted the following:

- The reforecast had been presented to both the A&F and ComCo Committees
- There were some adverse variances, mostly caused by timing differences – the key difference being the NED recruitment (and hence fee) which had been brought forward into late 2021/22
- The forecast for 2021/22 had been presented within the context of CGE's four-year cycle
- Versus the previous iteration of the model, there is a shortfall in cash carried forward at the end of the 2022 cycle. This was due to the reduced NGB contributions agreed to reflect the impact of the pandemic on NGB finances.
- Where the Games falls in the financial year is also a factor to be aware of when comparing the post-cycle cash position to the Gold Coast cycle (August instead of April)

There were no questions or comments and the Board approved the Organisational Reforecast 2021/2022.

CC also highlighted the Games budget which had been presented to A&F. The overall spend was still anticipated to be under the original budget of £5.6m and there was no current requirement to use any of the contingency budget. It was stressed that the situation is constantly changing and will be kept under review. CC explained that the two areas which may require drawdown from the contingency in the future would be:

- Increased OC COVID measures impacting on Team England arrangements
- Increased security requirements following the increased threat level

CC would present a further updated budget in Q2 2022.

CS highlighted that the risk regarding the freighting of the kit, which was currently due to be shipped across from China. CS was in discussion with LP to determine which pieces of the kit were critical and whether they should be air freighted over. This would be a significant additional unbudgeted cost.

Action point 13: LP to investigate the current cost of air freight for the whole or critical parts of the kit, which is likely to be ready to be shipped in February. Costs to be discussed by A&F and then IM

8. Risk management – update on risk registers

CC reported that the risk registers were broadly the same as before. Two new risks had been added which had been discussed at length already: the freighting of the kit and the delay to the accreditation portal data collection window.

There were no questions or comments regarding the risk registers.

9. Equality, Diversity and Inclusion

HS thanked the Board for its input into the E, D&I policy. IM had pointed out that the TLs and athletes were referenced in the purpose but not throughout; this was because CGE do not control their selection, but HS had changed the policy to ensure they were consistently reflected in the whole policy.

HS noted that the Board would aim to complete Unconscious Bias training in the new year, with a focus on the correct language to use.

Action point 14: HS to organise Unconscious Bias training for the Board in Q1 2022

DN added that Sporting Equals had begun tracking every single funded NGB's E, D&I action plans and would be reporting back to SE.

10. Committee minutes for noting and questions of committee chairs

There were no questions or comments for any of the committees.

11. AOB

JSm reminded the Board to complete the doodle poll to finalise the date of the April Board meeting.

Action point 15: Board members to complete the doodle poll to finalise the date of the April Board meeting

IM had agreed with Dame Louise Martin that all CGE NEDs would get a chance to be a part of a medal presentation ceremony at B2022, although IM could not promise which medal it would be or in which sport.

IM added that the CGE Executive staff should be able to ‘switch off’ over Christmas, in order to get a decent break to prepare them for the busy year ahead.

Action Summary	Executive Lead	NED Lead
1. HS to share a framework that details all Executive programmes across the team	HS	
2. CC to speak to Adrian Corcoran at the OC to understand their mitigations for a potential cyber attack	CC	
3. NEDs to reach out to their contacts and ask KB to add anyone with potential interested to the pre-Games stakeholder events database	KB	
4.		
5. Board to complete the E, D&I survey	PB	All
6. JSm to circulate the wider stakeholder list to Board members	JSm	
7.		
8.		
9. JS and IM to pick up TET progress offline and discuss future plans		JS/IM
10. CE to develop new legacy proposal based upon Board discussion for presentation to ComCo and Sport Committee to consider, and sign off at the Board	CE	JA
11. If required, IM and SB to speak to the relevant members of the OC urging the push back of the accreditation portal deadline		IM/SB
12.		
13. LP to investigate the current cost of air freight for the whole or critical parts of the kit, which is likely to be ready to be shipped in February. Costs to be discussed by A&F and then IM	LP	IM

14. HS to organise Unconscious Bias training for the Board in Q1 2022	HS	
15.		
16. Board members to complete the doodle poll to finalise the date of the April Board meeting		All