

BOARD MINUTES

February 2022

Company Number: SC656048

2023 Cycling World Championships Limited (the “Company”)

Minutes of the 16th meeting of the Company held on Wednesday 2 February 2022 at 0900-1115 via video conference

PRESENT

Paul Bush OBE – The “Chair”
Billy Garrett
Danielle Every
Colin Edgar
Shanaze Reade
Steven Elworthy MBE
(together, the “Directors”)

Nick Peel
Susan Ahern
David Hornby
Alexandra Innes
Stewart Harris (from 1000)

IN ATTENDANCE

Trudy Lindblade, CEO
Stuart Turner, Major Events Advisor

Phil Atkinson, Event Safety Officer (Item 4)
Jonathan Rigby, Director of Commercial, Marketing and Communications (Item 5)

OBSERVERS

Kevin MacCuish, UCI
Paul Stark, Head of Governance and Business Services

Rachael McKechnie, Scottish Government
Stewart Leggett, Transport Scotland (until 1000)

APOLOGIES

Rupert Dickinson
Hugh Gillies, Transport Scotland
DCC Kerr, Police Scotland

Bettina Sizeland, Scottish Government
Supt. James Jones, Police Scotland

MINUTES

Annika Wolf, Project Executive

1. Welcome and Apologies

- 1.1. The Chair welcomed Directors, attendees and observers. Apologies noted from Rupert Dickinson, DCC Kerr, Hugh Gillies and Bettina Sizeland.
- 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. It was advised that the VisitScotland (VS) Board approved the Sponsorship Policy as well as the award of contracts for Mountain Bike Downhill and Mountain Bike Cross Country at its 27 January 2022 meeting.
- 1.5. CSE have been appointed as first commercial partner; Official Athlete Accommodation Provider.
- 1.6. Rachael McKechnie will replace Bettina Sizeland as Scottish Government Board Director, paperwork is being finalised.
- 1.7. The Board welcomed Rupert Dickinson’s return from convalescence as Senior Independent Board Director and Chair of the Audit and Risk Committee (ARC) and thanked Susan Ahern for her service as interim ARC Chair.

2. Minutes, Actions and Matters Arising

- 2.1. The minutes and actions from the 2023 Cycling World Championships Ltd Board meetings held on 18 November 2021 were agreed as true and accurate records (Items 2.1 and 2.2).

- 2.2. With regards to matters arising, the CEO advised an update on broadcast was included in item 4.1. Thanks were extended to Susan Ahern and Alexandra Innes for their support in reviewing the Sponsorship Policy. A deep-dive risk session will be led by the Senior Project Manager at the Board meeting on 9 March 2022.
 - 2.3. Regarding action 2.12 (26 August 2021), it was advised that conversations regarding a vision and plan for George Square are ongoing, an update will be provided in March or April 2022. In reference to action 4.14 (26 August 2021), the CEO advised good progress is being made and offered her thanks to the Chair of the Sustainability Strategy Working Group, an update on the Sustainability Strategy will be presented to the Board in due course.
 - 2.4. All other outstanding actions were addressed as part of the agenda as relevant.
3. **Chair Report** - The Chair noted no further updates.

PRESENTATIONS AND REPORTS

4. Chief Executive Officer's Report

4.1. Chief Executive Officer's Presentation

- 4.1.1. The Board noted item 4.1 Chief Executive Officer's Status Report.
- 4.1.2. The CEO presented an overview of 2021 key achievements, 2022 key milestones, an update on Local Authority engagement and current key challenges. Please refer to the presentation circulated for further detail.
- 4.1.3. Directors welcomed the presentation and were pleased with the progress made since November 2021.
- 4.1.4. The Board noted that the unsuccessful applicant within the tender for MTB Glentress has contacted the team, which may extend the 10-day stand-still period.
- 4.1.5. Discussion of key challenges was invited, a number of questions regarding broadcast, budget review v3, impact of inflation on budget and staff recruitment were clarified.
- 4.1.6. Rachael McKechnie reiterated Scottish Government's commitment to work closely with 2023 Cycling World Championships Ltd to define achievable policy ambitions and responsibilities; and to obtain support and commitment from Ministers and Cabinet members.
- 4.1.7. The Board agreed it would be important to progress the budget review v3 at pace to ensure budget clarity is provided while impact on delivery partners, planning, workforce and resource is kept minimal.
- 4.1.8. The Board noted the UCI's commitment to progress broadcast planning as a priority within the agreed timeline and its impact if the timeline is not achieved.
- 4.1.9. **ACTION: The Board to be kept updated on any key challenges, in particular broadcast, budget review v3, policy, commercial and recruitment.**
- 4.1.10. The Board noted the dual responsibilities to be undertaken by Shanaze Reade in her roles as Co-opted Director and event ambassador.
- 4.1.11. **DECISION: The 2023 Cycling World Championships Ltd Board approved the formalisation of an ambassador agreement between Shanaze Reade and 2023 Cycling World Championships Ltd.**

4.2. Pandemic Impacts Framework v8

- 4.2.1. The Major Events Advisor referred to item 4.2 Pandemic Impacts Framework v8, taken as read.
- 4.2.2. Further work on ECP1 has been undertaken as it is the most likely scenario 2023 UCI Cycling Worlds might be affected by. Costing of ECP1 will be undertaken as part of the budget review v3, this will remain ring-fenced in contingency.
- 4.2.3. It was noted that control will be transferred from the Board to the Command, Control and Communication (C3) structure in 2023.
- 4.2.4. **DECISION: The 2023 Cycling World Championships Ltd Board approved the adoption of the Pandemic Impacts Framework v8 (item 4.2) as the current working model.**

4.3. C3 Presentation



- 4.3.1. Event Safety Officer Phil Atkinson joined the call to present an overview of C3. Please refer to the presentation circulated for further detail.
- 4.3.2. It was clarified that COBRA and SCORR would be within the command structure.
- 4.3.3. ACTION: The Event Safety Officer to follow up with UCI, Scottish Government and Glasgow City Council to discuss C3 planning and establish close working relationships.**

5. Commercial

5.1. Commercial Programme Update & Presentation

- 5.1.1. The Board noted item 5.1 Commercial Programme Update.
- 5.1.2. The Director of Commercial, Marketing and Communications (Director CMC) presented on sponsorship, including an update on current prospects, contract variation with sales agency Inside Edge and challenges and opportunities. Please refer to the presentation circulated for further detail.
- 5.1.3. ACTION: The Director CMC to provide an update on merchandise and ticketing at the March 2022 Board meeting.**
- 5.1.4. The Board discussed conversion rate of prospects, challenges of commercial procurement in a public sector environment, arrangements with Inside Edge and additional resource now in place to support the Commercial team.
- 5.1.5. ACTION: The CEO to brief the Chair on the complexities of commercial procurement.**
- 5.1.6. The Director CMC requested support with engagement of prospects, in particular Scotland based companies, which the Board was happy to provide.
- 5.1.7. It was agreed conversion of commercial prospects was the top priority for the Board and the organisation with the next six months identified as crucial.

6. Committee Minutes

- 6.1. The Board noted items 6.1 to 6.4 (Cabinet and Joint Partnership Committee minutes). The minutes were approved as presented.

7. Advisory Group Minutes

- 7.1. The Board noted items 7.1 to 7.6 (Sustainability Strategy Working Group, Sport Advisory Group, Pandemic Impacts Working Group and Policy Advisory Group minutes). Any follow up questions to be raised with the Chair.

8. Any Other Business

- 8.1. The Board noted item 8.1 Governance Calendar 2022 which will be populated over the coming weeks and recirculated.
- 8.2. ACTION: The CEO to outline Board responsibilities during event time in a matrix.**
- 8.3. ACTION: The Head of Governance and Business Services to investigate site visits to or interaction with 2023 UCI Cycling Worlds venues during in-person Board meetings.**
- 8.4. The next in-person Board meeting is scheduled for 9 March 2022 in Stirling with Directors invited to attend a Board dinner the evening before. Further details will be circulated in due course.

Close of meeting - There being no further business, the Chair declared the meeting closed.

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The Chair