



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

**Thursday 29 November 2018**

John Crabtree	(JC)	Chairman of the Board
Derrick Anderson	(DA)	West Midlands Combined Authority
Simon Ball	(SB)	Commonwealth Games England
Jonathan Browning	(JB)	Non-Executive
David Grevemberg	(DG)	Commonwealth Games Federation
Cllr Brigid Jones	(BJ)	Birmingham City Council (alternative for Ian Ward)
Zara Hyde-Peters	(ZHP)	Non-Executive
Helen Judge	(HJ)	DCMS
Ian Metcalfe	(IM)	Commonwealth Games England
<b>Apologies:</b>		
Louise Martin	(LM)	Commonwealth Games Federation
Dame Julie Moore	(JM)	DCMS
Cllr. Ian Ward	(IW)	Birmingham City Council
<b>In Attendance:</b>		
David Leather	(DL)	Executive Lead, CGF Partnerships
Ian Reid	(IR)	Interim CEO
Martin Reynolds	(MR)	Communications & Marketing Advisor (items 15-17 only)
Rebecca Battman	(RB)	Brand Consultant (item 15 only)

<b>Item No</b>	<b>Item</b>	<b>Decision/Action Owner</b>
<b>2018/02-002</b>	<p><b>Minutes of Previous Meeting</b></p> <p>JC noted the following action was carried forward from the previous meeting:</p> <ul style="list-style-type: none"> <li>Governance decisions diagram, pending the completion of the review by DCMS</li> </ul> <p>All other open actions were addressed through items on today's agenda</p>	
<b>2018/02-003</b>	<p><b>Appointment of new Directors</b></p> <p>The Chair outlined the process for appointment of the remaining 3 Non-Executive Directors to the OC Board. HJ confirmed the public sector / NDPB director appointment process does allow for the Secretary of State to make direct appointments.</p>	
<b>2018/02-004</b>	<p><b>Declarations of Interest of Directors</b></p> <p>Directors updated the Board on declarations of interest and it was agreed that a formal register should be put in place.</p> <p><b>Action 2018/02-01:</b> IR to circulate a formal register populated with known interests for the Board to review and update.</p>	<b>IR</b>

<p><b>2018/02-005</b></p>	<p><b>General games progress update paper</b>  IR explained that detailed operational planning needs to be progressed and this would take place through a stakeholder forum including the technical delegate, broadcasters and transport representation.  BJ asked about the role of Capita in providing the OC's IT services.  IR commented that Capita had been providing support and that the OC would now be seeking to formalise interim arrangements pending conclusion of a procurement exercise for permanent IT suppliers.  SB noted that there was no update on Sponsorship in the paper. It was agreed that the Sponsorship team would contact Board members individually to brief Directors and understand how they might support the process.  <b>Action 2018/02-02:</b> DL to contact Board members to brief them on the sponsorship programme.</p>	<p><b>DL</b></p>
<p><b>2018/02-006</b></p>	<p><b>DCMS Management Agreement</b>  IR updated the Board on the Interim Management Agreement and remaining risks (including year-end forecasting risk and cabinet office controls).  HJ outlined that a number of the set up and approval challenges currently experienced by the OC relate to the start-up nature of the business and that once appropriate financial controls are in place then a much greater degree of autonomy will be granted.  <b>Action 2018/02-03:</b> The Board agreed to delegate authority to JC and IR to finalise and sign the Interim Management Agreement on the proviso that further structural discussions were required prior to agreeing the full Management Agreement for 2019/20.</p>	<p><b>JC / IR</b></p>
<p><b>2018/02-007</b></p>	<p><b>Audit and Risk Assurance Committee update</b>  The Board agreed that the Committee should be renamed Audit and Risk Assurance Committee (ARAC) and its role is to oversee the risk management processes, not to manage the risks, which is the role of the Board and Management.  SB stated the intention to add one of the incoming NEDs and two ex-officio members to the Committee. The ex-officio members would bring Games experience. This was agreed.  SB also confirmed that the NAO will be auditors. Financial performance was not discussed at the first meeting due to the pending Treasury meeting in December but review of performance against budget will be a standing future item at ARAC.  ZHP asked for a clarification on the NAO's role in relation to ensuring that funds are used as intended in</p>	

	<p>the budget. SB explained that NAO will also likely take a ‘value for money’ role and are outlining their approach at the next ARAC meeting.</p> <p>The Board approved the ARAC Terms of Reference, Risk Framework and Scheme of Financial Delegation.</p>	
<b>2018/02-008</b>	<p><b>Insurance letter from DCMS</b></p> <p>IR stated that whilst a letter has now been received from DCMS in relation to Government self-insurance across a number of policies, more detail was required on how claims would be managed and the specific cover levels relative to equivalent private sector policies.</p> <p>OC and CGFP teams have agreed to engage an industry expert to provide advice on what a commercial arrangement would look like and request Government to benchmark their cover and claims process to this.</p> <p><b>Action 2018/02-04:</b> OC and CGFP to provide DCMS with benchmark insurance information to allow a more detailed letter to be drafted to the Board outlining the coverage levels per policy and the claims process.</p>	<b>OC</b>
<b>2018/02-009</b>	<p><b>Sub-Committees update (verbal)</b></p> <p>JC provided an update on his thinking on Board Sub-Committees and the progress on setting each Committee up. JC stated that his preference would be for each Committee to be Chaired by a member of the Board to provide a clear link.</p>	
<b>2018/02-010</b>	<p><b>Remuneration strategy update</b></p> <p>JB noted that again signoff by Government seems to be taking significantly longer than is desirable. IM highlighted other issues including the very significant delay to confirming the permanent CEO.</p> <p>HJ noted that all the partners want to deliver a successful Games and are working hard to achieve this. She also noted delays are related to set up activities which only need to be done once. There are policies in place to help achieve value for money, accountability and transparency.</p> <p><b>Action 2018/02-05:</b> The Board requested IR produce a paper for the next meeting which sets out a comparison between the Birmingham 2022 governance model and the model used in Glasgow so that Board can consider the associated risks.</p>	<b>IR</b>
<b>2018/02-011</b>	<p><b>Status of OC HQ search</b></p> <p>The Board approved that we enter into exclusive negotiations on the recommended building and delegate authority to the Chair and Interim CEO to conclude the contract.</p>	

<p><b>2018/02-012</b></p>	<p><b>Legacy initiatives (verbal)</b>          JC gave a verbal update. From his analysis the following themes have emerged.</p> <ul style="list-style-type: none"> <li>• Skills challenges / accredited staff at the end</li> <li>• Reach out into different communities, particularly disadvantaged communities and people with disabilities</li> <li>• Health and wellbeing</li> <li>• Bring the region together</li> <li>• Fantastic Games and visitor/viewer experience</li> <li>• Commonwealth relationships</li> <li>• Local suppliers and including social values in procurement</li> <li>• Innovation</li> <li>• Environmental considerations</li> </ul> <p>DL expressed some uncertainty regarding roles between the CWMA, BCC and OC in terms of responsibilities in terms of Governing and implementing Legacy initiatives. DA and DG agreed.          BJ commented that the Councils and LEPs in particular need to be involved as they will have to carry on the work after the event. They also have existing initiatives that may have a part to play in implementation.          BJ suggested the Board should vary meeting locations so that the members can see local communities first hand.          SB commented that ownership for organising the Expo needs to be urgently confirmed.</p>	
<p><b>2018/02-013</b></p>	<p><b>Milestone dashboard including capital projects and key risks and issues</b>          IM asked whether the Village bed shortage risk has been weighed against the risks of not building block 10, particularly when additional sports are factored in. IR stated that he is confident that the BCC team is considering range of options and is aware of the need to ensure equivalent quality.          DL stated the amount of temporary overlay at the village needs to increase as a result of block 10 not being constructed, and this will have financial and operational impacts.          DG raised a concern that overspend on the capital projects (earlier in the programme) could result in the OC budget being reduced as most of the OC's spend will be towards the end of the programme.</p>	
<p><b>2018/02-014</b></p>	<p><b>Budget update and finance report</b>          The paper was noted by the Board.          IR updated the Board on the approval process for the OC budget and that there was a Treasury meeting in December.</p>	

	DL raised concerns around the escalating budget challenges and the sports review process highlighting the importance of getting budget certainty quickly.	
<b>2018/02-015</b>	<p><b>Brand development process update</b></p> <p>There was agreement that the methodology and evidence base was very strong.</p> <p>BJ noted the challenge selling the commonwealth message and not alienating non-commonwealth people or people with negative views of the 'old' commonwealth.</p> <p>A number of members expressed a concern about the wording of the essential promise.</p> <p>The Board thanked Rebecca Battman for the good progress and agreed the work should continue as proposed.</p>	
<b>2018/02-016</b>	<p><b>National Tracker Awareness Survey (presentation)</b></p> <p>The Board noted the paper.</p>	
<b>2018/02-017</b>	<p><b>Communication Protocols</b></p> <p>The Board agreed the importance of taking personal accountability for messages: no anonymous spokespeople.</p> <p>It was also agreed that the Strategic Comms Group's sharing planned messages /events in advance would be helpful.</p> <p>The approach was approved.</p>	
	<p><b>AOB</b></p> <p>There were not items of AOB.</p>	
	<p><b>Date of Next Meeting</b></p> <p>21 January 2019</p>	