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Document 1 - Cycling World Championships - Cabinet Meeting Agenda – 3 Nov 21

2023 CYCLING WORLD CHAMPIONSHIPS – CABINET MEETING
Wednesday 3 November – 10:30 – 12:00

AGENDA

1. Welcome, introductions and apologies (Cabinet Secretary)
2. Minutes and matters arising from previous meeting (Cabinet Secretary)
3. Ministerial ambitions and overview (Cabinet Secretary)
4. 2023 UCI Cycling World Championships Chair Report
 - a. Matters arising / any decisions / matters for discussion (Paul Bush)
 - b. Budget review (Trudy Lindblade)
5. Policy Impact Report (Craig Burn, 2023 UCI Cycling World Championships)
 - a. Event Sustainability Ambitions
 - b. 2023 Cycling Campaign [working title]
 - c. Community Cycling Festival Programme
6. Communications - Timeline (Trudy Lindblade)
7. Project Assurance and Future Planning – (Rachael McKechnie)
8. Other Business
9. Date of Next meeting
 - a. Future agenda topics

Document 2 - Cycling World Championships – Cabinet Meeting – Policy Report – 3 Nov 21

Cabinet Paper – Nov 21

FOR INFORMATION AND DISCUSSION

Title: Policy Impact Report

Purpose: To provide the 2023 UCI Cycling World Championships Cabinet (the **Cabinet**) members with a high-level summary of specific work being progressed in the area of Strategy and Policy Impacts

Items for Discussion:

1. Event Sustainability Ambitions

The first meeting of the Sustainability Strategic Working Group (SSWG) was held on 7 October 2021 and will meet again on 1 November 2021. The immediate task of the group is to discuss and advise on the level of ambition and positioning of the 2023 UCI Cycling Worlds as it relates to environmental impact.

There are differing views of opinion in this area, however, there is an overall ambition to aim high and develop a strategy that secures resource and deliver **a carbon neutral event**.

Further work is necessary to estimate the environmental impact of the event across each discipline and establish strategies to identify ways to reduce the carbon footprint and offset the impact.

The SSWG will work collaboratively to focus 2023 UCI Cycling Worlds sustainability ambitions, improve cross-sector knowledge building, and help raise awareness of the event's opportunities for contributing to sustainable development in Scotland. The expertise of environmental management, sustainability, Equality, Diversity and Inclusion (EDI), and other related professionals from the event's stakeholders will also assure that delivery of the combined championships is feasible, meets partner expectations and complies with all other requirements.

The objectives of the working group are as follows:

- Provide feedback and input on the initial longlist of event sustainability actions to focus objectives based on shared value and materiality.
- Align shared objectives to focus UN Sustainable Development Goal outcomes for the event.
- Contribute to creative thinking and shape development of the event's sustainability objectives.
- Explore feasibility of delivering a carbon neutral or carbon positive event.
- Identify existing resources, policies and other tools to be adapted for 2023 Cycling World Championships Ltd requirements.
- Identify existing programmes, projects or plans that could support the successful achievement of the event's sustainability ambitions.
- Establish resource requirements in relation to sustainability initiatives, event partner capacity building, and value chain considerations.

- Identify sustainability champions from within local agencies, with expertise related to the event's sustainability focus areas to support capacity building with delivery partners.

Membership: The SSWG is comprised of a core group of representatives from senior leadership in stakeholder agencies and other partners including: 2

2023 Cycling World Championships	Zero Waste Scotland
British / Scottish Cycling	Education Scotland
Glasgow City Council	COSLA
UK Sport	Scottish Government
Nature Scot	VisitScotland / Event Scotland
Forestry & Land Scotland	sportscotland
Transport Scotland	
UCI	

To achieve the proposed sustainability ambitions of the event, a dedicated staff member is likely to be required from April 2022 to develop and implement the agreed plan and oversee its delivery through the event's Hub and Spoke.

Interim messaging for 2023 UCI Cycling World Championships:

- Promote and amplify Scotland's ambition for cycling and contribution to net zero, public health and economy.
- Identify climate risks from delivering the event and find solutions to minimise environmental impacts. Eliminating emissions and reducing the event's carbon footprint will directly connect the low carbon potential of the bicycle to how a world-class sporting event is delivered.
- Embed equality, diversity and inclusion considerations and practices within all 2023 UCI Cycling World Championships activities.
- Collaborate with partners and suppliers to promote circular economy innovation to realise sustainable goods and services for the 2023 Cycling World Championships.
- Create opportunities in the event's value chain for local: SMEs, non-profit social enterprises, women-owned businesses, minority ethnic businesses and young entrepreneurs.
- Contribute to sustainable development in Scotland and the United Nations SDGs.
- Measure the combined Cycling World Championships' environmental and social impacts to issue a post-event report communicating sustainability performance against objectives, enabling knowledge sharing for future Scottish events and combined Cycling World Championships.
- Showcase Scottish nature, the pressures biodiversity faces and its importance for climate adaptation.
- Lead, inspire and amplify collective priorities for the One Scotland cycling framework in collaboration with the Scottish Government, national agencies, host local authorities and other relevant partners.

The aim is to agree a clear position on the event's sustainability priorities and objectives no later than 31 March 2022. This will ensure financial and human resource requirements and related risks are identified and considered by the 2023 Cycling World Championships Ltd Board of Directors.

DISCUSSION: Cabinet members are invited to discuss the overall sustainability ambition for the event given increasing focus in this area and express a view given potential resource and reputational implications.

2. Community Cycling Festivals – New Investment

A partnership is being developed between 2023 UCI Cycling Worlds, EventScotland and **sportscotland** to create a new national programme as part of our ***Inspired by 2023 Cycling Worlds*** policy area. The Community Cycling Festivals would be form part of the *2023 Cycling Campaign* (working title) and would initially run for three years. An allocation of investment (£10k per annum) would be provided to all of Scotland's 32 Local Authorities commencing in 2022 and provide an opportunity for meaning development and potential sustainability. Importantly this legacy would be in place in the year following the event.

The intention is to announce the Community Cycling Festivals programme and new investment at the COP26 event on 10 November 2021.

The overall aim is to encourage and inspire non-participants to cycle in a fun and safe environment and to promote, celebrate and raise awareness of the 2023 UCI Cycling World Championships. The programme intends to engage the nation and have a tangible connection to local communities across Scotland, enhancing and connected to existing networks and activity to encourage collaboration around cycling at a local level.

The governance processes, criteria and outcomes for the programme will be formalised with EventScotland and **sportscotland** over the coming weeks with the aim to launch the programme early in the New Year with activity going live from April 2022.

There is still the option to include other funding partners. Cycling Scotland and Transport Scotland have been made aware of this development as this could provide an opportunity for meaningful collaboration, add value and connect with existing programmes and staffing infrastructure locally.

redacted 33(2)(b)

In 2023 the aim would be to have three components to the programme:

1. Community cycling activation and a community cycling event.
2. A consistent and centrally managed campaign that support the Local Authority events across Scotland (similar concepts to the 'BBC Children in Need Rickshaw Challenge' and the Games Queen's Baton relay for the 2014 Commonwealth Games).
3. A national digital campaign where everyone can take part in the challenge – it will involve riding a bike and being active.

DISCUSSION: Cabinet members are invited to provide feedback on the concept and indicate potential additional direct or indirect support.

3. 2023 Cycling Campaign (working title)

2023 will provide a unique opportunity and significant moment in time to celebrate and promote the power of the bike, not only for the Championships but for projects linked to the event and to highlight, celebrate and promote publicly funded cycling projects and initiatives across Scotland.

Discussions are ongoing to determine how to best position a 2023 Cycling Campaign in the year when Scotland plays host to the biggest cycling event in the world. In addition to the Community Cycling Festivals, public and private sector organisations, schools, higher education, and community organisations would be encouraged to get involved and be part of a national movement to get the nation active through the power of the bike.

Projects and initiatives would benefit from the increased marketing and PR support provided through 2023 UCI Cycling Worlds marketing and digital channels and would also have access to the digital platform and the 2023 UCI Cycling Worlds squiggly bike legacy branding and promotional materials.

DISCUSSION: Cabinet members are invited to provide feedback on the overall concept and proposal.

Items for Information:

4. Event Impact: Monitoring and Evaluation Framework

The third meeting of the working group took place on 14 September 2021 with representatives of 2023 UCI Cycling Worlds, VisitScotland, Scottish Government, Glasgow Life and UK Sport. The group are in the process of reviewing the overall structure of the impact framework aligning the agreed areas to the 2023 UCI Cycling Worlds organisational strategy and objectives.

The group will continue to focus on the events impact and the longer-term policy strand will be determined by the ambitions of the One Scotland cycling policy framework through to 2027 and beyond.

The areas of focus for the event evaluation will include Economic Impact, Media, Sustainability, Spectator Satisfaction, Athletes/Team experience.

A strong principle is to collate only essential information that is required and will be used with a move towards less statistics and more on being able to tell compelling real life stories of the impact the event has had on individuals, communities, organisations and policy areas.

5. One Scotland Approach – Cycling Policy Framework

Work continues to develop a national framework for cycling that will encompass the wider ambitions and objectives across the six agreed policy areas of participation, sport, events, transport, tourism, and industry. The framework will be co-ordinated through the 2023 UCI Cycling Worlds Policy Advisory Group (PAG) with each policy area being championed and owned by the agency responsible for leading and reporting progress against objectives and outcomes. There is undoubtedly a collective coalition of minds for the One Scotland approach.

The success of the One Scotland approach for cycling requires the support and commitment from Scottish Government, national agencies, and delivery partners.

The PAG continues to meet every two months with meetings structured to allow quality time for a deep-dive session into individual policy areas. This has allowing cross sector discussion to identify current and future priorities. The approach has also raised awareness of challenges, opportunities, interdependencies and has resulted in improved collaboration across partners. To date, the deep-dive sessions have covered Participation, Transport, Industry and Sport will be considered at the 28 October 2021 meeting. There continues to be a strong commitment from all partners to improve communication and share messaging across individual organisations and collectively through the 2023 UCI Cycling Worlds strategic communications group.

Several key meetings have recently taken with Ministers, government departments, national agencies and local authorities. Highlights include;

- i. Briefing the 2023 Cabinet Chair, Angus Robertson, Cabinet Secretary for Constitution, External Affairs and Culture.
- ii. At the invitation of sportscotland, briefing Maree Todd, Minister for Public Health, Women's Health and Sport.

Ms Todd and Mr Robertson were supportive of the One Team Scotland approach being taken and offered their support and guidance to ensure cross departmental working and policy alignment. Mr Robertson particularly encouraged the process to map outcomes against other Ministerial portfolios and to also engage as many MSPs across all political parties.

The 2023 Cycling World Championships Ltd Chief Executive and Director of Strategy and Policy Impacts participated in a positive and productive workshop session with the sportscotland board and senior leadership team on 26 October 2021 to discuss how the event can be a catalyst to advance the Scottish Government Active Scotland's delivery plan.

Regular meetings continue to take place between 2023 UCI Cycling Worlds and Transport Scotland given the importance of Active travel and its contribution to the policy framework. Transport Scotland will shortly publish a draft consultation document of the new Cycling Framework and Delivery Plan for Active Travel in Scotland, 2021-2030. This document will provide the delivery plan as part of the One Scotland approach for 'Cycling as Transport' and can provide direction to shape future delivery plans across the other five policy areas.

The 2023 UCI Cycling Worlds event at COP26 on 10 November 2021 will also provide a unique platform for the Scottish Government to communicate the overall ambitions for Scotland hosting the 2023 UCI Cycling Worlds and the collaborative approach being taken through the One Scotland approach for cycling.

The next phase of planning is for the lead agencies and PAG to determine specific outcomes and success measures against each policy area and agree the overall structure of the national cycling framework. In order to progress, Redacted 38(1)(b)

(Scottish Government) and Craig Burn (2023 UCI Cycling Worlds) aim to meet all lead agencies individually by the end January 2022 at which point progress will be reported against all six areas to the Policy Advisory Group and Cabinet.

6. COP26 Activity – *The Power of the Bike*

Titled, ***The Power of the Bike***, the COP26 event will demonstrate how sport, and specifically the humble bike, can be a catalyst for change to a more sustainable world. The event will take place at The Lighthouse in Glasgow on 10 November 2021.

The session will include two panel discussions to showcase Glasgow's UCI Bike City label and examples from around the world of how cities and regions can maximise the impact of sport and the bike to contribute to local and global sustainable development aligned with the objective of "building a better world through sport" and upholding the principles of the United Nations Sports for Climate Action Framework. Maree Todd, Minister for Public Health, Women's Health and Sport, will address the delegates and participate in a panel discussion.

The objectives for the COP26 event are to:

- Announce that 2023 UCI Cycling Worlds has signed up to the United Nations Sports for Climate Action Framework.
- Promote and amplify Scotland's ambition for cycling and contribution to net zero, public health and economy.
- Highlight Scotland's bold vision for the 2023 Cycling Worlds and how the event can be a catalyst to lead, support and amplify cycling through a One Scotland approach.
- Announce *2023 Cycling Campaign* and the new investment for a Community Cycling Festivals programme that will connect the 2023 Cycling Worlds to all of Scotland's 32 Local Authorities through community participation activation and events.
- Engage with stakeholders and the commercial sector to gain support and build partnerships to help 2023 UCI Cycling Worlds deliver its sustainability and policy ambitions.
- Engage media and the public to promote and amplify 2023 UCI Cycling Worlds sustainability ambitions and contribution to the United Nations Sustainable Development Goals in support of a just transition and Scotland's Net Zero ambitions
- Leverage Glasgow's status as a UCI Bike City to raise public awareness of cycling's potential to deliver a Greener, Healthier, Wealthier and Fairer Scotland before during and after 2023
- Provide networking opportunities

7. Equality, Diversity and Inclusion (EDI)

A draft EDI Framework has been developed to consider how 2023 UCI Cycling Worlds proactively addresses and embeds inclusion within the planning and delivery of the event and utilises this unique platform to advocate and champion EDI in cycling and sport and society more widely.

A short-life working group will be established over the coming weeks to support this area of work and shape the policy and plans to ensure the organisation and event meets its contractual and aspirational obligations for EDI.

An independent EDI subject matter expert will be appointed to progress this important area of work. An initial audit will be undertaken to review existing documentation and practice and make recommendations to prioritise key areas for development and delivery. This will include areas such as internal training and providing relevant support and guidance to Spokes and contractors as they are confirmed. The PAG will be invited to contribute to the plan.

8. Free Bikes for Every Child Pilot - Project Board

2023 UCI Cycling Worlds have supported the Scottish Government Free Bikes pilot from inception and are represented on the project board. This initiative has provided a unique opportunity to drive meaningful collaboration and impact across several of the 2023 UCI Cycling Worlds policy areas including Participation, Sport, Transport and Industry.

2023 UCI Cycling will continue to work closely with Transport Scotland and partners to support and amplify the stories, successes, and learnings from the pilots.

Project board members have been allocated the responsibility to champion, support and have oversight of a particular pilot project. The 2023 Director of Strategy and Policy Impacts has been allocated the *Rock up and Ride* pilots which will provide a fantastic opportunity to link with our inclusion agenda to get more children on bikes.

Recommendation: Cabinet members are asked to note progress against the key focus areas within the report and are encouraged to provide feedback to the specific items that are marked for discussion.

Author: Craig Burn, Director of Strategy and Policy Impacts

Date: 27 October 2021

Document 3 – Cycling World Championships – Cabinet Meeting – Chairs Report – 3 Nov 21

Title: Chair's Report

Purpose: To provide the 2023 UCI Cycling Worlds Cabinet with a headline project update on the progress and status of planning since the March 2021 Cabinet meeting. The format and information shared in this report is consistent with the information provided to 2023 Cycling World Championships Limited Board and VisitScotland Board, updated accordingly.

1. Executive Summary

Significant progress has been made on the project since March 2021. Highlights include:

- a) Completed the bid budget review with external major event finance specialist Redacted 38(1)(b) from DB Consulting, with the Budget v2 approved by 2023 Cycling World Championships Limited Board and VisitScotland Board in July 2021.
- b) Services Agreement with VisitScotland agreed and in place from April 2021.
- c) Six-month review of the Pandemic Impacts Framework was completed in June 2021.
- d) BMX and Track Cycling World Champion Shanaze Reade was announced as the event's first Ambassador in June 2021.
- e) Celebrated the event's two years to go milestone and announced the Glasgow venues in August.
- f) Announced Dumfries & Galloway as host of the para-cycling Road World Championships.
- g) The organisation commenced working from the office in central Glasgow using a hybrid approach supported by VisitScotland in September 2021.
- h) Review of the event's vision and mission to develop a strategy on a page (Refer Attachment 1).
- i) In August/September, the 2023 Cycling World Championships Limited and VisitScotland Board's approved several critical planning documents to enable momentum to continue:
 1. Changes to the Articles of Association regarding the term of appointment for a Co-opted Director for the duration of the project rather than a 12-month period.
 2. Establishment of a Contact Approvals Group and its Terms of Reference.
 3. Application to Tender for Six Competition Spokes, the first of which is in market.
 4. Process for awarding contracts to Glasgow
 5. Process for 2023 Cycling World Championships Limited to sell sponsorship rights as a Non-Departmental Public Body contracting authority
- j) Signed up to the United Nations Sport for Climate Action Framework.
- k) Preparation of Annual Accounts for review by Audit & Risk and approval by Board in November.
- l) All Staff in person team building day held in mid-October.

2. Project Status Reporting

The RAG Status table provides Cabinet a summary of progress by Directorate and key projects as at October 2021. As part of the event's project management, the Leadership Team meets on a regular basis to review and reflect on the status across the project and identify where improvements are required and/or risks are emerging. This RAG status table is provided at all meetings of the 2023 Cycling World Championships Limited and VisitScotland Boards. It considers the areas of Team Resources, Stakeholders, Scope, Project Plan, Dependencies and Budget to develop the overall rating.

The next priority is to re-baseline existing milestones prior to Christmas and an update will be provided at the next Cabinet meeting.

Directorate's Status Summary

Red	Stalled or encountering critical issues/risks
Amber	Making slow progress or encountering some significant issues/risks
Green	Making good progress. Minor issues/risks being managed within programme

Directorate / Key Project	RAG	Trend	Reason for Status	Route to Green

Redacted 33(2)(b)

Key Cross Functional and Partnerships Activities Status Summary

The purpose of this table is to provide further information on key project activity areas. This is a dynamic view and Key Activity's may change through the life cycle of the event as these Activities are initiated and completed.

Key Activity	Directorate	RAG	Trend	Reason for Status	Route to Green

Redacted 33(2)(b)

3. Risks and Key Challenges

Refinement of the event's risk management process continues and is reported regularly to the Audit & Risk Committee and the Board. Management has recently undertaken a process to make several improvements to the process including:

- Rationalisation of the strategic risks to focus reporting on the highest priority risks.
- Finalising the framework for risk appetite setting.
- An improved set of strategic risk descriptions
- Clearer risk reports.

Redacted 33(2)(b)

The outcome of the risk management improvements along with the risk management report will be presented to the Audit & Risk Committee on 5 November 2021 and to the Board thereafter.

Refer Attachment 2 for further information.

4. Budget and Finance Update

Budget v2 was approved by the 2023 Cycling World Championships Limited Board and Visit Scotland Board in July 2021 Redacted 33(2)(b)

All other actions are complete.

Refer Attachment 3 for the Finance flash report – 30 September 2021.

Recommendation:

The Cabinet is requested to note the contents of this paper and ask any questions as appropriate.

Authors: Paul Bush OBE, Chair

Trudy Lindblade, Chief Executive Officer

Date: 27 October 2021

Attachment 1 – Strategy on a Page

WHY

are we here?

We want **everyone** to experience the freedom that riding a bike brings to our lives.

HOW

will we do it?

Together, we will champion the power of the bike.

WHAT

is success?

Delivering an event that inspires people to ride bikes and is a catalyst for change **before, during and after 2023**.



GOALS

- Deliver an **innovative, world class event** - safely, on time and within budget - that provides a model for the future.
- Engage with **new audiences** to promote wider participation and Scotland as a cycling nation.
- Create new commercial revenue streams for cycling - and lift cycling into the realms of global blue-chip brands by marketing as a **purpose-led** event.
- Lead the co-ordination of a **One Scotland** approach for cycling that delivers our policy ambitions to make Scotland healthier, wealthier and greener.

INCLUSIVE

POSITIVE

AUTHENTIC

BOLD

COLLABORATIVE

Attachment 2 – Risk Management

Redacted 33(2)(b)

- Redacted 33(2)(b)

Risk ID	Type	Title
86	Strategic	Redacted Section 33 (2)(b)
50	Strategic	Redacted Section 33 (2)(b)
68	Strategic	Redacted Section 33 (2)(b)
14	Strategic	Redacted Section 33 (2)(b)
47	Strategic	Major safety incident
30	Operational	Redacted Section 33 (2)(b)
21	Strategic	Redacted Section 33 (2)(b)

Redacted Section 30 (b)

|

Redacted Section 33 (2)(b)

Attachment 3: Financial Flash Report – 30 September 2021 Redacted Section 33 (2)(b)

Document 4 - Cycling World Championships – Cabinet Meeting Notes – 3 Nov 21

From: Redacted 38(1)(b) (Major Events)

Sent: 28 January 2022 11:25

To: Cabinet Secretary for Constitution, External Affairs and Culture <CabSecCEAC@gov.scot>; 'Aitken, Susan (Councillor)' <Susan.Aitken@glasgow.gov.uk>; 'Katherine Grainger' <katherine.grainger@uksport.gov.uk>; 'Mel Young' <Mel.Young@sportscotland.org.uk>; 'Brian Facer' <BrianFacer@britishcycling.org.uk>; 'Malcolm Roughead' <malcolm.roughead@visitscotland.com>; 'DCC Local Policing' <DCC.LocalPolicing@scotland.pnn.police.uk>; Chief Executive Transport Scotland <ceo@transport.gov.scot>; 'Paul Bush' <Paul.Bush@visitscotland.com>; 'Trudy Lindblade' <Trudy.Lindblade@cyclingworldchamps.com>; Redacted 38(1)(b) @gov.scot>; Redacted 38(1)(b) @gov.scot>; Mckechnie R (Rachael) <Rachael.Mckechnie@gov.scot>; Director of Culture, Major Events and Covid Co-ordination <DirectorofCultureMajorEventsandCovidCoordination@gov.scot>; Redacted 38(1)(b) @gov.scot>

Cc: 'Rebecca Edser' <Rebecca.Edser@uksport.gov.uk>; Redacted 38(1)(b) @glasgowlife.org.uk' Redacted 38(1)(b) glasgowlife.org.uk>; 'Craig Burn' <Craig.Burn@CyclingWorldChamps.com>

Subject: 2023 UCI CWC Cabinet Minutes - PDF - 3 November 2021.pdf

Dear all

2023 Cycling World Championships Cabinet meeting

Please find attached the minutes of the 2023 Cycling World Championships Cabinet meeting of Wednesday 3 November which will remain in draft until agreed at the next meeting.

I will be in contact soon in order to agree a date for the next Cabinet meeting.

Many thanks,

Redacted 38(1)(b) | **Events Strategy, Policy and Engagement Team** | Major Events Unit | Directorate for Culture, Historical Environment and Major Events | Scottish Government | 2G South, Victoria Quay, Edinburgh, EH6 6QQ | email: Redacted 38(1)(b) @gov.scot | web: www.gov.scot

PDF Attachment

Note of the 2nd meeting of the 2023 UCI Cycling World Championships (Cycling Worlds) Cabinet

Held on Wednesday 3 November 2021 at 1030-1200

Location: MS Teams Call

MEMBERS

Angus Robertson MSP, Cabinet Secretary for Constitution, External Affairs and Culture (Chair)

Redacted 38(1)(b), Glasgow Life (substitute for Councillor McDonald)

Rebecca Edser (substitute for Dame Katherine Grainger)

Mel Young, Chair, sportscotland

Brian Facer, Chief Executive Officer, British Cycling

Supt James Jones, Police Scotland (substitute for Supt Sharon Milton)

ATTENDING

Paul Bush, Chair, Cycling World Championships Ltd

Trudy Lindblade, Chief Executive Officer, Cycling World Championships Ltd

Craig Burn, Director of Strategy, Policy & Impacts, Cycling World

Championships Ltd

Penelope Cooper, Director of Culture and Major Events, Scottish Government

Rachael McKechnie, Deputy Director, Major Events, Scottish Government

SECRETARIAT

Redacted 38(1)(b), Head of Major Events and Themed Years Unit

Redacted 38(1)(b), Team Leader, Major Events, Scottish Government

Redacted 38(1)(b), Programme Manager, Major Events, Scottish Government

Redacted 38(1)(b), Major Events, Scottish Government

APOLOGIES

Cllr David McDonald, Deputy Leader, Glasgow City Council (substitute for Susan Aitken)

Roy Brannen, Chief Executive, Transport Scotland (non-voting member)

Cllr Susan Aitken, Leader, Glasgow City Council

Dame Katherine Grainger, Chair, UK Sport

Supt Sharon Milton, Police Scotland

Malcolm Roughead, Chief Executive, VisitScotland

1. Welcome and introductions

The Cabinet Secretary welcomed everyone to his first 2023 UCI Cycling World Championships (2023 Cycling Worlds) Cabinet meeting and invited the members to introduce themselves. Apologies were also noted as set out above.

2. Minutes and matters arising from previous meeting

The minutes of the previous meeting were agreed and the Cabinet Secretary invited Trudy Lindblade to provide updates on the two actions from the 24 March meeting. Actions are contained within Matters Arising document.

Action – Secretariat to issue Matters Arising Document when updated

3. Ministerial ambitions and overview

The Cabinet Secretary set out why hosting 2023 CWC, the biggest global cycling event in history, is important for Scotland and has strong Scottish Government backing:

- It is testament to our reputation in staging major events that Scotland has been chosen as host.
- The event has the potential to be a catalyst for behavioural change and to deliver a positive impact for people and communities across Scotland.

- The event has the scope to deliver significant policy impact, using ‘the power of the bike’ to help meet transport, health and environmental aims.

The event presents many exciting opportunities and he would like to see the Cycling World Championships become a model for future events.

The Cabinet Secretary welcomes the continuing commitment from Cabinet members to deliver this event and wants to encourage open discussions about opportunities and obstacles ahead.

Cabinet members were invited to continue to drive policy work within their organisations, the Cabinet Secretary encouraged views to be provided on how collectively we can achieve our ambitions for the event.

4. Cycling Worlds Chair’s report / event overview (separate paper provided)

Paul Bush provided an update in his role as Chair of 2023 Cycling World Championships Ltd. Paul provided a headline project update on the progress and status of planning since the first Cabinet meeting back in March.

Paul made the following key points:

- Key milestones ahead included the first face to face board meeting in two weeks’ time. Although the group have not met in person, it had met a number of times virtually to date and Paul indicated it was operating effectively.
- The recent announcement of Dumfries and Galloway as a venue was important in demonstrating the national spread of the event. There are additional venue announcements to follow in coming months.
- A Memorandum of Understanding is expected to be signed with Glasgow City Council soon. This document is to lay out what Cycling World Championships Limited will contract with Glasgow to deliver.
- Cabinet should be aware governance and contracts are generally progressing well with tenders for the spokes now out to market.
- Shanaze Reade has been announced as an Ambassador – she brings great knowledge and experience, and is a great role model to younger people.

Trudy Lindblade provided a high-level Budget Review Summary, main points included:

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The Cabinet discussed the work currently underway with local government and what more could be done with Local Government to maximise opportunities for communities associated with the event.

Action – Craig Burn and Trudy Lindblade to work with SG Policy officials to develop a co-ordinated plan to engage with Local Authorities and other public agencies.

5. Policy Impacts - ONE Team Scotland approach (separate paper provided)

The Cabinet Secretary introduced this item, emphasising that policy impact is at the heart of the event and the delivery of policy benefits across Scotland is fundamental to overall success. Craig Burn was then invited to elaborate on key points from the progress report and event background.

Craig made the following key points:

- Although it is relatively early in the policy development process, important progress has been made and all partners must continue to work together to play a role to ensure that the event is a catalyst for change
- There are many projects underway such as Free Bikes for Children and the Cycling Facilities Fund (Sport), which will contribute to promoting the key policy pillars. The importance of tracking and recording impact was noted.
- The Policy Advisory Group has been established to help develop and own the One Scotland Approach. The group includes the relevant public agencies and Scottish Government officials.
- The challenge now is to define what measurable success looks like across the six policy areas, prioritise work and to ensure leadership, commitment and accountability.

In discussion, it was noted that it is important that all areas of government are brought into the approach and work together to deliver ambitions. It was also noted that there were a broad range of areas and initiatives that could be progressed and accelerated. While it was desirable to be ambitious, a risk was trying to address too many areas of policy work and so not achieving all of these. It would therefore be important to prioritise policy workstreams. The important role that Ministers could play was highlighted and potential to engage other Scottish Cabinet members and Ministers to demonstrate how this event can benefit their portfolio was discussed. The upcoming Board meeting would provide an opportunity to discuss ambitions in more detail, including the long term aims.

Action – The Cabinet Secretary to provide an update at future Cabinet meetings on cross-Scottish Government Ministerial engagement

Action – SG Policy officials to work with Craig Burn to map out a policy framework

6. Communications

Trudy Lindblade provided a summary of communications plans for the next six months, including key milestones.

The group agreed that it would be important to consider what each member could do within their respective organisations to support the wider communications effort.

Action – Cabinet members to feed in communications ideas/initiatives to Trudy Lindblade and to consider ways that they can support and amplify messages.

7. Gateway Assurance Process

Rachael McKechnie provided an update on the progress made in putting in place a proportionate Gateway Review process to provide independent assurance:

- Two Gateway Reviews would be arranged by the Scottish Government Portfolio, Programme and Project Assurance team with three independent subject matter experts.
- The first review in March 2022 would focus on Operating Budget, Capital Investment, Policy Delivery, Venue Plans and Workforce Planning

- The second review would be scheduled February/March 2023, focusing on Event Preparations against Identified Timescales, Budget Risks and Opportunities, COVID Preparations, C3 Arrangements, and Budget Contingency

8. AOB

Cabinet discussed whether a National Campaign for Cycling should be developed to celebrate the bike and our wider cycling ambitions.

The group agreed that this could be useful, given the opportunities the event presented; however, more scoping work would be required. The importance of detailed planning to involve partners, Local Authorities and other public agencies to develop clear outcomes and milestones in order to achieve maximum value was noted. Developing a clear high level strategic communications plan would also be important to secure buy in and map out aims.

9. Date of Next Meeting

The Cabinet agreed to meet in April 2022.

Action: The next meeting should include an update on progress from Glasgow City Council and UK Sport.

**Document 5 - Cycling World Championships – Cabinet Meeting Papers – 27
Apr 22**

From: Redacted 38(1)(b) **Sent:** 21 April 2022 11:27
To: Cabinet Secretary for Constitution, External Affairs and Culture
<CabSecCEAC@gov.scot>; Susan.Aitken@glasgow.gov.uk;
katherine.grainger@uksport.gov.uk; Mel.Young@sportscotland.org.uk;
BrianFacer@britishcycling.org.uk; malcolm.roughead@visitscotland.com;
DCC.LocalPolicing@scotland.pnn.police.uk; Chief Executive Transport Scotland
<ceo@transport.gov.scot>; Paul.Bush@visitscotland.com;
Trudy.Lindblade@cyclingworldchamps.com; Mckechnie R (Rachael)
<Rachael.Mckechnie@gov.scot>; Redacted 38(1)(b) @gov.scot>;
Angus.Robertson.MSP@Parliament.scot; Angus.Robertson@gov.scot;
DCC.LocalPolicing@scotland.police.uk; James.Royan@scotland.police.uk;
Craig.Burn@CyclingWorldChamps.com; Kevin.MacCuish@uci.ch
Cc: Redacted 38(1)(b) @gov.scot>; Redacted 38(1)(b) @gov.scot>; Redacted
38(1)(b) @transport.gov.scot>
Subject: 2023 Cycling Worlds Cabinet Meeting - Agenda and Papers - Wednesday
27 April, 2022

Dear all,

Please find attached the agenda and papers for the 2023 Cycling Worlds Cabinet meeting, which will be held on Wednesday 27 April, 12:30-14:00, via Microsoft Teams.

If you have not yet confirmed your attendance, I'd be grateful if you could do so now.

Best regards,
Gail

Redacted 38(1)(b) | **Major Events Team Leader** | Directorate for Culture and Major Events | Scottish Government | mob: 07Redacted 38(1)(b) | email: Redacted 38(1)(b) @gov.scot | web: www.gov.scot

Agenda PDF

2023 CYCLING WORLD CHAMPIONSHIPS – CABINET MEETING

Wednesday 27 April 2022 12:30 – 14:00

Location: Teams call

AGENDA

1. Welcome, introductions and apologies (Cabinet Secretary)
2. Minutes and matters arising from previous meeting (Cabinet Secretary)
3. 2023 UCI Cycling World Championships Chair Report
 - a. Matters arising / any decisions / matters for discussion (Paul Bush)
 - b. Budget review (Trudy Lindblade)

4. Gateway Review (Rachael McKechnie)
 - a. Outcomes/Areas for consideration and leads
 - b. What are the functional gaps?
 - c. Timescale for resolution

5. Policy Impact Report (Craig Burn)
 - a. Policy Delivery Group Update
 - b. How can partners support aims and objectives

6. Communications - Timeline (Trudy Lindblade)
 - a. Timeline and Key Milestones
 - b. MarComms – Risks and Progress
 - c. International Impact – How can UCI help increase reach (Trudy Lindblade)

7. Any Other Business

8. Date of Next meeting
 - a. Future agenda topics – suggestions welcome

Notes from 3 November – Duplicate - Provided at Document 4

Item 3 – Chairs Report

Item 3

Chair Report

Purpose

To provide the 2023 UCI Cycling Worlds Cabinet with a headline project update on the progress and status of planning since the November 2021 Cabinet meeting. The format and information shared in this report is consistent with the information provided to 2023 Cycling World Championships Limited Board and VisitScotland Board, updated accordingly.

1. Executive Summary

Planning momentum continues to gather pace during the reporting period. Key highlights:

- a. Redacted 33 (2)(b)
- b. Para-road cycling (Dumfries & Galloway) and Road Time Trial (Stirling) event planning and delivery services procurement complete and presented for agreement.
- c. Stirling announced as the Time Trial venue on 8 March 2022 and
- d. Successful celebration of 500 days to go on 21 March 2022.
- e. UCI visit by the President and Director General in March 2022 was positive. Audiences with Scottish Government Cabinet Secretary and 2023 Cycling World Championships Ltd Cabinet Chair Mr Angus Robertson plus positive personal engagement with Director of BBC Scotland, Steve Carson.
- f. Broadcast Committee Terms of Reference agreed with UCI and included for information. Two meetings of the committee complete plus a broadcast site visit for UCI, their broadcast consultant and UCI at the end of March. Redacted 33 (2)(b)

- g. Equality, Diversity & Inclusion Draft Framework developed and consultation with staff and partners undertaken.
- h. Organisational Strategy tender process live to produce final documents and support onboarding stakeholder engagement.
- i. Event Evaluation Framework (Version 1) in place and will be refined on an ongoing basis.
- j. Community Cycling Fund confirmed and will be launched over the coming weeks in partnership with EventScotland and sportscotland.
- k. Sustainability Framework in Place – deliverables to be prioritised and resources agreed. Sustainability consultant contract end in May 2022.
- l. South of Scotland Cycling Strategy Group policy / legacy plan under development.
- m. Organisational Values finalised and shared with staff at meeting of 30 March.
- n. Following feedback from all Directorates to Staff Survey, action plan produced and shared with staff at meeting of 30 March.
- o. The first Gateway Review took place between 15-17 March. An action plan to address the recommendations within the final report has now been produced and agreed with the Scottish Government.

2. Project Status Reporting

The RAG Status table provides Cabinet a summary of progress by Directorate and key projects as at April 2022. As part of the event's project management activities, the Leadership Team meets on a regular basis to review and reflect on the status across the project and identify where improvements are required and/or risks are emerging.

This RAG status summary table is provided at all meetings of the 2023 Cycling World Championships Limited and VisitScotland Boards as well as the 2023 Cycling Worlds Cabinet. It considers the areas of Team Resources, Stakeholders, Scope, Project Plan, Dependencies and Budget to develop the overall rating.

The Project Plan has been migrated to our new Project Management System, WeTrack and is in the process of being revalidated.

5. Risks and Key Challenges

Board Annual Review of Risk Management Effectiveness

A number of changes have been made to the risk register and this report as a result of the discussion on this subject at the 9 March 2022 Board and the Matters Arising recorded. The criteria for risk reporting have also been re-focused resulting in a reduction in number of risks included from 29 in the February 2022 ARC report to 12. Risks have also been grouped into Strategic, Project and Operational categories so that similar risks can be grouped together.

The revised highest scoring strategic risks are as follows (highest rated first):

- Redacted Section 33 (2)(b)

- Redacted Section 33 (2)(b)

- Redacted Section 33 (2)(b)

- Redacted Section 33 (2)(b)
- Redacted Section 33 (2)(b)
- Redacted Section 33 (2)(b)

Key Risk Indicators (KRIs) reporting

In the recent audit report of Risk Management it was recommended that Key Risk Indicators be developed where practicable and helpful in the measurement and reporting of risk. The Senior Project Manager will continue to work with Management to identify and develop additional KRIs, where appropriate.

Outcomes from the Gateway Review and Risk Management

Risk was a theme of the Gateway Review and improvement actions that impact risk management include: clarifying management information and reporting; separating the risk, opportunity and issue management processes; and ensuring the financial impacts of risks are included in the register. Actions on the above points were already planned and will be completed in line with the required timescales.

6. Budget and Finance Update

As part of the 2023 Cycling World Championships Ltd budgeting process, it was originally intended that there would be a series of budget reviews from the original bid budget as certainty on costs and income grew and external pressures could be better anticipated.

These were originally scheduled as follows:

- Version 1 – Bid Budget
- Version 2 – Quarter 2 2021
- Version 3 – Quarter 1 2022, and
- Version 4 – Quarter 4 2022

It has not been possible to undertake Version 3 budget review as intended due to a number of factors.

Following a meeting with the Principal Funders on 14 April 2022, the 2023 Cycling World Championships Ltd Board considered a presentation from Management in relation to the Version 3 budget and the Board approved the deferral of the Version 3 Budget to 24 August 2022 and agreed the outline plan to reach Version 3.

The Cabinet are also asked to note that this action aligns with the recommendation within the recent Scottish Government Gateway Review.

Recommendation

The Cabinet is requested to note the contents of this paper and ask any questions as appropriate.

Authors

Paul Bush OBE, Chair

Trudy Lindblade, Chief Executive Officer

Date

19 April 2022

Item 4 – Gateway Review**Agenda Point 4 – Rachael McKechnie, Cycling World Championships SRO****Purpose**

This paper sets out the conclusion and recommendations from the March 2022 Gateway Review of the project. It also sets out the actions being taken to address the Gateway Review recommendations to allow the Cycling Cabinet to assure itself that suitable responses are in place.

Background

The Scottish Government commissioned a Gateway Review of the 2023 UCI World Championships which took place on 15-17 March. The purpose of the Gateway Review was to provide independent assurance that the project is progressing as required and that any significant risks to a successful outcome are identified and managed. It also provided the independent assurance required by The Scottish Government, Glasgow City Council and UK Sport for their respective funding agreements.

The review is forward looking and is designed to help identify the areas where we need to focus our attention; it is not an audit. Funding partners worked alongside 2023 UCI Cycling Worlds Ltd to identify the areas where independent assurance would be most valuable and these formed the majority of the focus for the Review Team. The full Terms of Reference for the Review are set out in full in Annex B.

Gateway Review Conclusion

The conclusion of the Review Team is set out below in out below in full:

Redacted Section 33 (2)(b)

Redacted 33 (2)(b)

Redacted 33 (2)(b)

Redacted 33 (2)(b)

Overall, partners agree this report is a fair reflection of where the project currently is.
Redacted 33 (2)(b)

Recommendations and Actions Being Taken

Annex A sets out the recommendations from the Review and the Actions being taken by the project to address them.

Next Steps

All of the recommendations are marked as “Essential” and the review Team have suggested that they need to be completed within the next 4 months. We have submitted our action plan to the Scottish Government’s Portfolio, Programme and Project Assurance Centre for how we will address the recommendations and are continuing to take forward the actions set out in Annex A.

The Review Team have advised that the next independent assurance review should be a combined Gate 0 / Gate 4 review looking at both strategic progress (including against the recommendations of this Gate 0 review) and particular progress towards readiness, including the development of plans for C3 working and of testing and exercising. They have requested that the review should be completed six months ahead of the event opening in February 2023. The Scottish Government will work with 2023 Cycling Worlds Ltd and the other funders to schedule this review.

Redacted 33 (2)(b)

Each recommendation has been given **Critical, Essential** or **Recommended** status.

The definition of each status is as follows:

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the project should take action immediately.

Essential (Do By) – To increase the likelihood of a successful outcome the project should take action in the near future. In the case of this Gate 0 review the near future can be understood as the next four months.

Recommended – The Project should benefit from the uptake of this recommendation.

ANNEX B

Purposes of the Gateway Review 0: Strategic Assessment

The Terms of Reference for this review are included below. Indented items are particular areas of focus requested by the programme team.

1. Review the outcomes and objectives for the programme (and the way they fit together) and confirm that they make the necessary contribution to the overall strategy of the organisation and its senior management;
2. Ensure that the programme is supported by key stakeholders;
 - i. Partner and Stakeholder Relationship Management Including: Integration and alignment with funding partners, UCI, VisitScotland and partners critical to the planning and delivery of the Championships
3. Confirm that the programme's potential to succeed has been considered in the wider context of Government policy and procurement objectives, the organisation's delivery plans and change programmes, and any interdependencies with other programmes or projects in the organisation's portfolio and, where relevant, those of other organisations;
 - i. Policy Delivery Including: Planning arrangements for delivery of wider policy led objectives including Equality, Diversity and Inclusion, Sustainability and the coordination of a One Scotland approach.
4. Review the arrangements for leading, managing and monitoring the programme as a whole and the links to individual parts of it (e.g., to any existing projects in the programme's portfolio);
 - i. Progress Against Milestones Including: Progress against LFA and PMO milestones including competition schedule and location, tendering of Spokes and Local Authority arrangements
5. Review the arrangements for identifying and managing the main programme risks (and the individual project risks), including external risks such as changing business priorities;
6. Check that provision for financial and other resources have been made for the programme (initially identified at programme initiation and committed later) and that plans for the work to be done through to the next stage are realistic, properly resourced with sufficient people of appropriate experience, and authorised;

Item 6 – Marketing and Communications Report

Item 6

Communications

Progress to date

1. Great media momentum at the start of the year driven by key announcements – Dates, Stirling & 500 days to go. Delivering 270 pieces of global coverage with a potential reach of 1.3bn.
2. Event tracker results back showing a good level of awareness for this stage of the event – 9% UK & 13% Scotland. Whilst sentiment is positive work needs to be done on understanding and engagement.
3. Steady growth of digital and social audiences driven by great organic content bringing total followers to 16.2k
4. Development of a full Marcomms plan including ownable key initiatives, milestones, partner events & content
5. Maintaining momentum with key activity – Venues, Schedule & Volunteer Announcements. Ramping up partner activity and key initiatives

Marcomms Plan Overview

The High Level Marcomms plan has been developed and can be summarised below:-

An event tracker is now in place and providing insight on awareness, understanding, engagement & sentiment. The next research wave will be delivered in July where a deep dive will provide greater insights across the key metrics delving further into barriers to engaging with the championships.

1. The MarComms plan is built around 3 key building blocks:- a) Milestones – The baseline of the comms strategy creating excitement around key dates and announcements such as venues and schedule

b) Initiatives & Campaigns – Ownable properties that provide cut through to new audiences outside of event announcements and milestones

c) Strategic partnerships – Partners, stakeholders and wider organisations that can help amplify the event to a core and non-core audience

2. Ambassador & Influencer approach – Selection will focus on initiatives & campaigns to reach new audiences which may be 2023 Cycling Worlds led or partner led.

3. Cycling Events 22 - A big push, working with partners, to ensure visibility and create content at cycling events this year to excite new audiences for the championships next year.

4. Content Plan – Key hero pieces and episodic series will be created to drive awareness and engagement around the event and purpose themes. This will be supplemented with key announcements and tied into partner activity.

5. Platform approach

a) Owned – Digital agency has been appointed to build the new website scheduled for soft launch in May/June with full launch ahead of ticket sales & one year to go

b) Managed – To ensure platforms are capitalised to reach new audience there will be a clear content focus per channel

6. Budget – The intention is to allocate significant spend during a busy summer to ramp up excitement, raise awareness levels and provide a solid platform for ticket sales and engagement with initiatives.

International Impact

To ensure that the event not only reaches mass awareness in Scotland but also cuts through to a UK wide and global audience an action plan has been put into place to actively engage with the UCI.

Through joint media planning and a focus on the below opportunities to build awareness amongst the global core audience will be maximised;

1. National Federations comms engagement
2. My World of Cycling Reward platform
3. Access to UCI ambassadors
4. Increasing the number of competing nations to ensure increased broadcast reach

Q1 2022 Report

The Q1 2022 Marcomms report provides an overview of KPIs, Monitoring and evaluation through the event tracker (6 waves), highlights of key Marcomms output, partner activity, operational priorities and a forward look at planned Marcomms output.

Q1 has seen a strong increase across all performance metrics in terms of media output, audience development and social engagement. Primarily driven by key announcements – dates, Stirling time trial and the 500 days to go milestone. There has been some strong activity particularly from UCI, VisitScotland and Transport Scotland (Sustrans) however work needs to be done to maximise the opportunity through increased engagement from partners. A full partner audit will be carried out through the Marcomms Steering Group to capture all activity and plans.

Operational priorities are outlined including resource and key projects that the Marcomms team are working through.

Redacted 33 (2)(b)

- Key projects in place are development of the marcomms operational plan, selection and recruitment of ambassadors and development of the new championship's website. Partner and stakeholder engagement is essential to the success for the event so plans are in place to strengthen this and also looking to recruit strategic partnerships to reach new audiences. Finally, a workshop will be held with media and PR agencies to develop a full paid and earned media plan.

Over the next few months there will be key announcements as pre-election period ends such as the Mountain Bike Downhill and Cross-Country venues. Provided terms are agreed with a main commercial partner they will be announced in early June. In mid to late June the volunteer programme is planned to be launched in addition to the championships schedule.

In terms of wider Marcomms activity the social media awareness campaign will continue and two major pieces of content will be released – a Sir Chris Hoy hero

piece and an episodic Power of the Bike series. April and June will also be a big month of cycling events in Scotland and the opportunity will be maximised through branding, visibility and content.

Author

Redacted 38(1)(b), Head of Marketing & Communications

Date

19 April 2022

**Document 6 - Cycling World Championships – Cabinet Meeting – Notes – 27
Apr 22**

From: Redacted 38(1)(b) @gov.scot>

Sent: 28 June 2022 17:12

To: Cabinet Secretary for Constitution, External Affairs and Culture
<CabSecCEAC@gov.scot>; Susan.Aitken@glasgow.gov.uk;
katherine.grainger@uksport.gov.uk; Mel.Young@sportscotland.org.uk;
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Trudy.Lindblade@cyclingworldchamps.com; Mckechnie R (Rachael)
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Angus.Robertson.MSP@Parliament.scot; Robertson A (Angus)
<Angus.Robertson@gov.scot>; DCC.LocalPolicing@scotland.police.uk;
James.Royan@scotland.police.uk; Craig.Burn@CyclingWorldChamps.com;
Kevin.MacCuish@uci.ch; Redacted 38(1)(b) @gov.scot>; Redacted 38(1)(b)
@gov.scot>; Director of Culture and Major Events
<Directorofcultureandmajorevents@gov.scot>; billy.garrett@glasgowlife.org.uk
Subject: 2023 Cycling World Championships - Cabinet Meeting - April 2022 - Notes
& Matters Arising

Hello everyone,

Thank you all very much for your hard work before, during and after our last 2023 UCI Cycling World Championships Cabinet Meeting in April. I am attaching the Cabinet Meeting Notes as well as the Actions Log, both in pdf. Please, do let me know if you can't access them and I should be able to help with any issues. We know that there has been progress with the assigned actions and we are sure that more exciting updates are on their way soon.

We are pleased to confirm that the next Cabinet meeting is now officially scheduled to take place on Wednesday, September 7th 2022, 10:00 - 11:30, and we are all really looking forward to another fruitful conversation. The relevant MS Teams meeting invite will follow in a separate email. Detailed agenda and papers will be circulated closer to the time.

Once again, thank you all very much for your time and valuable assistance.

Kind regards,
Redacted 38(1)(b)
Redacted 38(1)(b) **Policy Officer**

Major Events & Themed Years
Culture, Historical Environment and Major Events

Victoria Quay, Leith
EH6 6QQ Edinburgh

**Note of the 3rd meeting of the 2023 UCI Cycling World Championships
(Cycling Worlds) Cabinet
Held on Wednesday 27 April 2022 at 1230-1400
Location: Ms Teams Call**

CHAIR

Angus Robertson MSP, Cabinet Secretary for Constitution, External Affairs and Culture

MEMBERS

Cllr Susan Aitken, Leader of Glasgow City Council

Dame Katherine Grainger, Chair, UK Sport

Mel Young, Chair, **sportscotland**

Brian Facer, Chief Executive Officer, British Cycling

Malcolm Roughead, Chief Executive, Visit Scotland

NON-VOTING MEMBERS

Supt James Jones, Police Scotland (substitute for Supt Sharon Milton)

Hugh Gillies, Chief Executive, Transport Scotland

ATTENDING

Paul Bush, Chair, 2023 Cycling World Championships Ltd

Trudy Lindblade, Chief Executive Officer, 2023 Cycling World Championships Ltd

Craig Burn, Director of Strategy & Policy Impacts, 2023 Cycling World Championships Ltd

Rachael McKechnie, Deputy Director, Major Events, Scottish Government

Billy Garrett, Director of Sport and Events, Glasgow Life

Kevin MacCuish, UCI Olympic Games and Major Events Manager

Redacted 38(1)(b), Head of Major Events and Themed Years Unit, Scottish Government

Redacted 38(1)(b), Team Leader, Major Events and Programme Unit, Major Events, Scottish Government

Redacted 38(1)(b), Policy and Programme Manager, Major Events, Scottish Government

Redacted 38(1)(b), Policy Officer, Major Events, Scottish Government

APOLOGIES

Supt Sharon Milton, Police Scotland

1. Welcome, Introductions & Apologies (Cabinet Secretary)

The Cabinet Secretary welcomed attendees, in particular those who were not at the last meeting and those attending their first meeting, which included Hugh Gillies, Chief Executive of Transport Scotland, and Kevin MacCuish, UCI Olympic Games and Major Events Manager.

2. Minutes & Matters arising from Previous Meeting (Cabinet Secretary)

The minutes from the meeting on 3 November were agreed.

The Cabinet Secretary updated that outstanding actions would be covered as the meeting progressed. The Cabinet Secretary to provide an update on Scottish Government Ministerial Engagement during Agenda item 5.

3. 2023 UCI Cycling World Championships Chair Report (PB / TL)

The Cabinet Secretary invited PB and TL to provide an update on matters arising and on the budget position. PB highlighted that:

Redacted Section 33 (2)(b)

Redacted 33 (2)(b)

Redacted Section 33 (2)(b)

Interventions/Comments

- Redacted Section 33 (2)(b)
- Redacted Section 33 (2)(b)
- Redacted Section 33 (2)(b)
- Redacted Section 33 (2)(b)

4. Gateway Review (RM)

The first review took place in March and was a really useful process. Redacted 33 (2)(b)

-
- Action was already underway on a number of the recommendations with an action plan developed and due to be submitted to the PPM centre on 26 April.
- An assurance meeting will be scheduled with the review team (likely in June) to update on progress implementing the action plan to ensure that this is having the desired impact of getting the project on track for delivery.
- If the issues are addressed properly, then the project would be in the best place possible to navigate future challenges.

5. Policy Impact Report (CB)

The Cabinet Secretary invited CB to deliver an update on the Policy Impact Plan which included the following key points:

- The Policy Impacts Plan provides the aims and objectives for the policy element as well as the initiatives and projects that can help in demonstrating impacts. Three categories: Event, Inspired By Projects and How can the event amplify/accelerate initiatives. The event needs to be focused on: Sustainability, Equality, Diversity, Inclusion and Participation
- We need a clear national approach to cycling in Scotland. All LAs have a significant role to play to bring this to life at their local level through their statutory functions.
- We need clear owners of the policy pillars to create a vision (not just until August 2023, but to 2027 and beyond). These organisations will be asked to provide clear delivery plans.
- The event is about inspiring people to ride bikes and be more active. Participation has no clear owner, thus it will be critical to get some collaborative working in place to develop a clear shared plan. How can the event spark participation? What can happen around the event (comms, campaign, activation)? What can we do through the environmental side (footprint, create a benchmark for other events)? How can we embed EDI and the initiatives that we drive? What are the partners doing? What are the legacy projects?

- There has been good engagement but now is the time to step up and ensure that there are clear actions and accountability.
- Inspired By Projects: Some tangible activity on the ground. £8m to deliver about £32-35m of projects (huge legacy).
- Community Cycling Fund: £1-1.5m for the next three years touching every LA in Scotland.
- The Cabinet Secretary commented it would be great to see more Inspired By Projects. Even if there is not new money available, can we 'repackage' and use the brand to help, promote and amplify all the good activity that's already going on, and use that legacy beyond 2023.
- In other events (Commonwealth Games, Championships, etc), organisations were asked to identify a champion. We need that champion from all lead agencies to work with CB and SG to drive things forward.
- This event could create a legacy and would benefit from the development of a Participation Strategy. Ownership across all organisations is key.

ACTION – Deliver a presentation to the NDPB CEOs Forum. TL and MR to progress.

ACTION – Redacted section 30 (b)

ACTION – Redacted section 30 (b)

ACTION – Redacted section 30 (b)

ACTION – The Scottish Government will work with the Cycling World Championships' Policy & Impacts team and partners to develop a Participation Strategy by the end of June.

6. Communications – Timeline (TL)

TL was invited to provide an update on Communications with input from KM

- The event had a limited comms strategy 12 months ago. Still a lot of work to do, but it's good to know where we started from.
- Audience development – there has been a significant increase in this quarter compared to the last quarter. More key announcements soon.
- International Impact: There needs to be a focus on international markets; engagement in cycling in multiple languages; awards programmes; access to ambassadors; and increasing the number of nations. The UCI have a key role in supporting the international impact.
- The 2022 UCI Road World Championships in Australia is an important event to capitalise on in September 2022 along with other World Cup and World Championships cycling events happening this year in and out of the UK.
- 2023 Cycling World Championships Ltd need to recruit a new Strategic Communication Lead – this is a key post.

ACTION – The Cabinet Secretary noted the SG has an international network of offices in significant capitals that could help promote the event. SG Officials to work with 2023 Cycling World Championships Ltd to maximise opportunities.

7. Any Other Business

No other business was put forward.

8. Date of Next Meeting

Likely to be September (face to face meeting could be an option).

ACTION – SA and KG to deliver updates from Glasgow City Council and UK Sport at next meeting.