



<b>Meeting</b>	September Board Meeting	
<b>Date</b>	Tuesday 12 September 2017	<b>Time</b> 09:30am
<b>Location</b>	Grange White Hall Hotel, 2-5 Montague Street, London, WC1B 5BU (Museum Suite)	
<b>Present</b>	Ian Metcalfe (Chair), Chris Simpson, David Ross, Dawn Newbery, Jenny Ashmore, Martin Thomas, Nigel Walker, Paul Blanchard, Simon Ball	
<b>In attendance</b>	Don Parker (items 5 and 6), Harriet Smith (item 4), Louise Bell (items 5 and 6), Sarah Winckless, Vicki Harris (minutes)	
<b>Apologies</b>	Alex Danson, Denise Lewis, Gail Emms, Hamish McInnes	

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## 1. Apologies and declarations of interest

IM opened the meeting and welcomed all members. Apologies had been received from AD, DL, GE and HM.

IM noted that he had recently been appointed as a Board member of Arena Events Group plc, a potential supplier to any multi-sport Games. No other new declarations of interest were noted.

## 2. Minutes and matters arising

The minutes of the meeting held on Thursday 6 July 2017 were approved as a true and accurate record of the meeting.

IM reported on the matters arising from the minutes of the July Board meeting as below:

1 - IM had worked with PB and CGE's HR consultant, Tom Harlow, to finalise the Anti-Bribery and Anti-Corruption policy. He had already shared this work with SB and would circulate the final draft to the rest of the Board this week. IM also noted that he had already made use of the new policy by declaring an invitation to an event hosted by Odgers, a supplier to CGE.

**Action 1 - IM to circulate CGE's new Anti-Bribery and Anti-Corruption policy to the Board.**

2 - In relation to the action for HM and PB to create a strategic priority list of the different performance and experience elements of the Games Delivery operation, PB noted that they had identified two main areas of priority for the potential use of remaining contingency, which were the team flights and the Lion's Den performance centre.

3 - PB noted that a meeting had been scheduled with Prof. Simon Shibli to look into medal mapping ahead of Gold Coast, however this had been moved and would be revisited with DP.

**Action 2 - PB to revisit the medal mapping exercise and meeting with DP and Prof. Simon Shibli for the October Board meeting.**

4 - IM confirmed that he had circulated the list of key stakeholders for each bidding city in the 2022 process so this action had been completed.

5 - MT noted that a discussion had been held with the Commercial and Communications Committee to look into the events budget and where funds could be moved around to meet the requirements of the media communications plan for the next twelve months. There was still work to be done in this area however this exercise had mostly been completed.

6 - PB noted that PH had proceeded with the tender process for the media communications plan and he was scheduled to meet with a number of website designers in the following weeks to discuss their proposals.

7 - IM confirmed that the first three Board dates for 2018 had been scheduled as below:

Board Meeting 1 - Wednesday 31 January 2018 (Birmingham TBC)

Board Meeting 2 - Wednesday 7 March 2018 (central London)

Board Meeting 3 - Wednesday 6 June 2018 (central London)

### **3. CEO report**

The Board received the CEO report and PB highlighted the following areas for consideration.

#### **a. Bahamas 2017**

The site visit had been the most important part of the Youth Games operation and had enabled the team to identify most of the areas that would potentially be problematic. SW agreed and noted that it had also been critical to build relationships with venues and suppliers beforehand.

A concern was raised around whether the transfer of knowledge process should be recorded in a more formal way outside of the Board paper reports, for example in a procedures manual. The Board agreed and IM asked PB to look into this with the executive team.

**Action 3 - PB to work with executive team to ensure the transfer of knowledge process is formally recorded and to look into options for a procedures manual to ensure continuity.**

PB noted that one of the main reasons for Team England's success in the Bahamas was due to the sports programme, which had been advantageous for the team, in particular for judo, boxing, swimming and athletics. SW agreed and added that the team had also been able to react better to the environment.

PB noted that the Chef de Mission team had worked together really well and this had acted as a successful run-through ahead of Gold Coast. The team had also taken a specific media resource for the first time. This had been noticeably helpful in generating interesting and relevant media content, and it was PB's strong view that the media coverage justified the extra resource and expenditure in this area. PB recommended this be continued at future Games.

PB concluded by confirming that the whole project had come in under-budget.

A concern was raised around whether CGE should send a positive message of support to members of the Commonwealth family who had been affected by the recent hurricanes, and the Board discussed the ways in which CGE could offer support in an appropriate way.

It was agreed that CGE should send a letter to those nations that had been affected, asking them if there was anything specific that CGE could do to support them during this time.

**Action 4 - IM to send a letter on behalf of CGE offering such practical support as was possible to the Commonwealth nations that had been affected by the recent hurricanes.**

#### b. Queen's Baton Relay

A full debrief would be provided by HS later in the meeting however PB highlighted some of the key areas to note from the recent Queen's Baton Relay.

The parachute jump at RAF Brize Norton on the first day of the QBR had made the biggest impact throughout the event. The Baton had never been delivered in this way before and this really engaged all key stakeholders, as well as generating significant media coverage.

Capitalising on events that were already scheduled to take place had been really helpful as the infrastructure, audience and media coverage was already there and planned for.

#### c. Gold Coast 2018

The sport engagement programme continued with DP and FK conducting visits with each of the 18 sports this month. Relationships with each of the sports was strong.

The Chef de Mission Seminar in early October would be attended by SW, LB and DP. IM would also be travelling out to take part in a site visit to Brisbane and the Gold Coast. The team expected that any further outstanding issues and questions could be resolved in the December recce.

Team travel was the last significant piece to overcome. An agreement with Etihad was close to completion, and this would be announced as a new commercial partnership in due course. There was likely to be an increase in the costs which had originally been budgeted, which was due to CGE taking a bigger team than originally planned.

There was another potential shortfall of £24k in the CGF travel grant, however PB was hopeful that this shortfall would be mitigated. The Board agreed to approve this approach to travel, and that up to £124k of contingency could be allocated to this project.

LB and Trudi Else had visited the proposed site of the Lion's Den performance centre at the weekend as part of a 48 hour site visit to Gold Coast. The support received from Sport England on this project had been significant and invaluable.

The Visa 408 process had proved to be enormously problematic and challenging. The process was difficult, complicated, and could not be managed by CGE. The OC had been made aware of the challenges, and this would be a major item for discussion at the upcoming Chef de Mission seminar. In the meantime, this had been shown as a significant risk on the risk register.

#### d. Commercial update

This area continued to be a challenge. As previously agreed, PB had met with FSG to discuss their proposed action plan. However after these discussions it had been agreed that CGE and FSG would part ways.

#### e. Sport England

PB noted that Nick Bitel, Chair of Sport England, would be travelling to the Gold Coast for 4 days as part of CGE's VIP programme. PB had also ensured that both Duncan Truswell and Phil Smith had been kept up to date on the progression of the 2022 bidding process.

Duncan had suggested that PB and IM meet him and Phil Smith in November to discuss Sport England support for the next cycle, including support for CGE and NGBs. It would be a very positive move if CGE was able to facilitate discussions around NGB funding at an earlier stage in the cycle.

### **4. Queen's Baton Relay debrief**

HS joined the meeting at 10:35 to present the QBR debrief to the Board.

The five days of Team England hosting the Baton had involved over 1,200km travelled, a media reach of over 5 million, interaction with over 200,000 people, visits to seven cities and 18 major stops on route, as well as engagement with six CGE sponsors and involvement from over 20 athletes.

The first day generated significant media coverage from the parachute jump at RAF Brize Norton, and also saw CGE successfully do its first Facebook live video of the event. This was followed by a formal reception at the London Guildhall Amphitheatre and an appearance at the Longines boutique in London.

The second day was more informal and involved a community para-sport open day at Stoke Mandeville Stadium, followed by an appearance at the Lawn Bowls National Championships in Leamington Spa.

The third day involved an early start for the media team in Salford with the Downie sisters and women's basketball. The Baton then made an appearance at Old Trafford cricket ground during a T20 match, which had been facilitated through the Kukri partnership.

The weekend saw the Baton visit both cities bidding for the 2022 Commonwealth Games. Saturday was spent in Liverpool with Beth Tweddle accompanying the Baton at parkrun in the early morning, followed by a lap of honour at Anfield Stadium.

The final day in Birmingham involved an appearance at a gospel church and the Diamond League international athletics event at Alexander Stadium, where the recent men's relay world champions accompanied youth athletes for a lap of honour with the Baton.

A significant highlight throughout the event was the team dynamics and strong project management between the operations, commercial and communications leads.

One of the key learnings was the importance of the team briefings that took place each morning and evening, which proved very useful in bringing the team together to ensure everyone was on the same page.

A key success of the event was capitalising on existing events, and the project was successfully delivered to 10% of the budget from the previous cycle, (albeit this only covered operational delivery costs rather than content creation and media). For future events, it would be useful to have increased budget for activations and ambassador appearances.

The Board thanked HS for the update and congratulated her on the exceptional success of this project. The feedback received had been really positive and the project had been managed expertly by HS.

HS thanked the Board for their kind comments and left the meeting at 10:55.

## **5. Bahamas 2017 debrief**

LB and DP joined the meeting at 11:00 to present the debrief from the recent Bahamas 2017 Youth Games. The Board had received the detailed report and was invited to ask any questions.

DP gave an overview of the performance of the team, noting that this had been the third time that Team England had topped the medal table at a Youth Games, which was a great achievement. Boxing, judo and the swimming team had all topped their medal tables, 75% of athletes came home with a medal and at least one medal was won in each sport.

The success of the team was in large part due to the strength of the swimming and athletics teams, however judo and boxing had also performed exceptionally well, and the HQ delivery team had been able to create the right performance environment, which was also a contributing factor.

LB noted that relationships with the OC had been key, and the February site visit had been invaluable in highlighting a number of potential issues that needed to be resolved. The recce had also been really useful for building relationships with local suppliers who had been very helpful to Team England during their stay. All "thank you" letters had now been sent and had been well received.

The details of the budget were highlighted in the paper and the project came in under budget overall.

The Youth Games had been a really important platform at which to test the Gold Coast operational team. The project planning process had been challenging due to the level of unknowns and uncertainties, but the team was the most prepared it could have been.

The two Team Leader workshops held prior to the Games had been successful, although feedback from Team Leaders was that they would have liked these to have been longer.

DP planned to work with the CGF Sports Committee to push for later selection dates for all sports, as this had proved fundamental in the success of the athletics team in particular.

The travel layover workshop led by FK at Heathrow had been hugely successful. Beth Tweddle had supported the event, PH had led a media training session and UKAD had also been in attendance. The layover had enabled the departures to run much smoother the next day.

The village environment itself had been really impressive for a Youth Games.

There had been some issues with technical officials in some sports, which had been dealt with during competition. However overall, 95% of the feedback received from the Team Leaders had been exceptionally positive.

IM noted his thanks on behalf of the Board to SW, DP, LB and the rest of the team for a fantastic and successful job.

## **6. Gold Coast 2018 update**

The Board received the paper and LB presented the key updates.

LB would be attending the first CGF equip workshop this week with the new operations intern, who would also be participating in an interview with the Commonwealth Games Association for South Africa about the equip programme.

SW had attended an important security meeting last week along with CGE's Security Liaison Officer and representatives from the FCO, National Crime Agency, Met Police, Counter Terrorism and the Close Protection Department. A discussion was held on likelihood of threats, Games-time threat levels and security numbers for the team.

As previously mentioned, there had been significant issues with the Visa 408 process. The OC had been made aware of the issues and this was on the agenda for the upcoming Chef de Mission seminar.

The Games Village was near completion and only a few weeks away from being handed over to GOLDOC. LB had visited England's building and the proposed space for the performance centre during a trip which had been very well facilitated by representatives from GOLDOC's village build team, the allotment team, the CGA relations team and the construction developers. LB showed the Board videos and various CAD drawings of the athlete village and walked the Board through the different areas of England's spaces.

DN raised a question on team flights and whether Etihad would be able to provide sufficient support for sport wheelchairs, day wheelchairs and aisle seats for para-athletes. LB noted that Etihad was confident that it would be able to meet the team's requirements in this area, and FK and DP would be working closely with the sports in question to define the finer details for this.

SB asked about kit merchandise and whether Kukri would be providing this. LB noted that the Kukri team had been working through some initial ideas for what they could produce in short turnaround, however this was not a priority at this stage.

SB also asked whether CGE would be using high profile athletes to be involved in the VIP and sponsor hospitality programme. LB noted that this was currently being worked through by the Commercial Manager. PB explained that the current hospitality programme was quite small, however there was a chance that a successful 2022 English bid would increase this requirement. GOLDOC would be facilitating an Observers Programme for the next host city which CGE would be involved in and the details of this programme would be received in due course.

MT asked whether the Games-time updates could focus more on RAG status and areas of risk for future meetings, as this was the area where the Board could add the most value. The Board agreed and PB noted that future updates would be driven by the RAG status, on the basis that the detailed updates on planning and preparations would be assumed as read.

IM thanked LB, DP and SW for the update and LB, DP and DR left the meeting at 12:50.

## **7. Finance update**

The Board received the finance report and CS offered to go through the numbers with individuals as needed. The key updates from the report were highlighted as below.

The April management accounts were attached and the main variances were down to timing differences. The budgeted shortfall seen in sponsorship and event income had not been included in the longer term "deficit tracker" and therefore had not made a difference to the final view of reserves as at March 2019.

CS noted that the updated budget had been attached for Board approval and was in line with the long-term view of reserves at March 2019. Within the updated budget for 2017/18 was £21,500 for additional 2022-related costs.

The Games costs for Bahamas were positive and looked on track to come in £30k below budget. Gold Coast costs were also on track and looked to come in on budget. The forward purchase of the Australian dollar contracts had been completed, which meant that all budgeted Australian costs would be covered at a rate close to budget.

The reserves tracker was appended for information, and there had been no significant movements since the previous Board meeting.

CS had been working on the long-term financial needs of the organisation, excluding any possible sponsorship revenue or contribution from Sport England.

The new terms of reference for the Audit & Finance Committee had been submitted and were attached within the papers.

The statutory accounts for the year to 31 March 2017 were enclosed for Board consideration and approval. CS noted that there had been no major issues and the auditor had indicated that these should be approved.

The accounting standards had recently changed and CGE needed to comply with the new requirements for these accounts. The main change was the timing of when income from contracts would be recognised, however the changes would have no cash implications or long term impact on CGE's reserves.

The Board was asked to approve the accounts ahead of the upcoming AGM, and to approve IM and PB signing these accounts. The Board was also asked to authorise a Director to sign the letter of representation for the auditors, confirming that CGE had submitted all the required information and that the accounts would be prepared on a "going concern" basis from now. The Board agreed to approve the accounts and for IM and PB to sign the accounts. The Board also agreed to authorise IM to sign the letter of representation for the auditors.

SW left the meeting at 13:40.

The Board discussed CS's initial calculations of the long-term financial needs of the organisation in relation to the negotiations of the Joint Marketing Agreement and CGE's rights in the event of a successful English bid for 2022. CS agreed to circulate these to the Board.

**Action 8 - CS to circulate the work undertaken to determine the long-term funding needs of the organisation for the next three cycles.**

## **8. Commercial, Marketing and Communications update**

MT noted that there was nothing new to report on since the previous Board meeting.

## **9. AGM plans**

PB gave an overview of the plans for the upcoming AGM on Tuesday 31 October. The main change from previous years would be that all formal matters, including the financial report and resolution, would be concluded early in the afternoon. A more informal and interactive session would then follow and include presentations on Bahamas, QBR, Gold Coast and 2022. The suggestion was to include a number of panel discussions.

Based on the current proposed timings of CGF's international bidding process, it was unlikely that a final decision on the 2022 host would be made by that point, however subject to Treasury approval, the bid would very much be "live".

IM asked that all hosts from the QBR be invited to the event, and CGE should also invite representatives from both bidding cities.

## **10. Governance and Board succession**

The Board received the additional papers on Governance and Board succession, and SB gave an overview of the main report.

The terms of reference for the existing Sport, Audit and Finance, and Commercial and Communications Committees had only received minor amendments.

The main new item was the establishment of a Remuneration, Nominations and Corporate Governance Committee, which would oversee Board composition, recruitment and remuneration. The committee would be chaired by IM and would include the chairs of each sub-committee together with SB as SID. All recommendations made by the committee would come to the Board for full approval.

A formal schedule of matters reserved for the Board had also been created to outline and determine what matters would need to come back to the Board for final approval. There was still some work to do in this area, however SB suggested that the newly established RNCG Committee look at this and bring a final draft to the Board for formal sign-off.

**Action 9 - IM and SB to schedule the first meeting of the RNCG Committee in the diary.**

SB explained that the next step would be to send these documents to Sport England for their feedback and approval. The Board agreed and noted that Sport England would be welcome to use the templates for their own purposes as required.

**Action 10 - SB to finalise the committee terms of reference with Tom Harlow and align provisions around co-option.**

CS noted that some of these changes, in particular the new timings for Board member terms, could be incorporated into the articles for the next AGM. CS would look into this further and prepare the general notice for the AGM to include these details.

**Action 11 - CS to prepare the general notice for the upcoming AGM to include the incorporation of new timings of Board member terms into the articles.**

IM noted that the new governance code asked for organisations to appoint a Diversity Champion. IM had asked DN to take on this role for CGE and DN had been delighted to accept. IM noted his grateful thanks to DN on behalf of the Board.

IM gave an update on succession planning for the Board, noting that the next steps would be to finalise the job specifications with Tom Harlow. The aspiration was to appoint the new NEDs by the end of 2017 in order to give them the chance to participate in at least two Board meetings prior to Gold Coast.

The positions would be openly advertised through various sport and recruitment agencies, as well as CGE's own website. IM noted that suggestions of potential candidates from Board members would be very welcome as well.

**11. 2022 Commonwealth Games update**

IM noted that the Board had been kept fully up to date with the proceedings for the 2022 bidding process. There was still a fair amount of work left to do in order to complete the final submission before 30 September, however most of this information was already in hand, and the CGDU had now increased their team to eight full-time staff for this project.

**12. AOB**

DN noted that she would be flying out to Australia in December to participate in the Team Leader workshop, rather than attend as a part of HQ during Games time, as this would make better use of her skills and value. She would return to the UK in time for the December Board meeting. DN also noted that she would be away for the next 10 days in case the Board wished to schedule any further conference calls.

JA asked about the timings on the office lease and PB explained that CGE's current lease was due to expire in September 2018. A few options were currently being looked at, including moving in with the CGDU on Tottenham Court Road. The planning for this is currently on hold until the situation around 2022 becomes clearer.

PB noted that last week saw the announcement of Mo Farah's expectation to run in the 2018 London Marathon, confirming that there was now very limited chance that he would compete on the Gold Coast.

With no other AOB matters, IM thanked the Board and closed the meeting at 15:00.

<b>Action Summary</b>	<b>Lead</b>
1 - IM to circulate CGE's new Anti-Bribery and Anti-Corruption policy to the Board.	IM
2 - PB to revisit the medal mapping exercise and meeting with DP and Prof. Simon Shibli for the October Board meeting.	PB/DP
3 - PB to work with executive team to ensure the transfer of knowledge process is formally recorded and to look into options for a procedures manual to ensure continuity.	PB
4 - IM to send a letter on behalf of CGE offering such practical support as was possible to the Commonwealth nations that had been affected by the recent hurricanes.	IM



8 - CS to circulate the work undertaken to determine the long-term funding needs of the organisation for the next three cycles.	CS
9 - IM and SB to schedule the first meeting of the RNCG Committee in the diary.	IM/SB
10 - SB to finalise the committee terms of reference with Tom Harlow and align provisions around co-option.	SB
11 - CS to prepare the general notice for the upcoming AGM to include the incorporation of new timings of Board member terms into the articles.	CS