

2023 CYCLING WORLD CHAMPIONSHIPS LIMITED

Minutes of the 7th meeting of the 2023 Cycling World Championships Limited (2023 CWC Ltd) Board

Held on Tuesday 23 February 2021 at 0930-1230 via video conference

PRESENT

Paul Bush OBE – The “Chairman”	Rupert Dickinson
Colin Edgar – (from Item 8)	Susan Ahern
Danielle Every	David Hornby
Steven Elworthy MBE	Nick Peel
Bettina Sizeland	Shanaze Reade
Billy Garrett	Alexandra Innes
Stewart Harris (together, the “Directors”)	

IN ATTENDANCE

Trudy Lindblade - CEO	Verity Blanchard
Stuart Turner	Robbie Clyde
Derek Bearhop	Jonathan Rigby (Items 7&8)
Rebecca Edser	Kevin MacCuish
Julie Pearson	Andrew Markham (Inside Edge, Item 7)
Esther Britten	Jon Naspe (Inside Edge, Item 7)

MINUTES

Annika Wolf

1. Welcome, Introductions and Apologies

- 1.1. The Chairman welcomed the Directors and those in attendance. Apologies noted from Colin Edgar who joined from item 8.

2. Notice & Quorum

- 2.1. The Chairman noted that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chairman declared the meeting open.

3. Declaration of Interests – No further declarations of interest noted.

4. Chair’s Opening Remarks

- 4.1 The Chairman noted presentations were to be provided from Inside Edge following their appointment as commercial sales agency and from the Director of Commercial, Marketing & Communications on the brand identity.

5. Minutes and Actions of Board meeting held on 17 December 2020

- 5.1. The minutes and actions from the 2023 CWC Ltd Board meeting held on 17 December 2020 were agreed as a true and accurate record.

6. Matters Arising – refer to Matters Arising from 23 February 2021 for updates.

- 6.1. The CEO advised the Draft Strategic Risk Register was presented to the 2023 CWC ARC and Internal Auditors Azets. The draft will be reviewed (including mitigating actions) by the 2023 CWC Senior Management Team (SMT) before being resubmitted to the Board in April alongside a proposed risk appetite statement. The Chair of the ARC added

the ARC would review the Strategic Risk Register on a quarterly basis. Where a recommendation to raise scores is made this will be escalated to the Board.

PRESENTATIONS/PROPOSAL PAPERS

7. Pandemic Impacts Working Group (PIWG)

- 7.1. The Board noted the Pandemic Impacts Framework circulated (Appendix 5b).
- 7.2. Major Events Advisor advised the seven-level framework was developed taking World Health Organisation guidance into account, to be reviewed on a six-monthly basis to adapt in line with operational response required.
- 7.3. It was requested the Framework should consider supplier resilience, as well as attendance of national federations who could be significantly financially impacted by a pandemic. Direct, operational risks will be extracted from the Strategic Risk Register and managed through the overall risk management framework.
- 7.4. **ACTION: Major Events Advisor is to incorporate impact of a pandemic on supplier resilience and risk to attendance by national federations into Pandemic Impacts Framework.**
- 7.5. The UCI clarified hesitation regarding potential postponement as it would have a knock-on effect on subsequent events (e.g. 2027 CWC expected to be awarded September 2021 and future World Championships events awarded to 2026/27). Unlikely UCI would wish to postpone, but this is not a formal position. Conversations between 2023 CWC and UCI in early stages. Work on venue contingencies is ongoing.
- 7.6. The Pandemic Impacts Framework will be re-submitted to the July Board, following review by the PIWG in June 2021. Board and PIWG members invited to feed intelligence or observations into the Major Events Advisory.
- 7.7. **DECISION: The 2023 CWC agreed to adopt the Pandemic Impacts Framework as circulated (App. 5b) as 2023 CWC's current approach to managing the impacts of COVID-19 on the event. The 2023 CWC Board agreed the proposed six-monthly timeline for review of the framework, with the next review to take place July 2021.**
- 7.8. **ACTION: Major Events Advisor to schedule PIWG meeting in June and to submit update paper to July 2021 Board. Group to review critical timeline and who makes decisions.**

8. Sales Agency Update

- 8.1. The Board noted the Sales Agency Update circulated (App.3).
- 8.2. Sales agency representatives from Inside Edge joined the meeting to present an update on partnership sales activity (presentation circulated by the Director of Commercial, Marketing & Communications for information after the meeting).
- 8.3. Main Partners will 'own' specific themes or categories such as mobility, sustainability, technology, etc.
- 8.4. Physical packs will be sent to brands in early May. Inside Edge noted this approach had been successful during 2020. Confirmation of brand identity is important to ensure sales timeline can be met.
- 8.5. Inside Edge recommended packs should contain an introductory letter from a globally known event ambassador/personality connected to cycling and should be considered in choice of ambassadors.
- 8.6. **ACTION: The Director of Commercial, Marketing and Communications is to investigate globally recognised event ambassadors to include in brand pack endorsements.**
- 8.7. Early informal conversations with brands and agencies has received a positive response and 2023 CWC ambition seems to resonate well, especially in a post COVID-19 recovery context which poses an opportunity. Brands noted long lead time as positive and well-aligned with their budget planning.
- 8.8. The Board welcomed Inside Edge's update. Visionary partnerships focused on a theme, sustainability angle and emphasis on behavioural change ambitions were noted as particularly positive.
- 8.9. The Board requested consideration and integration of a few key points: Broader and ambitious approach to global audience targets; Inclusion of innovation with technology as a theme; A balanced narrative that leads with ambitions for participation and change but also incorporates focus on sport; Inclusion of children and young people as target audiences; Balance of global and local activation; Balance of event and long-term societal ambitions; Early engagement of sponsors to encourage other partners joining.
- 8.10. Positive feedback from the UCI through the JPC was noted, as well as the importance to achieve approval of brand identity as quickly as possible in order to meet go to market timeline. The JPC will re-convene in late March to review the updated sales presentation.

- 8.11. The 2023 CWC Board agreed sales presentation as provided by Inside Edge as the strategic direction for commercial sales, pending updates as per today's discussion.
- 8.12. ACTION: The Director of Commercial, Marketing and Communications and Inside Edge are to present updated sponsorship plan and provide an update on market reaction at the July Board meeting.**

9. Brand Identity

- 9.1. The Board noted the event Branding Update circulated (Appendix 4).
- 9.2. The Director of Commercial, Marketing and Communications presented an update on the event's brand identity and noted positive collaboration with UCI and partners in creating a flexible, balanced event brand representing Scotland and Glasgow. UCI comfortable with the master logo as presented, giving good visibility to event, host and UCI. Alongside this will sit discipline logos, participatory logo and host policy logo (to be confirmed with UCI whether this will include rainbow colour and date). Place locators identifying other host locations outside Glasgow will be added.
- 9.3. An IP search flagged no issues across UK and Europe, global search underway. Consumer research will be conducted. Engagement of local hosts to also take place. Target date for brand launch is 15 March, ahead of purdah commencing 25 March.
- 9.4. The Board welcomed the brand and logo presented as modern, memorable, engaging and impactful. It was noted the brand identity will not only be communicated using the logo but also through the supporting narrative, imagery, music and animation.
- 9.5. The Board had a wide ranging, open and robust discussion. It was agreed that further work was required and that an additional meeting would be held on 12 March where a presentation by the Executive Team should address feedback from partners and local authorities and incorporate consumer research.
- 9.6. ACTION: The CEO and Director of Commercial, Marketing and Communications is to establish a plan for further consultation with potential host local authorities on the brand identity as well as finalise consumer research. A single item Board meeting is to be scheduled for 12 March for final approval of the brand.**
- 9.7. ACTION: An overview of feedback received through consultations on brand identity is to be circulated to the Board for information ahead of meeting on 12 March.**
- 9.8. The Chairman welcomed today's open and honest discussions of the proposed brand identity.

REPORTS

10. Chair Report

- 10.1. The Chairman advised strong relationship with UCI in place with regular meetings with the Director General, he is confident that, should any issues arise in the future, these can be resolved through open conversation.

11. CEO Report

- 11.1. The Board noted the CEO Report circulated prior to the meeting, please refer to Appendix 6a for details. The CEO advised she was confident any immediate priorities currently flagged as amber can be rectified.
- 11.2. The UK Sport (UKS) funding agreement has been signed with payment expected 08 March. Major Events Advisor progressing Glasgow funding agreement as a priority - meeting is scheduled for 26 February with only a few outstanding comments to be resolved, swift payment is expected. The CEO and Major Events Advisor reassured the Board contingency plans are being actively considered to mitigate any potential cashflow issues caused by a delay of signature, no issues are currently foreseen by 2023CWC or Glasgow. –
- 11.3. ACTION: The CEO is to provide an update to the Board via email on status of the Glasgow funding agreement following meeting on 26 February, to be discussed at Board meeting on 12 March if required.**
- 11.4. The CEO advised final amendments due from VisitScotland (VS) Corporate Services on the Service Level Agreement (SLA), good progress being made and cost interrogation underway.
- 11.5. The organisational structure and associated staffing plan will form part of the bid-budget review. Head of Governance & Business Services role expected to be in market shortly.
- 11.6. An update on Contract Approvals Group and Delegated Authorities progress will be provided at the April Board.

11.7. The Board noted the draft Critical Path v1 draft circulated (App.6d). Key milestones in the LFA are being revised with the UCI in March. Timeline will be transferred into a full Project Plan when Senior Project Manager commences. Potential venue MOUs timeline is subject to change.

11.8. ACTION: The PMO is to include milestones for commercial income generation into Critical Path.

11.9. The Board noted the planned change in JPC membership and requested commercial income aspirations should be considered as part of budget review and feed into conversations between Inside Edge and brands.

11.10. ACTION: The CEO and Director of Commercial, Marketing and Communications are to provide an update on commercial income aspirations following budget review at the July Board meeting.

11.11. The Hub & Spoke Model is being progressed as a priority to meet timelines, also considered in budget review.

11.12. Due diligence testing has been undertaken to ensure CTM have relevant experience working with major events.

11.13. The Chairman thanked the CEO and 2023 CWC team for the considerable amount of work undertaken.

12. Policy Update

12.1. The Board noted the Policy Update papers circulated (App.7-7d).

12.2. The Board welcomed focus on equality and inclusion and requested opportunities within ESG should be incorporated, for example signing up to UN Sport for Climate Action Framework and/or selecting sustainable development goals.

12.3. ACTION: Update on ESG opportunities to be provided at a future Board meeting.

12.4. It was advised the Equality, Diversity and Inclusion Framework draft will be embedded across the entire project once finalised. An equality impact assessment will be carried out. Director of Strategy, Policy & Impacts will drive this process once in place. British Cycling piloting projects around inclusion and sustainability and would be keen to ensure the framework is connected.

12.5. ACTION: The Director of Policy & Impacts is to update on the Equality, Diversity and Inclusion Framework at the July Board meeting.

13. Sub Committee Minutes

13.1. The Board noted the Joint Partnership Committee *draft* minutes from 17 February (App.10). It was advised the presentation from Inside Edge was well received by JPC members; spirit of collaboration continues.

14. Finance Update

14.1. The CEO advised good progress is being made with budget review by Consultant. Budget Review Scope was circulated (App.6f). Focus is on gap analysis, budget structure, potential opportunities and ensuring efficiencies across the project. Impact of Hub & spoke Model is also being considered. Budget Review presentation to be tabled at April Board.

14.2. CEO updated the Board on progress with and current status of VAT position -further work will be carried out over the coming weeks with external auditors Armstrong Watson and hayesmacintyre.

14.3. ACTION: The CEO is to confirm the timeline for establishing the VAT position for 2023 CWC Ltd.

14.4. ACTION: A copy of the UKS funding agreement is to be uploaded into the Board SharePoint site.

14.5. The Head of Governance & Business Services will work alongside VS Head of Finance and one dedicated full-time staff (currently provided through SLA) to provide financial reporting for the event. VS to confirm whether staff currently acting as finance support will continue which will inform recruitment.

15. 2023 CWC Audit and Risk Committee (ARC)

15.1. The Chair of the ARC advised ARC minutes and Chair written update will be provided to the Board going forward.

15.2. 2023 CWC is responsible of its own external audits - external auditors Armstrong Watson appointed. A planning memorandum by Armstrong Watson was signed off by the ARC on 17 February. Going Concern will be a focus, to be considered in progressing cashflow planning and funding agreements. A 12-month cashflow forecast is required. UK Sport advised it should be investigated if the underwrite agreement in place with Scottish Government would cover Going Concern under Scottish Law.

- 15.3. **ACTION: The CEO, with the support of VS Head of Finance, is to investigate Going Concern being covered by the underwrite agreement with Scottish Government.**
- 15.4. The ARC ratified Assurance Operating Model Principles which will provide a framework for assurances to be provided by VS using established VS process.
- 15.5. Appointment of new VS Internal Auditor (to be used by 2023 CWC Ltd) is currently going through procurement - to be engaged once appointed to plan 2023 CWC specific requirements - expected to be complete by mid-year.
- 15.6. The draft Project Risk Register circulated (App.9b) was approved by the ARC, to be reviewed on an ongoing basis.
- 15.7. The Chairman thanked the Chair of the ARC, robust foundations in place and providing confidence.

16. **Policies** – No changes to report

17. **AOB**

- 17.1. The CEO is presenting on 2023 CWC to the VS Board on 8 March.

Details of next meetings

- Tues 13 April 2021
- Thurs 20 May 2021
- Tues 6 July 2021
- Thurs 26 August 2021
- Thurs 18 November
- Strategic planning date tbc

- 18. **Close of meeting** - There being no further business, the Chairman declared the meeting closed.

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The Chairman