

BOARD MINUTES

April 2022

Company Number: SC656048

2023 Cycling World Championships Limited (the "Company")



Minutes of the 18th meeting of the Company held on Saturday 23 April 2022 09:00-13:00 at St. Andrew's Suite, 200 Conference and Events, 200 St Vincent Street, Glasgow G2 5SG

PRESENT - DIRECTORS

Paul Bush OBE – The "Chair"
Billy Garrett
Danielle Every
Colin Edgar

Shanaze Reade
Stewart Harris
David Hornby
Alexandra Innes
Rachael McKechnie

IN ATTENDANCE

Trudy Lindblade, CEO
Stuart Turner, Interim COO
Phil Heselwood, Director of Sport
Paul Stark, Head of Governance and Business Services
Kate Steven, Director of Operations
Colin Young, Financial Controller

Jonathan Rigby, Director of Commercial, Marketing and Communications
Craig Burn, Director of Strategy and Policy Impacts
Cameron Fraser, Senior Commercial Manager

OBSERVERS

Kevin MacCuish, UCI
Esther Britten, UK Sport

Lucy Carmichael, Scottish Government

APOLOGIES

Robbie Clyde, EventScotland
Supt. James Royan, Police Scotland
Hugh Gillies, Transport Scotland
Nick Peel
Paul Cole, Senior Project Manager

Steven Elworthy MBE
Stewart Leggett, Transport Scotland
Peter van den Abeele, UCI
Susan Ahern
Julie Pearson, Glasgow Life

MINUTES

Annika Wolf, Project Executive

1. Welcome and Apologies

- 1.1. The Chair welcomed Directors, attendees and observers. Apologies noted from Susan Ahern, Robbie Clyde, Superintendent James Royan, Nick Peel, Paul Cole, Julie Pearson, Hugh Gillies, Stewart Leggett, Steven Elworthy MBE and Peter van den Abeele.
- 1.2. The Chair noted that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chair declared the meeting open.
- 1.3. No further declarations of interest were noted.
- 1.4. The Chair thanked Directors for their contribution to the discussion of 22 April 2022 regarding the first Gateway Review, the Interim COO will lead the implementation of the associated Action Plan. The Chair thanked the Principal Funders for their input at the meeting of 14 April 2022 and advised interviews to fill the role of Chair of the ARC would be taking place imminently.

2. Minutes, Actions and Matters Arising

- 2.1. **DECISION:** The minutes and actions from the 2023 Cycling World Championships Ltd Board meeting held on 9 March 2022 were agreed as true and accurate records (Items 2.1 and 2.2).



2.2. It was advised that the Community Cycling Fund will be launched shortly in partnership with EventScotland and **sportscotland**. Additional resource will be committed by **sportscotland** with the aim to extend the fund beyond 2023.

3. Finance

- 3.1. Referring to Item 3.1 V2 Budget Review, the CEO presented contextual information on progress and process improvements to date, outstanding items and an update on commercial, cashflow and inflation projections, as well as an action plan aligned with recommendations made in the Gateway Review.
- 3.2. The Board welcomed the presentation and noted positive progress to date but stressed the importance of providing confidence in a robust income and expenditure forecast to both the Board and Principal Funders in August 2022.
- 3.3. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the deferral of the Version 3 Budget to be presented to the Board in August 2022 and agreed the outline plan to reach Version 3 as presented in Item 3.1.
- 3.4. **ACTION:** The CEO to table a check-in on V3 budget progress at the June 2022 Board meeting and to present the V3 budget at the August 2022 Board meeting.
- 3.5. **ACTION:** The Chair and CEO to present an update on V3 budget progress to the 2023 UCI Cycling World Championships Cabinet on 27 April 2022.
- 3.6. **DECISION:** The 2023 Cycling World Championships Ltd Board with the support of Principal Funders agreed a draw on contingency for police costs of up to £350,000.
- 3.7. The Chair noted Item 3.2 Finance Update would be taken as read. Questions regarding income and expenditure actuals were clarified by the Financial Controller. The Board noted an expected minor corporation tax payment for Financial Year 2021/22 and was reassured this would be recoverable over the lifetime of the company.
- 3.8. **ACTION:** The Head of Governance and Business Services (Head of GBS) and Financial Controller to prepare a more detailed financial report, inclusive of a narrative for variances, for consideration by the Board at future meetings.

4. Strategy and Policy

- 4.1. The Chair noted that 'deep dive' sessions would be scheduled for Items 4.3 Equality, Diversity and Inclusion (EDI) Framework and 4.4 Sustainability Position and Commitment.
- 4.2. **ACTION:** The Director of Strategy and Policy Impacts to schedule Board 'deep dive' sessions on EDI Framework and Sustainability in early May.
- 4.3. The Director of Strategy and Policy Impacts presented an overview of the Policy Impacts Plan (refer to Item 4.1). Clear policy responsibilities for 2023 Cycling World Championships Ltd have been established, the call to action is now to create accountability and commitment by partners, stakeholders and Local Authorities to deliver on policy areas.
- 4.4. The Board welcomed the Policy Impacts presentation and confirmed support for the proposed direction of travel, in particular next steps to obtain commitment from partners.
- 4.5. The Interim COO presented the Event Evaluation Framework structure, Item 4.2.
- 4.6. The Board discussed the ambition to increase cycling participation through accessibility, inclusion and diversity and how this can be achieved and measured.
- 4.7. The Board noted the 2023 UCI Cycling World Championships Cabinet plays a key role in ensuring accountability and collaboration across partners to avoid working in silos.
- 4.8. **ACTION:** British Cycling to present a debrief on the 2022 Tissot UCI Track Nations Cup at the June 2022 meeting.
- 4.9. **ACTION:** The Chief Executive and Director of Strategy and Policy Impacts to work with the Scottish Government to provide a clear call to action for commitment from partners at the Cabinet meeting on 27 April 2022.
- 4.10. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the top-level content and overall structure of the Evaluation Framework as presented under Item 4.2.



5. Commercial, Marketing and Communications

- 5.1. The Director of Commercial, Marketing and Communications (Director CMC) and Senior Commercial Manager provided a Commercial Programme Update (Item 5.1).
- 5.2. The Board noted the progress made with the Commercial pipeline, Inside Edge and scenario planning.
- 5.3. Referring to Board Briefing 003, the Director CMC provided an update on conversations with the Official Delivery Partner (soon to be appointed by UCI) of the 2023 eSports UCI World Championships, in particular the reserved inventory split proposed for approval. Questions regarding commercialisation of the Scotland and Glasgow themed world were clarified.
- 5.4. **DECISION:** The 2023 Cycling World Championships Ltd Board agreed in principle the proposed allocation of the 'Reserved Inventory' to the Official Supplier of the 2023 eSports UCI World Championships as per Board Briefing 003, subject to discussion of funding partners' exposure via the reserved inventory with the Principal Funders.
- 5.5. **ACTION:** The Director CMC to follow up with funding partners to discuss their exposure through the reserved inventory in line with any proposed agreement with Zwift.
- 5.6. **ACTION:** An inventory plan for the 2023 Cycling World Championships Ltd 25% to be developed and shared with the Principal Funders.
- 5.7. Additional paper 5.1a Appointment of Official Workforce Clothing Supplier was tabled by the Director CMC for approval. The proposed procurement process is compliant as per section 33 of the Public Contracts Scotland Regulations 2015.
- 5.8. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the next steps in the procurement process to appoint an official workforce clothing supplier as proposed in Item 5.1a.
- 5.9. The Board considered the Appointment of Other Sales Agencies, as per Board Briefing 003, for approval. Legal advice confirmed the appointment of other sales agencies by the UCI is compliant and both the UCI and JPC have confirmed they are supportive of the proposed approach.
- 5.10. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the proposed approach to appoint other sales agencies through the UCI as outlined in Board Briefing 003.
- 5.11. The Chair noted the paper and presentation circulated under Item 5.2 Marketing and Communications Update would be taken as read.
- 5.12. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the overall strategic direction for the Marketing and Communications Plan as per Item 5.2, subject to a detailed operational plan being presented to the June 2022 meeting.

6. Chief Executive Officer's Report

- 6.1. The CEO noted that Item 6.1 CEO's Report would be taken as read.
- 6.2. The CEO advised a successful UCI visit took place in March during which it was agreed that a UCI host liaison post would be put in place to ensure continued collaboration and engagement.
- 6.3. The Director of Sport outlined the proposal to include U23 Women, MTB Short Course, E-MTB and Enduro events into the 2023 UCI Cycling World Championships (refer to section 5.2 in Item 6.1). Financial and resource implications of an inclusion are being investigated, a formal proposal will be brought back to the Board in June or August 2022.
- 6.4. The Board confirmed to be comfortable with the direction of travel regarding inclusion of additional events but requested a careful analysis of costs versus benefits (e.g. impact on biodiversity, new audiences, commercial opportunities, potential linked mass participation events etc.).
- 6.5. The Board agreed side events and other revenue generating opportunities such as sportives and mass participation events should be considered by the Executive team.
- 6.6. The CEO advised Staffing had been discussed by Directors on 22 April 2022 with options to alleviate pressures being investigated as a high priority.
- 6.7. The Board noted the draft programme roadmap provided in Item 6.1 Appendix 2.
- 6.8. **ACTION:** The Senior Project Manager to provide large format print-outs of the updated roadmap for the June 2022 meeting, inclusive of scenarios for commercial income.



6.9. The Board noted Item 6.2. The Director of Operations advised a Tayside partners meeting was envisaged with the Chair and CEO available to support. Scottish Government would be happy to support conversations with Edinburgh City Council regarding policy.

7. Governance

- 7.1. The Head of GBS clarified that the Extended Hours Working Policy (Item 7.1) will cover pre-Championships time, an additional Championships time policy will be developed and submitted to the Board closer to the event.
- 7.2. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the submission of the Draft Extended Hours Working Policy to the VisitScotland Board on 28 April 2022 as per Item 7.1.
- 7.3. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the revised risk scoring criteria relating to project delays; the reworded and restructured policy risks; and the proposed Key Risk Indicators as per Item 7.2 Risk and Issues Management Update.
- 7.4. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the submission of the draft Terms of Reference and proposed membership of the Broadcast Committee to the VisitScotland Board (for approval) as per Item 7.3.
- 7.5. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the submission of the Applications to Tender for Backbone Connectivity Services and Ticketing Agent as per Items 7.4 and 7.5 respectively to the VisitScotland Board for approval.
- 7.6. With regards to Item 7.6 Approval to Award (Para-Cycling Road and Time Trial), the Board was reassured that a thorough due diligence process has been undertaken to limit risk exposure. The Board acknowledged the potential risk related to a bidder being awarded multiple Spoke contracts but was content that this is being managed appropriately. Step-in rights are included in all Spoke contracts.
- 7.7. **DECISION:** The 2023 Cycling World Championships Ltd Board approved the submission to the VisitScotland Board to award contracts for i) Event Planning & Delivery Services of the Para-cycling Road and ii) Event Planning & Delivery Services of the Individual Time Trial as per Item 7.6.

8. Advisory Group Minutes

8.1. The Board noted the committee and advisory group minutes submitted for information under Items 8.1 to 8.7. No further questions were raised.

9. Any Other Business

- 9.1. **ACTION:** The Chief Executive to ensure a focus update on Sport and Operations, including Spectator Experience, and a Hospitality Strategy presentation is tabled at the June 2022 meeting.
- 9.2. The next Board meeting confirmed for 16 June 2022 in Dumfries & Galloway with Board members invited to attend a Board meeting and dinner the evening before. Further details to be circulated.

Close of meeting - There being no further business, the Chair declared the meeting closed at 13:00.

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The Chair