



BOARD MINUTES

APRIL 2021

**Minutes of the 9th meeting of the 2023 Cycling World Championships Limited
(2023 CWC Ltd) Board**

Held on Tuesday 13 April 2021 at 0930-1300 via video conference

PRESENT

Paul Bush OBE – The “**Chairman**”
Colin Edgar
Danielle Every
Steven Elworthy MBE (until 11am)
Billy Garrett
Stewart Harris
(together, the “**Directors**”)

Rupert Dickinson
Susan Ahern
David Hornby
Nick Peel
Shanaze Reade (until Item 8)
Alexandra Innes

IN ATTENDANCE

Trudy Lindblade - CEO
Stuart Turner
Derek Bearhop
Julie Pearson
Esther Britten
Craig Burn
Kate Steven

Philip Heselwood
Verity Blanchard
Superintendent James Jones, Police Scotland
Hugh Gillies, Transport Scotland
Kevin MacCuish
Michelle Lavery, VisitScotland (Items 7 & 11)
David Berry, DB Consulting (Item 7)

APOLOGIES

Bettina Sizeland
Robbie Clyde
DCC Will Kerr, Police Scotland

Jonathan Rigby
Roy Brannen, Transport Scotland
Peter Van den Abeele, UCI

MINUTES

Annika Wolf

1. Welcome, Introductions and Apologies

1.1. The Chairman welcomed Directors and those in attendance as well as Hugh Gillies (representing Transport Scotland) and Superintendent James Jones (representing Police Scotland), both attending as observers. Apologies noted from Bettina Sizeland, Robbie Clyde, DCC Will Kerr, Jonathan Rigby, Roy Brannen and Peter Van den Abeele. It was noted Steven Elworthy had to leave the meeting at 11am due to a prior commitment.

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 two presentations were to be provided on budget review and policy.

5. Minutes and Actions of Board meeting held on 23 February 2021 & 12 March 2021

5.1. The minutes and actions from the 2023 CWC Ltd Board meetings held on 23 February 2021 and 12 March 2021 were agreed as true and accurate records.



6. **Matters Arising** – refer to Matters Arising from 13 April 2021 for updates.
- 6.1. The Major Events Advisor requested any further points to be incorporated into the Pandemic Impacts Framework should continue to be raised with him.

PRESENTATIONS/ PROPOSAL PAPERS

7. Budget Review

- 7.1. David Berry (DB Consulting) and Michelle Lavery (VisitScotland Head of Finance) joined the meeting, findings from Phase 1 of the budget review were presented.
- 7.2. The presentation identified that multiple budget risks, gaps and opportunities have been identified, many of these are not unexpected for an event at the current planning stage of 2023 CWC. Further work with input from stakeholders is required to fully understand their probability and likely impact. The level and complexity in planning and decision making due to the interdependencies that exist in defining the delivery model requires all decisions that may have consequences on the budget, service levels and scope to be fully understood.
- 7.3. The Board had a detailed and informed discussion, and supported the recommendation from DB Consulting that due to the level of detail currently available, it is not possible to provide a re-baselined budget at this stage and should be prioritised immediately as part of Phase 2 review to provide the Board with further assurance that the budget risks, gaps and opportunities are understood in greater detail, prioritised and mitigation actions identified and/or implemented.
- 7.4. In addition, the Board requested further information be provided at the May Board meeting on procurement strategy and scope, capital works costs and cashflow forecast.
- 7.5. **DECISION:** The 2023 CWC Ltd Board agreed to accept the Recommendations set out in the presentation from DB Consulting including next steps and timeline and to treat this work in confidence as it is evolving.
- 7.6. **ACTION:** Funding partner representatives, the Chairman, the CEO and Chair of the ARC to discuss budget update for funding partners.
- 7.7. **ACTION:** The 2023 CWC team is to progress as a priority the establishment of a baseline budget as per recommendations and the meeting's discussions. Progress update presentation to be provided at May Board meeting.
- 7.8. Police Scotland confirmed they will ensure early inclusion of their Strategic Finance representative with an introduction to be made to the CEO.
- 7.9. **ACTION:** CEO to commence discussions with Police Scotland Strategic Finance representative.
- 7.10. The Chairman thanked David Berry for his work and presentation.

8. Policy Update

- 8.1. The Board noted the Policy Update Report circulated (App.7). The CEO introduced Craig Burn who has joined 2023 CWC Ltd as Director of Strategy, Policy and Impacts. Shanaze Reade left the meeting at this point.
- 8.2. The Director of Strategy, Policy and Impacts presented on how policy is envisaged to be delivered, the presentation was also provided at the first 2023 CWC Cabinet meeting on 24 March 2021.
- 8.3. The Director of Strategy, Policy and Impacts advised ambitions and expectations need to be set out clearly, in particular with regards to the policy elements 2023 CWC commits to deliver and which partners and stakeholders will deliver.
- 8.4. A framework for research, impact and evaluation is in development, it will need to be clear where 2023 CWC takes accountability to deliver in this area.
- 8.5. The Policy Advisory Group agenda will be re-set from April and will take greater responsibility for collaboration across partners and obtain commitment from stakeholders to help deliver policy ambitions. 2023 CWC will work with partners to support, champion and amplify key



initiatives inspired by the event (e.g. Cycling Facilities Fund, cycling tourism) and will help facilitate a One Plan for Cycling but will not hold responsibility for its delivery.

- 8.6. The Board welcomed the policy presentation and agreed it was important to establish responsibilities of 2023 CWC with regards to policy delivery.
- 8.7. Representatives from **sportscotland**, Glasgow Life and British Cycling voiced their commitment to support policy ambitions and to help deliver across own projects and work with focus on key issues as appropriate (e.g. engaging hard-to-reach communities, participation). It was noted that the anti-cycling lobby will need to be engaged.
- 8.8. **sportscotland** committed to align initiatives and resources to the identified policy workstreams.
- 8.9. **ACTION: sportscotland Chief Executive and Director of Strategy, Policy and Impacts to follow up on sportscotland commitment to align initiatives and resources with 2023 CWC.**
- 8.10. Representatives from Police Scotland and Transport Scotland voiced their support for policy ambitions and confirmed they were happy to discuss how they could support.
- 8.11. **ACTION: Director of Strategy, Policy and Impacts to follow up with Police Scotland and Transport Scotland to discuss support of policy ambitions.**
- 8.12. **DECISION: The 2023 CWC Ltd Board agreed to be comfortable with the direction of travel for policy as outlined during the Director of Strategy, Policy and Impact's presentation.**
- 8.13. It was advised a short life ESG Working Group would be established with Alexandra Innes representing the Board. Board members were invited to contact the CEO or Director of Strategy, Policy and Impacts if they would like to join.
- 8.14. **ACTION: The draft Equality, Diversity and Inclusion Action Plan is to be tabled at the July Board meeting.**

9. Risk

- 9.1. The Board noted the Risk Update paper, draft Strategic Risk Register v3 and Risk Appetite Scale circulated (App.8-8b).
- 9.2. The Major Events Advisor requested comments on the Strategic Risk Register and Risk Appetite Scale should be sent to him. It was noted both would be reviewed in greater detail at the May Audit & Risk Committee (ARC). Budget risks will be broken down further following a proposal from the Chair of ARC prior to the meeting,
- 9.3. It was requested further updates be made to the Strategic Risk Register before baselining: sport integrity, commercial revenue, athlete safety and independence referendum to be included as risks.
- 9.4. **DECISION: The 2023 CWC Ltd Board endorsed the draft Strategic Risk register v3 as a baseline, pending review at May ARC meeting and further updates in line with the meeting's discussions. The Board further agreed to be comfortable with the direction of travel of risk appetite and scale development, pending review at May ARC meeting.**
- 9.5. **ACTION: The Major Events Advisor and Special Projects Manager to baseline the draft Strategic Risk Register v3 with ARC following updates as per the meeting's discussion.**

REPORTS

- 10. **Chair Report** - The Chairman noted no further updates.
- 11. **CEO Report**
 - 11.1. The Board noted the CEO Report circulated (App.9).
 - 11.2. The CEO confirmed Falkirk will be unable to act as host for Road Para-Cycling World Championships due to delayed major civil works affecting the route. Alternative locations are being scoped.
 - 11.3. **ACTION: The Director of Sport is to provide an update on proposed alternative location for Road Para-Cycling competitions at the May Board meeting.**



- 11.4. The CEO thanked the Major Events Advisor and Glasgow colleagues for their support on finalising the Glasgow funding agreement prior to 31 March 2021. Glasgow and UK Sport payments have been received.
- 11.5. Revised LFA Key Milestones have been agreed with the UCI by the deadline.
- 11.6. The CEO advised the Services Agreement will be reviewed quarterly with VisitScotland.
- 11.7. The CEO advised an offer had been made for the Head of Governance and Business Services post. An internal candidate has been found for the fixed-term Special Projects Manager role and will be announced shortly. Board members were invited to share the Solicitor role currently in market due to limited applications to date.
- 11.8. ACTION: The CEO is to provide an update on delegated authority at the May Board meeting.**
- 11.9. ACTION: The Insurance Programme model to be presented at a future Board meeting for approval.**
- 11.10. It was advised good progress had been made with the Hub & Spoke Delivery Model. A meeting to progress the Glasgow Principle is scheduled for 19 April and Spoke procurement will be progressed in line with discussions on budget review.
- 11.11. A verbal update was provided following the Joint Partnership Committee meeting held on 9 April where a three-tiered commercial structure and go to market plan was agreed. It was confirmed the focus would be on Main Partners, Official Partners and Official Suppliers. Flexibility to re-introduce Title Partner category as an option will be retained should an opportunity arise. Positive progress has been made by Inside Edge, following robust commercial analysis. 219 prospective sponsors have been shortlisted and will be sent a sales pack.
- 11.12. The Board noted very positive feedback on the brand launch as outlined in Appendix 9a.
- 11.13. ACTION: Ambassador Plan Framework, including plan for Shanaze Reade's ambassadorial time, to be presented at the May Board meeting.**
- 11.14. The Board noted the Local Authorities Update (App.9b)
- 11.15. The CEO advised organisational structure development was approximately 50% complete, next level recruitment for Sport Delivery and Operations is being progressed.
- 11.16. ACTION: The CEO is to update Alexandra Innes on energy efficiency of office space.**
- 11.17. The Director of Sport advised e-sport has been investigated with Zwift, engagement is possible for example with regards to commercial opportunities and participation, but not as a World Championship event.
- 11.18. The Board noted the UCI's recommendation to replace MTB Cross Country Eliminator with BMX Flatland as per Appendix 9c. It was noted the Sport Advisory Group agreed with this proposal as it adds greater value and is expected to be facilitated on a cost neutral basis.
- 11.19. DECISION: The 2023 CWC Ltd Board approved the recommendation to replace MTB Cross Country Eliminator with BMX Flatland as per the 2023 UCI CWC Flatland XCE Paper.**

12. Subgroup Minutes – Noted as circulated with no comments.

- 12.1. The Chair of the ARC advised following procurement of the VisitScotland Internal Audit function, Azets have been re-appointed as Internal Auditors. A meeting is scheduled for 21 April to commence planning for 2023 CWC Ltd internal audit requirements.

FINANCIAL & GOVERNANCE MATTERS

13. Finance Update

- 13.1. The Board noted the Finance Update circulated (App.13) and the VS Head of Finance joined the meeting to update further.
- 13.2. A 12-month cashflow will be provided at the May ARC meeting, a quarterly cashflow up to 2023 can be provided but is subject to change over time.



13.3. The VS Head of Finance advised positive discussions with Haysmacintyre continue regarding the company VAT status, the potential of full recoverability pending clarification on a small number of items. A full report on the VAT position of the company from Haysmacintyre is expected shortly and will be brought to the Board, following which next steps can be decided. The budget currently assumes full VAT recovery.

13.4. It was advised 2023 CWC payroll is now set up within the VS system and the Oracle Business Unit is fully functional, reporting templates will be reviewed in line with budget review.

14. 2023 CWC Audit and Risk Committee (ARC)

14.1. The Board noted the Assurance Model Operating Principles circulated (App.14).

15. Terms of Reference

15.1. **DECISION:** The 2023 CWC Ltd Board approved the updated 2023 CWC Cabinet Terms of Reference v2.0 and the 2023 CWC Marketing & Communications Steering Group Terms of Reference as circulated (App.15&16).

16. Policies – No changes to report.

17. AOB

17.1. The Chairman and the Board noted Derek Bearhop will be leaving his role with Scottish Government and thanked him for his support of and commitment to 2023 CWC.

Details of next meetings

- Thurs 20 May 2021
- Tues 06 July 2021
- Thurs 26 August 2021
- Thurs 18 November 2021
- 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