



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

Thursday 21 March 2019

Members present:	In attendance:
John Crabtree (Chair) Derrick Anderson – WMCA Simon Ball – CGE Jonathan Browning – Independent Lyndsey Jackson – Independent Helen Judge – DCMS Ian Metcalfe – CGE Dame Julie Moore – DCMS Nick Timothy – Independent Ian Ward – BCC Apologies: David Grevemberg – CGF Dame Louise Martin – CGF Zara Hyde Peters – Independent Tim Pile – LEP Observer Ellie Simmonds – Independent	Ian Reid – CEO, B2022 OC David Leather – CGFP Charles Quelch – B2022 OC Josie Stevens – B2022 OC Nigel Swinbank – B2022 OC Martin Reynolds – B2022 OC - <i>Item 16</i> Allan Gooch – B2022 OC - <i>Item 17</i>

ITEM NO	ITEM	Action Owner
2019/02-001	<u>Apologies for Absence</u> Apologies were given for the non-attendees for this meeting.	
2019/02-002	<u>Minutes of Previous Meeting</u> <ul style="list-style-type: none"> The Board approved the January Board minutes 	
2019/02-003	<u>Register of Directors' Interests</u> <ul style="list-style-type: none"> IR noted that there was some inconsistency in the use of Directorships and Non-Exec Board positions on the register and the OC team will clarify this. Action: IR to clarify the content required in the register <ul style="list-style-type: none"> It is the responsibility of Board members to keep this register up to date – any updates should be sent to IR The content of the latest register will be established as a standing agenda item for this meeting Action: Board members to inform IR of any updates to their interests IM mentioned that there was no slot on the agenda for 'conflicts' and stated that he had one, as did DA, both relating to Birmingham University.	IR Board Members

	<p>IM raised his concern that the issue relating to remuneration packages for OC staff was still unresolved and the potential loss of capable applicants. IR responded that he believes that the MPRG process will provide a decision on this and that process is planned to conclude in May.</p>	
Reporting:		
	Background	
2019/02-004	<p><u>General Games progress update paper</u> IR led this item and provided an update on progress, drawing attention to section 4 on workforce / remuneration (as the OC do not yet have a Remuneration Committee). The Board noted that the Chairman had declined to accept any remuneration for his role.</p>	
	Company Governance / General Business	
2019/02-006	<p><u>Milestone dashboard including capital projects and key risks and issues</u> NS led the item, initially handing to CQ for an update across the three current Capital Programmes (Athletes Village, Alexander Stadium, Sandwell Aquatics). CQ outlined the progress made and key issues for each of these in turn. The Board discussed some of the challenges with Alexander Stadium and understood the rationale for exploring options with a lower overall capacity. IR highlighted the risks relating to Sandwell Aquatics Centre, specifically around timelines (minimising the testing / readiness opportunities) and operational management responsibilities and costs. There was a request from JM for a statement to be produced relating to the allotments' situation in Perry Barr due to the significant amount of correspondence being received on this. Action: JS to work with partners on a statement relating to JS the allotments</p>	
2019/02-007	<p><u>Risk Manager's Report</u> NS led this item and drew attention to the cross-partner work that had been performed on the identification of EU Exit risks and mitigations.</p>	
2019/02-005	<p><u>Board Committees Terms of Reference Approvals</u></p> <ul style="list-style-type: none"> • The Board approved Terms of Reference for <ul style="list-style-type: none"> ○ Athletes Advisory Committee and ○ Contract Approval Committee (CAC) <p>JB was comfortable with the ToR for CAC but requested clarification relating to the Management Agreement content on Procurement. Action: IR to discuss with JB the implications of the IR content in the Management Agreement JC mentioned that work to establish a 'Games Benefits, Legacy and Engagement Committee' was underway and set a deadline of the next Board to have the first meeting.</p>	

2019/02-008	<p><u>Audit and Risk Assurance Committee (ARAC)</u> SB gave an update on the recent ARAC meeting and stated that the last session was inquorate as only two members had attended. NT will be a member of this committee going forward and IW will work with SB to find a suitable alternate should he be unable to attend. Action: SB will talk to IW with a view to identifying a suitable alternate to attend ARAC from BCC</p>	SB
2019/02-009	<p><u>Finance Report and MPRG submission</u> IR referenced the Finance and MPRG papers in the pack distributed to Board members and stated that the MPRG situation had progressed since their production, as contained in the presentation circulated to the Board earlier in the day. IR led the Board through the MPRG Update presentation and articulated how the OC budget has been reduced and is now within the original defined budget. The OC budget now also includes an OC-held and controlled 'Target Efficiency Provision' and IR explained that the OC will manage any draw down on this under strict change control. IW drew attention to the 'Venue Rationalisation' initiative requested by DCMS and IR gave assurance that this will be done with the involvement of all partners (and Neil Carney of BCC specifically). IM stated that he had representations from Hockey and Netball specifically challenging current venue allocations, particularly in relation to capacities. IR reassured the Board that no venue changes would be made without their explicit approval. IM questioned if the budget included for 'additional sports' ensured that all of the 'wider' costs were covered and IR explained that they did. Action: HJ to assist in getting approval from Government to allow the OC to use this accreditation. HJ covered a number of points in relation to the budget review including her support for both minimising military costs and undertaking the venue rationalisation process. She also requested further work be performed to assess if any further savings are possible on the OC workforce. IW questioned that if further savings were identified during the rest of the budget review process, how these would be handled? There was a general Board consensus that these should be held in a further 'central' contingency, recognising that we are still in the early stages of planning. IR stated that this is a decision for the MPRG and funders in finalising the budget. LJ mentioned her prior experience in ticketing and offered to support the ticketing strategy work being performed. IR welcomed this. Decision: The Board agreed to delegate authority to the Chairman and Chair of the Audit and Risk Assurance</p>	HJ

	<p>Committee to approve the OC Budget submission into the MPRG process. Action: IR to offer involvement to LJ in ticketing strategy work when this is initiated.</p>	IR
2019/02-010	<p><u>OC Internal Governance Update</u> IR explained that significant progress has been made with regards to OC governance and put on record his thanks to HJ for her support and involvement in this work. JB commented that he was 'cautiously optimistic' following this work but recommended that the Board review if the established internal governance for the OC is 'fit for purpose' in six months' time. Action: IR to ensure a review of OC internal governance is on the agenda for the Board meeting in July.</p>	IR
2019/02-011	<p><u>Company Insurance Update</u> IR explained that the OC intends to go to the market for company insurance and to put in place a programme similar to the one that operated successfully at the Glasgow Commonwealth Games. SB suggested that the policies be extended from the end of 2022 through until the date of liquidation for the OC. Decision: The Board agreed to take out commercial insurance in line with the proposal recognising further work is required with an insurance broker to put in a strategy, appropriate levels of cover and route to market. The Board noted that the OC team will work closely with colleagues at DCMS to ensure the commercial insurance programme is compliant with public sector guidelines. Action: IR to ensure that wording for the insurance refers to the liquidation of the OC and not end of 2022.</p>	IR
2019/02-012	<p><u>Management Agreement</u> IR informed the Board that the management agreement is a positive development and now includes autonomy to the Board on Capital Expenditure of up to £1m (from £100k). JB suggested that we research what similar bodies report for DCMS compliance and if metrics were available from them. Action: IR to research metrics from other similar bodies. Members of ARAC noted the strong support on the progress of the OC in this regard from the National Audit Office at the recent ARAC meeting. The recommendation for this paper was for the Board to 'Approve' this paper (and not just 'Note' the contents). • The Board approved the 2019/20 Management Agreement as included in the Board papers</p>	IR
	Decision and Discussion Items	
2019/02-013	<p><u>OC Policies - Decision</u> NS led the Board through the process the OC has performed to define its policies.</p>	

	<p>SB (supported by JB) suggested that the following policies also be defined for Board review: Policy no. 12 'Whistleblowing' Policy no. 19 'Grievance Resolution' Policy no. 30 'Freedom of Information Policy and Procedure' Policy no. 45 'IT and Cyber Security' to ARAC for approval</p> <p>Action: NS to include update the policies 'Master List' and provide policies for Board review when available.</p> <p>Decision: The board accepted the process for OC Policies definition and approval subject to the changes agreed in during this item</p>	NS
2019/02-014	<p><u>Risk Appetite – Decision</u></p> <p>IR introduced this item emphasising its complexity and explained that what was required from the Board was an assessment of risk appetite across the seven areas agreed at the last Board meeting.</p> <p>IR received considerable feedback and advice from the Board and concluded that, recognising that there are a number of new Board members, further information needs to be provided to the Board on key service level and budget allocation assumptions before revisiting this item.</p> <p>JM highlighted the benefit of splitting out technical compliance around sport and operational delivery from more subjective factors that will influence the athlete experience.</p> <p>Action: IR to discuss with SB the next steps for this Risk IR Appetite assessment.</p> <p>Decision: No decision was reached on Risk Appetite levels and the OC will bring this item back at a future Board for review.</p>	IR
2019/02-015	<p><u>OC Milestone Plan – Presentation</u></p> <p>NS presented to the Board the evolution of the 'Master Schedule' provided to the OC by CGF into the set of milestones and activities in the 'Delivery Plan for 2019/20'. This is the baselined set of milestones for OC delivery.</p> <p>JC requested that this format be retained for future reporting and NS stated that this would be done and that updates for each Board on milestones delivery for the previous two months (and the plan for the next two months) would be provided at future Board meetings.</p> <p>It was suggested that these milestones be used to help inform possible future agenda items for the Board.</p> <p>Action: NS to work with CPPG using all defined 2019/20 milestones to provide a 'Forward Look' for the Board</p>	NS
2019/02-016	<p><u>Communications Update - Presentation</u></p> <p>MR joined the meeting and presented to the Board an update on recent and planned communication activities, including a review of recent challenges.</p>	

	<p>MR circulated to the Board a 'Games on a page' paper proposed as a 'common script' for all involved in the Games and requested feedback on this from the Board.</p> <p>This paper is also circulated with these Board minutes.</p> <p>Action: Board members to provide feedback to MR / JS on the paper circulated</p>	Board Members
2019/02-017	<p><u>Transport Update – Presentation</u></p> <p>AG joined the session and presented an update on 'Transport for the Commonwealth Games'. The Board was informed that the public facing 'Games Strategic Plan' would be presented for their approval at the next Board meeting.</p>	
AOB	No AOB raised	
	Date of Next Meeting: 14 May 2019	