**Birmingham Organising Committee for the 2022 Commonwealth Games**

**Board Meeting**

**Wednesday 08 September 2021, 12pm – 3pm**

**UB40 Meeting Room, 6 Brindley Place, Birmingham, B1 2JP**

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| **Present:** |  |
| John Crabtree (JC) | Chair  |
| Prof. Geoff Thompson (GT) | Independent & Vice Chair – until end of minute 2021/09-013 |
| Ama Agbeze (AA) | Independent (via MS Teams) |
| Derrick Anderson (DA) | West Midlands Combined Authority (via MS Teams) |
| Simon Ball (SB) | Commonwealth Games England |
| Hiren Dhimar (HD) | Department for Digital, Culture, Media & Sport  |
| Lyndsey Jackson (LJ) | Independent (via MS Teams) |
| Dame Louise Martin (LM) | Commonwealth Games Federation (via Ms Teams) |
| Ian Metcalfe (IM) | Commonwealth Games England |
| Prof. Dame Julie Moore (JM) | Department for Digital, Culture, Media & Sport (via MS Teams) from minute 2021/09-010 |
| Sandra Osborne (SB) | Commonwealth Games Federation (via MS Teams) |
| Ellie Simmonds (ES) | Independent  |
| Nick Timothy (NT) | Independent (via MS Teams) |
| Cllr Ian Ward (IW) | Birmingham City Council (via MS Teams) – until end of minute 2021/09/008 |
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| **In attendance:** |  |
| Ian Reid (IR) | Chief Executive, Birmingham 2022 Organising Committee |
| David Grady (DG) | Chief Financial Officer, Birmingham 2022 Organising Committee  |
| Caroline McGrory (CMcG) | Chief Legal Officer, Birmingham 2022 Organising Committee & Company Secretary (via MS Teams) |
| Adrian Corcoran (AC) | Chief Information Officer, Birmingham 2022 Organising Committee |
| Martin Green (MG) | Chief Creative Officer, Birmingham 2022 Organising Committee |
| Annie Hairsine (AH) | Director of Programme Management, Birmingham 2022 Organising Committee |
| David Leather (DL) | CEO, CGF Partnerships (via MS Teams) |
| (MR)  | Director of Transport, Birmingham 2022 Organising Committee |
| (GB) | Assistant Company Secretary, Birmingham 2022 Organising Committee (minutes) |
| (SC) | Executive Assistant to CEO, Birmingham 2022 Organising Committee |
| (TP) | LEP Observer (by MS Teams) |
| (DC) | DCMS Director of Commonwealth Games (by MS Teams) observer |
| (MRey) | CGF Observer (by MS Teams) |
| (AK) | Director of Venue, Village Development & Overlay (by MS Teams) |
| (PB) | Director of Ceremonies, Culture & Queen’s Relay Baton, minute 2021/09-013 only (by MS Teams) |
| (EH) | Head of Ticketing, Birmingham 2022 Organising Committee – minute 2021/09-011 only (by MS Teams) |
| Mark Ward (MW) | Chief Marketing & Communications Officer, Birmingham 2022 Organising Committee – minute 2021/09-011 only (by MS Teams) |
| (SM) | Head of Look, Wayfinding & Signage, Birmingham 2022 Organising Committee – minute 2021/09-012 only  |
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| **Apologies** |  |
| (SL) | Department for Digital, Culture, Media & Sport  |
| Charles Quelch (CQ) | Executive Director of Operations, Birmingham 2022, Organising Committee  |
| Mick Wright (MWr) | Executive Director of Games Services & Workforce, Birmingham 2022, Organising Committee |

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| **Minute** | **Item** | **Action Owner** |
| **2021/09-001** | **Welcome & Apologies** |  |
|  | The Chair welcomed all to the meeting. The Chair confirmed that a notice of the meeting had been given to all Directors and a quorum was present. The Board congratulated ES on her performance at the Tokyo 2020 Paralympic Games. The Chair welcomed GB to the meeting in her first week as Assistant Company Secretary.The Chair reminded the Directors that Board meetings had moved to a monthly schedule for three hours. Directors attending this meeting in person at 6 Brindley Place were invited to visit the Volunteer Selection Centre at the Library of Birmingham, immediately after the meeting.  |  |
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| **2021/09-002** | **Minutes of Previous Meetings**  |  |
|  | The minutes of the meetings held on 07 July 2021 and 10 August 2021 were approved as a true and accurate record of the meetings. The Board noted that the matters arising appeared on the agenda or were being progressed by the Secretariat.  |  |
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| **2021/09-003** | **Directors Register of Interests**  |  |
|  | The Chair requested that Directors inform the Secretariat of any changes to their registered interests.  |  |
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| **2021/09-004** | **Conflicts of Interest** |  |
|  | The Directors confirmed they did not have any relevant interests to declare. |  |
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| **2021/09-005** | **Gifts & Hospitality**  |  |
|  | The Chair reminded Directors to record, via the Secretariat, any gifts and hospitality received.  |  |
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| **2021/09-006** | **CEO Update**  |  |
|  | IR provided the Board with a progress update covering the following matters:* **People and Recruitment:** IR advised that 156 roles required filling by 31 December 2021 and provided an update on roles and the plans for recruitment.
* **Covid-19:** IR confirmed that detailed feedback had been received from Tokyo. IR advised that the OC was also talking to COP26 in Glasgow regarding their delegate testing and vaccination regime. LM stated that in her day-to-day role, many countries were asking what the Games’ position on Covid-19 would be. It was agreed that Covid-19 be placed on the October 2021 meeting agenda. It was noted that there had been no change to the scenarios which the Organising Committee were currently working towards as presented at previous Board meetings. **Action: Covid-19 to be placed on the October 2021 meeting agenda.**
* **Wider Environment Matters:** National labour issues were discussed.
* **Athletes’ Villages:** IR referenced the discussions held at the last Board meeting on accommodation to be offered at the villages. The Organising Committee was working closely with the 72 Commonwealth Games Associations around the allocation of athletes to villages. Governance processes were in place to ensure fairness of allocation. In person visits had been received from delegates of several Commonwealth Games Associations to view the venues and buildings. Their feedback had been sought and taken on board. Discussions with the Commonwealth Games Associations would continue.
* **Areas of Risk:**
* **Transport:** IR confirmed that the Organising Committee was going out to the market for a car fleet for the Games. Green credentials are a high priority for the fleet procurement, with a desire to be as green as possible. Further work was required around the transport depot and IR intended to provide a further update on this matter at the next meeting. **Action: it was agreed that a presentation on traffic management proposals would be included in the agenda for the next Board meeting in conjunction with TfWM.**
* **Volunteers’ Selection Centre:** IR informed the Board that the Volunteers’ Selection Centre had opened on 06 September 2021. Positive feedback had been received so far.
* **Sustainability:** IR reported that the Organising Committee continued in its journey to achieving ISO 20121 accreditation. The first audit had been undertaken and initial feedback had been extremely positive. The deadline for accreditation is January 2022.
* **Tokyo 2020 Olympic and Paralympic Games:** GT suggested that it may be helpful for the Board to see a copy of the final report from the Tokyo team. AH informed the Board that the Organising Committee was in conversation with Tokyo representatives and would present the analysis to the October 2021 Board meeting as part of the Covid-19 item. **Action: Tokyo 2020 analysis to be presented to the October 2021 OC Board meeting.**

The Chair thanked IR for his update.  | **CM****IR/MW****AH** |
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| **2021/09-007** | **Risks, Issues & Milestones** |  |
|  | AH provided the Board with an overview of the risks, issues and milestones paper, drawing out the following points:* **Queen’s Baton Relay:** AH advised that preparations continued for Queen’s Baton Relay launch and the international leg that would launch in less than a month’s time. Engagement with the government had been good.
* **Operational Testing:** AH advised that two test events would be held next year **Action: OC’s testing programme position to be confirmed.**

AH’s update was received by the Board.  | **AH** |
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| **2021/09-008** | **Chair’s Update** |  |
|  | The Chair updated the Board on the following matters:* **Legacy Charity:** The Chair confirmed that the first meeting of trustees would be held later that month and the charity would be publicly launched in early October 2021 around 300 days to go to the Games. The Chair highlighted the support received from staff and encouraged Directors to participate and show their support to the charity.
* **Community Engagement:** The Chair reported that the roadshows had been a success, but feedback had suggested that even more communication at a community level should be undertaken. A media event would be held shortly to publicise the Games in community media channels.
* **Learning Programme:** This had the support of both Birmingham City Council and the Department for Digital, Culture, Media & Sport. A programme is being developed.
* **Volunteer Selection Centre:** The Chair advised that the volunteer interviewing panels were constituted of volunteers. He reflected upon the strong engagement from the community and how this reinforced the message that the Games are for everyone.
* **City Creative Grants Programme:** The Chair stated that seventy applications had been received and a community-based panel had been created to review the applications. The Chair extended his thanks to Birmingham City Council for their support.
* **Alexander Stadium:** The Chair had attended a site visit of the Alexander Stadium and commented that the contractors and sub-contractors had continued working during lockdowns. The Chair commented upon their strong morale and suggested there could be a legacy story to explore. The Chair extended his thanks to the contractors and sub-contractors for their hard work and commitment during lockdown. IM informed the Board that a number of athletes had visited the Alexander Stadium and had been impressed with the progress of the new stand. IM reported that the University of Birmingham Vale village site had felt peaceful, with new modern rooms. However, he commented that the accessibility of all locations and the needs of Para athletes should continue to be considered

IW left the meeting.  |  |
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| **2021/09-009** | **Updates From Sub-Committees** |  |
|  | 1. **Athlete Advisory Group:** AA confirmed a meeting would be held within the next few weeks. She had no matters to report.
2. **Audit & Risk Assurance Committee:** The next meeting would consider risk and prioritisation of risks and would also review the Covid-19 update prior to its presentation at the next Board meeting. SB confirmed that LJ, in her capacity as Chair of the Operations Sub-Committee, was now invited to attend all Audit & Risk Assurance Committee meetings to ensure a link and joined up approach between the Committees. SB advised that as the Games were less than a year away, the focus of the Committee was on assurance and operational risk as well as financial management.
3. **Contract Approvals Committee:** IR advised that the Committee’s last meeting had considered a single item, the approach to market for fleet vehicles. There was a desire for the fleet to be as green as possible and discussions with Birmingham City Council would be held regarding the charging infrastructure and other fleet requirements.
4. **Operations Sub Committee:** LJ advised that the Committee had considered the village allotment model (allocation of athletes and team officials to each site) and had also had a detailed first review of the B2022 Joint C3 Concept of Operations paper.

The Board had a fifteen-minute break for lunch.  |  |
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| **2021/09-010** | **Queen’s Baton Relay Launch** |  |
|  | MG informed the Board that the Queen’s Baton Relay launch was less than a month away. The baton was being tested prior to being unveiled on 23 September 2021. The Queen’s Baton Relay would begin on 07 October 2021 at Buckingham Palace. The Birmingham Symphony Orchestra would be streamed into the event, covered by the BBC and attended by circa two hundred guests. A reception would be held afterwards at Marlborough House. MG informed the Board that the team had held a round table readiness session to consider possible scenarios at the launch and how they would be responded to. He advised that operational back-ups continued to be developed. MG confirmed that he and IR had attended the Department for Digital, Culture, Media & Sport’s Select Committee meeting on 07 September 2021.The Chair thanked MG for the update.  |  |
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| **2021/09-011** | **Ticketing Update** |  |
|  | EH and MW joined the meeting and updated the Board on ticketing matters.EH advised that the main ballot had opened on 08 September 2021 and had followed the same format as the West Midlands ballot. EH advised that the national ballot had made a successful start with 18,000 applications for 166,000 tickets made by 1pm that day. EH stated that sessions in the main ballot would be tracked individually and the team would continue to monitor system performance. EH advised that there had been a spike in website use during the Tokyo Olympics. EH expected the main ballot to follow a similar trajectory to the West Midlands ballot, with the site busy after launch, followed by a quieter period, with site traffic picking up towards the end of the ballot period. EH confirmed that the team had reflected upon the learnings from the West Midlands ballot. She advised that positive engagement had been seen during the West Midlands ballot with 60% unique applicants allocated. The West Midlands ballot had given the team a good level of confidence for the main ballot and had attracted applications from a diverse customer base, which she felt was positive from a legacy point of view. One aspect of learning had identified that engagement should be monitored with some sports oversubscribed and others undersubscribed. EH stated there could be an opportunity to market those undersubscribed events. IM thanked EH for her update and congratulated her and the team for their hard work both for the West Midlands and the main ballot. IM commented that, as a Director, he was often asked by unsuccessful applicants about the nature of the ballot and why they had been unsuccessful. IM asked if there was any non-commercially sensitive information he could share, to provide some context about how tickets had been allocated, to minimise any reputational risk. MW confirmed that a one-page document would be provided to Directors to provide an overview of the ballot. **Action: One page document to be supplied to the Directors to provide an overview of the ballot.** DA congratulated the team on the tremendous achievement for the West Midlands ballot but reflected that the OC should be clear on the reasons why applicants had been unsuccessful, to manage any reputational risk. DA suggested that the OC should take a proactive approach to local engagement. MW informed the Board about the various media events which had been held on 07 September 2021 and the upcoming events featuring athletes to promote the ticketing campaign. MW advised that another event was being considered with ambassadors to the home nations to push the message out nationally. In terms of accessing tickets, MW advised that EH and the team had identified that some members of the public preferred to buy tickets relatively late and using cash. Some tickets would be set aside at the Games box office, to accommodate such requirements and to cater for all communities and demographics. EH advised the Board that a “Top Tips” campaign would be run to encourage maximum chances of success in the main ballot and focusing on the opportunity to be part of a large event and to have a fantastic day out. HD congratulated the team on the resilience of the ticketing system. SB asked if members of the public who were not from the local area, would understand the geography of the area and the travel time between sites. SB specifically referenced the scenario where spectators could have tickets for different events at different locations, all on the same day. SB questioned how this would be managed. EH confirmed that this scenario had been discussed by the team and it was recognised that not all spectators would be familiar with the local area. EH confirmed that the updated Games website would have a customer journey area where visuals would be created to communicate the geography of the area. She confirmed that journey planners would evolve with the Games website. SB commented that this could be an issue particularly for the main ballot. EH agreed and stated that in the worst-case scenario, the spectator could re-sell their ticket through the official resale site. The Board thanked EH and MW for their ticketing update. EH and MW left the meeting.  | **MW** |
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| **2021/09-012** | **Games Time Wayfinding & Signage Strategy**  |  |
|  | SM joined the meeting. SM took the Board through the presentation slides included in the meeting pack and explained the accessibility and diversity and inclusion approach to wayfinding and signage. She stated that QR codes would be a useful tool to engage with members of the public and showcase the city. SM informed the Board that the team would begin in October to create the dot plans. She confirmed her intention to demonstrate prototype wayfinding signs to the Board in due course. IM referenced the stakeholder lists and noted that the athletes had been omitted. IM appreciated that athletes would arrive on Games transport, and therefore not through the same route as spectators, but commented that they would still engage with the signage. IM suggested that it would be good practice for the wayfinding and signage proposals to be presented to the Athlete Advisory Committee to incorporate their feedback. SM welcomed this suggestion and agreed to action this matter. **Action: SM to present the wayfinding and signage proposals to the Athlete Advisory Committee for their feedback.** HD questioned the use of the proposed yellow colour for the signage. He queried if this colour was already in use at airports. SM agreed that yellow was in use at some airports, particularly Heathrow, but the majority of signage at Birmingham Airport was blue and white. HD noted that a significant number of arrivals would be passing through Heathrow rather than Birmingham and asked if this changed SM’s view about the use of yellow. SM noted HD’s point about Heathrow arrivals but commented that in most settings where signage would be delivered, the yellow stood out the best. **It was resolved that the OC proceed with the design solution outlined in the paper and move into the development of the Wayfinding & Signage Kit of Parts and the start of dot planning and scoping phases.** The Chair thanked SM for her informative presentation. SM left the meeting.  | **SM** |
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| **2021/09-013** | **Ceremonies Business Case & Funding**  |  |
|  | DG presented the paper, which was included in the Board pack, confirming that the proposal was a consequence of the “Good to Great” discussions held at a previous Board meeting.The Chair invited SB to share the views of the Audit & Risk Assurance Committee. SB informed the Board that the Audit & Risk Assurance Committee had believed DG’s paper to be sensibly constructed. SB shared with the Board feedback from Audit & Risk Assurance Committee members:HD was interested in understanding the impact that the opening ceremony had on the overall Games experience. The Chair thanked the Board for their feedback. It was resolved that the ceremonies plan be approved by the Board subject to confirmation from the Strategic Board.DG and MG thanked the Board for their constructive feedback.GT left the meeting.  |  |
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| **2021/09-014** | **Marketing & Communications Update**  |  |
|  | The report was taken as read and received by the Board.  |  |
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| **2021/09-015** | **Finance & Commercial Update**  |  |
|  | DG confirmed that the budget would be presented to the October 2021 ARAC meeting for initial review and then be presented to the November 2021 Board meeting for approval.  |  |
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| **2021/09-016** | **Health & Safety Update**  |  |
|  | The report was taken as read and received by the Board.  |  |
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| **2021/09-017** | **EDI Update**  |  |
|  | The report was taken as read and received by the Board.  |  |
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| **2021/09-018** | **Forward Look** |  |
|  | The report was taken as read and received by the Board.  |  |
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| **2021/09-019** | **Any Other Business** |  |
|  | HD clarified that the next meeting should consider the different Covid scenarios. IR confirmed this was the case and in addition, the matter would be considered by the ARAC. HD offered to put the Executive Team in touch with DCMS’ events research programme insights, if this would be of use. There being no further items of business, the Chair declared the meeting closed at 2.40pm. Several Directors attended a site visit immediately after the meeting to the Volunteers Selection Centre at the Library of Birmingham. **Next meeting:** 13 October 2021 |  |