

Commonwealth Games England



Meeting	Board meeting (minutes)	
Date	Wednesday 10 th June 2020	Time 09:30
Location	Via Microsoft Teams	
Chair	Ian Metcalfe (IM)	
Present	Paul Blanchard (PB), Chris Simpson (CS), Nigel Walker (NW), Jenny Ashmore (JA), Denise Lewis (DL), Simon Ball (SB), Dawn Newbery (DN), Delia Bushell (DB), Caroline Spelman (CSp), Ali Jawad (AJ), Ama Agbeze (AA), Aimee Willmott (AW)	
Other Attendees	Lorraine Young (LY) (all items), Chris Conway (CC) (all items), Mark England (ME) (items 1-4), Executive team (item 5), Jordan Smith (JS) (minutes)	
Apologies	None	

1. Welcome, apologies and declarations of interest

IM welcomed AA and AW to their first Board meeting and Lorraine Young, who was in attendance 12 months on from conducting the external Board effectiveness review. IM offered his congratulations to LM who had given birth to her second child at the beginning of May. There were no new declarations of interest.

2. Minutes and matters arising

The progress in relation to the action points from the previous two meetings – one being an additional Board call in April due to the global COVID-19 pandemic – was summarised as follows:

Actions from previous meeting – 3rd March 2020	Progress
1. NW to liaise with FCK around Hanson athlete conversations with DL	Completed: DL had recently taken part in an excellent interactive session with three of the Hanson athletes and would continue to offer support and advice through future sessions

2. CC to add Coronavirus to risk register	Completed: COVID-19 had been added to the risk register back in March, ahead of the global pandemic and nationwide lockdown
3. PB to present the suggested amount of YG NGB contributions to May committees	Completed: This action point had advanced significantly in light of the YG's postponement due to COVID-19 and the subject of NGB contributions would be picked up later on in the agenda
4. CC to revisit relevant policies to align with the new Terms of Reference regarding whistleblowing	Completed: CC and CS had updated relevant policies to align with the new Terms of Reference
5. Board members to confirm availability (to JS) for AD's farewell hockey game on 16 th May	Completed: AD's farewell hockey match had unfortunately been cancelled due to COVID-19
6. IM, PB and JS to get a collection together and brainstorm gift ideas for AD	Ongoing: IM and JS would arrange a collection and a gift for AD in the future post COVID-19 restrictions
Actions from previous meeting – 6th April 2020	Progress
1. PB to liaise with Sport England regarding their view on reconsidering NGB contributions	Completed: NGB contributions would be picked up and discussed later on in the agenda
2. CC to prepare and present a paper on NGB contributions to the Board at the June meeting	Completed: NGB contributions would be picked up and discussed later on in the agenda

Action point 1: IM and JS to arrange a collection and farewell gift for AD in the future once COVID-19 restrictions had been lifted

There were no comments or questions regarding the March or April minutes and they were approved by the Board as a true and accurate record of both meetings.

3. Chairman's update

IM updated the Board on what had been a reasonably busy period, where the sporting world had changed considerably and would continue to change as the global pandemic persisted.

IM thanked the executive team on continuing to work positively and virtually from home whilst reacting to a number of issues that had arisen out of the OC and B2022.

It had been CGE's appraisal period and IM thanked all Board members for their feedback.

Lockdown had resulted in two major B2022 challenges; the impact of building delays on the Capital projects and the Tokyo postponement and subsequent sporting event date changes. These would both be dealt with in significant detail later, in the executive update and CEO's report.

4. Chef de Mission update

ME gave a verbal update on his progress as Chef de Mission and touched on the impact of the Olympics postponement.

ME had been focusing on developing Team England's mission, vision and values.

The Gold Coast model had been tweaked slightly and ME was proposing to have 3 deputy CdMs.

ME was also proposing two new initiatives which were:

- An athlete panel, whose key issues for discussion would be Team Mission, Athlete Engagement and Kitting Out
- A Team Leader working group, to ensure CGE 'hit the spot' on the TL journey and give confidence to the sports through the TLs.

SB reminded ME that Team England athletes populated the athlete panel at the OC and it was important that both panels worked together as a whole.

IM asked if there was anything that had surprised ME in the way CGE operated; ME highlighted the amount of work that was done by the executive team (specifically FCK and LM) and also stressed that he was thoroughly enjoying the work and felt both enthusiastic and invigorated about the next two years.

IM thanked ME for his time and he left the meeting.

5. Executive team update

IM welcomed Frankie Carter-Kelly (FCK), Harriet Smith (HS), Carys Edwards (CE), Linda Freeman (LF) and Lou Pullan (LP) to the meeting.

HS began the update by stating that there had been a few adaptations to dates since the previous Board meeting but no major hurdles or issues, and welcomed any initial questions from the Board. There were no questions at this point and HS introduced LP to give a brief presentation on the progress of the kit project.

LP highlighted the following:

- CGE had hosted a virtual Athlete panel in May, with 22 athletes from 17 different sports in attendance. DL, AJ, AA and AW also attended and their contributions were extremely positive.
- Initial designs had been received from Kukri and LP would be sending these to the panel. Final designs would be agreed by end of the month and presented to the Board in September.
- The Athlete panel had some great ideas around sustainability and repurposing of kit

LF gave a brief update on the village and four potential satellite villages, raising no questions from the Board.

FCK talked through the sport element of the executive report and touched on the following which had progressed since the papers were submitted:

- The deadline for SE medal prep funding applications had closed and 18 out of 19 eligible sports had applied. They were currently with an external independent assessor to look at the criteria, with decisions to be made by the end of June and funding to be allocated to the successful sports from July onwards.

- FCK and LF had been working closely with the CGF on CGE's initial athlete allocation number
- FCK thanked DL for her involvement with the Hanson athletes and explained to the Board that as one of the athletes no longer met the requirements of the scholarship, the process had begun to recruit another athlete.

SB felt that it would be useful at the two years to go stage, to take our learnings from the post-GC2018 review and revisit some of the lessons learnt, ensuring that CGE had addressed them or had plans to address them in the next two years ahead of B2022.

Action point 2: PB and executive team to pull together a cross-referenced document of GC2018 learnings with the current B2022 project plan

IM thanked the executive team for their time and they left the meeting.

6. Board succession planning

SB gave a verbal update on Board succession planning and reminded the Board that six of the current NEDs were due to step down from their duties after B2022.

7. Board effectiveness – 12 months on

IM began the agenda item by introducing LY who conducted the external Board effectiveness review in 2019 and was in attendance to review progress made 12 months on. CC reminded the Board that 17 of the 25 action points were completed, and that of the 8 incomplete points, on-going progress was considerable so some would be closed off in the next few weeks.

LY thanked the Board for welcoming her back. She felt that CGE had done tremendously well in this area, making excellent progress on the action plan, despite any potential COVID-19 setbacks.

LY highlighted some observations she had made from specific action points established in the 2019 review

LY asked for any feedback on how the effectiveness review had helped the Board develop. IM thanked CC for all his support and his ownership of the Governance action plan throughout the year, and said that it had become much more than just ticking boxes, but a reminder to each other as to what we had committed to do. The review and subsequent follow up had significantly improved the way in which the Board operated.

SB commented that action points should not be marked as “completed” prematurely.

LY made some additional suggestions about what the Board could do in the future to further improve from a governance perspective:

- LY had done some work for the Sports Governance Academy, which was a joint initiative with the Chartered Governance Institute and SE, which offered ongoing support, training and development within the sports governance industry
- LY had been involved in UK Sport's governance workshop with Senior Independent Directors and there may be similar workshops in the future for NEDs and chairs
- CGE may be interested in ESG training – Environment Social & Governance

8. CEO's report

PB began his update by inviting any games delivery related questions from the Board.

DN requested an amendment on Appendix B of the executive team update; classification was to be added to the performance & functional stream.

Action point 3: PB to ensure HS makes required amendment on project framework document

DN asked for clarity on what the NGBs were bidding for in the medal prep funding submissions, and PB confirmed that there was a broad spectrum, but the fundamental assessment point was that the funding had to enhance that NGB's medal prospects.

PB gave a brief update on staff welfare. He explained that the team had been working very well, with a 9.30am call every morning being very useful to update any meetings or discussions which had happened or were anticipated. PB, CC and JS had been working on developing guidance for going back to the office, which would be picked up in Agenda item 10.

PB introduced the subject of NGB contributions, which had been raised at the April Board meeting.

The A&F subcommittee supported the waiver but had different views as to the amount. It was also clear of the wish to maintain the principle of contributions. The waiver should be between 50%-75% and the exact breakdown of the figures could be found in Paper 8.0 CEO's report.

IM thanked the Board for expressing their opinions on the matter. CGE was originally encouraged by SE to require all NGBs to make a modest contribution towards the attendance of their athletes. The objective being to ensure that NGBs only sent to the Games athletes who had genuine performance reasons being there. IM's suggestion was that CGE would reduce the contribution amount by 75%. The reduction would be clearly explained as a one-off rebate for B2022. No reference would currently be made to CYG contributions as no decision was needed at this time.

There were no objections and the Board resolved to reduce the NGB contributions for B2022 by 75%.

PB touched on progress with the Charitable Trust and urged the Board to read the documents and extra information in the reading room. There was no decision to be made today; any proposal would be brought to the Board at the next meeting, however PB requested the Board to start to think about prospective trustees. The minimum number of trustees was 3, but Oaks' recommendation was 5 or 7 – an odd number was important for any potential votes.

Action point 4: PB to send out proposed Trustee framework once received from Oaks

Action point 5: All Board members to brainstorm names of potential trustees suitable for a Team England charitable trust

9. Finance update

Finance

CC reported that:

- The finance team had just undertaken a virtual year-end audit process which went smoothly
- The auditors endorsed the figures that had been included in the Board papers

- The accounts show a £972k deficit in comparison to a budget deficit of £1,064k, a favourable variance of £92k
- The completed Statutory Accounts would be brought back to the Board in September for approval

VAT

There was no update on VAT; Hacker Young had provided consultation and advice, and defended our VAT treatment to HMRC but no reply had been received. There would hopefully be more of an update at the September Board meeting.

DL left the meeting at 12:35.

Insurance

CC shared that he had been liaising with CGE's insurance broker to procure some quotes for Games cancellation cover.

Action point 6: CC and DB to discuss potential insurance cover after the meeting

IM was happy for A&F to make the decision regarding insurance - once all the relevant information had been collected, the OC and BOA had been consulted and the comparative cost and benefit of cover assessed.

The Board resolved to delegate the decision relating to the purchase of Games time insurance cover to the A&F committee.

10. Risk registers

Cyber Risk

CC gave an update on cyber risk and thanked all Board members who had attended the cyber risk training after the previous Board meeting in March. A number of things had since been put in place, including some of the recommendations which came out of the Cyber Risk assessment report, which were:

- As an organisation, CGE had achieved a Cyber Essentials certification
- CGE would be working closely with Direct Support to achieve the next level of certification, Cyber Essentials Plus
- All new starters were obliged to undertake a Cyber, Risk and GDPR training and awareness session on CGE's new online training portal

Risk Registers

The updated risk registers for CGE and the B2022 Games had been uploaded to the reading room on Admincontrol. It would be continue to be monitored as work in progress, with new risk classifications being introduced and brought to the Board at future meetings.

Health and Safety

CGE's return to work post COVID-19 guidance document had been added to the reading room in Admincontrol and CC stressed the following:

- The document had been compiled with guidance from SRA and Muller London
- If and when CGE returns to the office, staff members must be entirely comfortable with so doing, including potentially commuting on crowded public transport
- The document focuses on ensuring the working environment is COVID-19 secure
- Hot desking was no longer allowed due to Government guidelines on social distancing

IM stressed the importance of respecting the executive team's views or doubts on the matter. There would be no pressure for staff to attend the office for as long as they were able to do their jobs effectively and efficiently remotely.

CS questioned if staff's home working environments had been checked for suitability and PB confirmed that they had been and there had been no concerns. CS also questioned the process of recording any accidents which might happen in the home during regular working hours and PB confirmed that there was a process in place.

11. Diversity & Inclusion

DN gave a summary of her Diversity & Inclusion paper which had been circulated with the Board papers. DN had been working with CC, ME and Tom Harlow (TH) to take a much wider review of CGE's diversity progress and urged the Board to read all the supporting documents in the reading room on Admincontrol. The 2nd update had focused much more on the organisation as a whole, with data on the executive team, digital communications and CGE initiatives. DN invited the Board to make any comments or feedback on the report, and then the final edit would be uploaded to the Governance section on CGE's website.

SB noted that the report did not reference COVID-19 and some points needed to be amended, including referencing of hot desking which was now not allowed according to the UK Government's advice.

Action point 7: DN to edit 2nd D&I update as per Government COVID-19 advice

IM suggested that the diversity of CGE team members should be more accurately tracked. The data was incomplete for the GC2018. This would be improved at B2022.

The issue of racism and diversity in sport was discussed at length. Board members felt that it was important that CGE did not stay silent on this high profile. A number of Board members expressed their wish for CGE to be a positive force for change.

Action point 8: Board members to feed their ideas around this issue to IM and DN

Action point 9: DN to reach out to Board members individually to discuss how to move D&I forward over the next two years

LY left the meeting at 13:01.

12. Committee minutes for noting and questions of committee chairs

The minutes from all committees were noted and there were no further questions or comments from the Board.

13. AOB

2026

PB had spoken to Brian MacPherson from Commonwealth Sport Canada who remained optimistic for the potential of Hamilton hosting the 2026 Games.

AA questioned the possibility of Birmingham hosting the Games again in 2026. IM explained that it would be very financially difficult for the UK and Birmingham to do so and was unlikely to be a feasible solution.

B2022 date change

PB noted that the 24-hour delay in dates for B2022 had just been approved in the CGF Board meeting which was happening simultaneously to this meeting and the announcement was expected to be made tomorrow morning.

There was no other business and the meeting closed at 13:16.

Action Summary	Executive Lead	NED Lead
1. IM and JS to arrange a collection and farewell gift for AD in the future once COVID-19 restrictions had been lifted	JS	IM
2. PB and executive team to pull together a cross-reference document of GC2018 learnings with the current B2022 project plan	PB	
3. PB to ensure HS makes required amendment on project framework document	PB	
4. PB to send out proposed Trustee framework once received from Oaks	PB	JA
5. All Board members to brainstorm names of potential trustees suitable for a Team England charitable trust	PB	JA
6. CC and DB to discuss potential insurance cover after the meeting	CC	DB
7. DN to edit 2 nd D&I update as per Government COVID-19 advice	CC	DN
8. Board members to feed their ideas around this issue to IM and DN		IM
9. DN to reach out to Board members individually to discuss how to move D&I forward over the next two years		DN