

2019 Slalom World Cup & 2020 Slalom European Championships Organisation Groups Terms of Reference

| TERMS OF REFERENCE | | | |
|---|---|---|-------------------|
| Group | Stakeholder Board | | |
| Policy Owner | British Canoeing – David Joy, Chief Executive | | |
| Date Approved | 8 November 2018 | Approved by | Stakeholder Board |
| Logistics | | | |
| Purpose | Management responsibility for the delivery of two world class events, providing a positive experience for all the participants and competing teams, spectators, media, delivery and management partners. Ensuring that all opportunities are maximised, the event is delivered to budget and the reputation of the delivery partners is enhanced through these events. | | |
| Board Representation/Position | | | |
| David Joy | Chair | BC Chief Executive | |
| Dan Buck | Member | Lee Valley Regional Park Authority Head of Sport & Leisure | |
| James Fry | Member | BC Board Member – Legal | |
| David Stubley | Member | BC Commercial & TV Consultant | |
| Todd Cooper | Observer | UK Sport Major Event Consultant | |
| Gemma Wiggs | Invited Attendee | Event Director | |
| Susan Hicks | Invited Attendee | Finance Manager | |
| Simon Toulson | Information Updates | ICF Secretary General | |
| Jean-Michel Prono | Information Updates | ICF CSL Chair | |
| Andrej Jelenc | Information Updates | ECA CSL Technical Delegate | |
| Remit/Outcomes | | | |
| 1. Provide a formal mechanism for key partners/stakeholders to shape the events and through a collaborative approach ensure the agreed objectives are achieved. | | | |
| 2. Maximise income generation opportunities and monitor expenditure to ensure that the event delivers value for money and operates within the agreed budget. | | | |
| 3. Work within the terms of procurement and authorisation procedures, including approval of the awarding of all contracts over £10,000, and consider and approve any significant changes to the event budget. | | | |
| 4. Oversee the scoping and delivery of sponsorship and commercial strategies to drive commercial income opportunities ensuring they deliver value for money for the event. | | | |
| 5. Provide quarterly reports to the British Canoeing Board (as event underwriters) providing progress, financial and risk assessment updates. | | | |
| 6. Ensure the events are delivered in accordance with ICF and ECA expectations and regulations, using communication opportunities to provide progress reports and build the reputation of BC, LV and the UK as hosts of world class major international canoe events and a major player in the sport. | | | |
| 7. Receive updates and monitor progress made by the LOC ensuring deadlines and targets are met, through the consideration and approval of minutes, project plans and updates/presentations via the Event Director and invited LOC members as required by the agenda. | | | |
| 8. Ensure a crisis management group is established during the event and operates appropriately to deal with any serious security/PR issues. | | | |

9. Monitor and evaluate the risk register to ensure risks are identified, minimised and mitigations implemented where required.

10. Monitor and evaluate planning progress via the agreed milestone tracker and ensure that the implementation of the project plan via the LOC adhering to principles of good project management and governance.

Meeting Management

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| Quorum | At least 4 members (including 2 voting members) of the Stakeholder Board must be present to vote on decisions. 50% or more vote in favour is required to pass a decision. If required the Chair holds the casting vote. Substitutions allowable but not desirable. |
| Meeting Frequency | Quarterly throughout the build up to the event with the possibility of monthly in the final quarter prior to each respective event. |
| Chair: David Joy | PRE: Approves agenda and any key papers MEET: Chairs meeting POST: Approves draft minutes for circulation |
| Event Director: Gemma Wiggs | PRE: Approves key papers to be presented from LOC. Drafts Agenda, ensuring appropriate decisions are brought to group. Updates Group of functional area progress. Circulate all paperwork at least one week in advance MEET: Takes minutes POST: Minutes to Chair for approval, circulation to wider stakeholder group. Draft an Executive Summary of progress/report for dissemination to key partners/stakeholders. |
| Member | PRE: Assist with room bookings |

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|--|---|---------------------------------------|-------------------|
| Group | Local Organising Committee | | |
| Policy Owner | Event Director, Gemma Wiggs | | |
| Date Approved | 8 November 2018 | Approved by | Stakeholder Board |
| Logistics | | | |
| Aim | Responsibility of the detailed operational planning, management and delivery of two world class events (2019 ICF Canoe Slalom World Cup and 2020 ECA Canoe Slalom European Championships) in line with the agreed event objectives and in accordance with the approved policies and budget. | | |
| Meeting Frequency | Bi Monthly moving to monthly in 6 months prior to each event. | | |
| Representation/Position | | | |
| Gemma Wiggs | Chair & Event Director | BC International Affairs Manager | |
| Colin Woodgate | Technical Manager | ICF, ECA & BC Slalom Committee | |
| John Timms/Alison Bridge | Venue Operations Management | MLS | |
| Andy Maddock | Sport Presentation & Performance Programme Rep | BC Programmes Director - Operations | |
| Susan Hicks | Finance | BC Finance Manager | |
| Rob Knott | Marketing, Media, Commercial | BC Head of Marketing & Communications | |
| Lucy Williams | Accommodation & Transport | Contractor | |
| Anna Gray | Protocol & VIP | BC Sport Development Manager | |
| Laura Sutherland | Workforce & Expo | BC Events Officer | |
| Howard Blackman | Legacy | BC Youth & Communities Manager | |
| Sophie Stone | LVRPA Lead | LVRPA Events Manager | |
| Paskell Blackwell | LVWWC Facility Manager | LVWWC General Manager | |
| Paul Coates | Legacy | LVRPA Sports Development Manager | |
| Jack Pringle | Legacy | LVRPA Sports Development Officer | |
| TBC | Accreditation | | |
| TBC | Health & Safety | Contractor | |
| Additional Invited Persons | | | |
| TBC | Health & Safety | LVRPA Health & Safety Officer | |
| Remit/Outcomes | | | |
| 1. Work together as a team in the spirit of collaboration to deliver two world class events building on the reputation of BC, LV, partners and the UK in delivering excellence and as a major player in the sport of canoeing. | | | |
| 2. Ensure the events are delivered in accordance with agreed event objectives and KPIs, and fulfil ICF and ECA expectations and regulations, with all decision making having the athletes at the heart to ensure a platform for performance. | | | |
| 3. Discuss, develop and take ownership for the planning and delivery timeline ensuring update and reporting using the project planning tool ahead of LOC meetings. | | | |
| 4. Identify, discuss and develop policies and procedures (seeking sign off from the Stakeholder Board where relevant) with best practice, ensuring communication and buy in from all relevant parties. | | | |
| 5. Implement the operational plan to ensure delivery in line within the agreed event objectives, KPIs and approved budget both pre event, at the events and during the events. | | | |

6. Identify income generation opportunities and monitor expenditure to ensure that the event delivers value for money and operates within the agreed budget and all persons work within the terms of procurement and authorisation procedures.

7. Identify PR opportunities on an ongoing basis to jointly support the promotion of the event to maximise exposure and interest in the event.

8. Provide specific reports ahead of LOC meetings and where required to the Stakeholder Board using the appropriate format.

9. Successfully delivery of 2019 ICF Canoe Slalom World Cup and 2020 ECA Canoe Slalom European Championships while adhering to the principles of good project management and governance.

Meeting Management

Chair: Event Director,
Gemma Wiggs

PRE: Coordinate meeting dates and book meeting rooms
Approves agenda and any key papers
MEET: Chairs meeting
POST: Approves draft minutes for circulation

Area Managers

Attend meetings as necessary
Approve documents/paper to be submitted to LOC by each group

BC Events Officer: Laura
Sutherland

Take minutes, send to Chair for approval, circulation to wider group

Functional Groups – Area of Remit

1. Event Director incl International Relations

Manager: Gemma Wiggs

Responsible for overseeing the planning and delivery and the following specific areas:

- ICF and ECA relations
- Stakeholder Management
- Entries
- Reporting to Stakeholder Board
- Event LOC and event oversight
- Budget management
- Project Plan
- Risk Management
- Emergency planning and emergency services liaison
- Contingency and Readiness
- Doping Control

2. Venue & Event Management

Manager: John Timms/Alison Bridge (MLS)

Responsible for owning:

- Venue Preparation
- Arena Construction
- Temporary Services
- Venue Dressing
- Venue Catering
- Traffic Management
- Cleaning & Waste
- Medical
- Security

3. Team Services & Protocol

Manager: Andy Maddock

Responsible for owning:

- Sports Presentation
- Host TV on venue

4. Technical

Manager: Colin Woodgate

Responsible for owning:

- Schedule
- Officials & SSVs
- Results
- Technical Video Service
- Timing
- Course Prep
- Demos & Runners
- Team Services

5. Finance

Manager: Susan Hicks

Responsible for owning:

- Event Finances
- Ticketing

6. Marketing, Media & Commercial**Manager: Rob Knott**

Responsible for owning:

- Sponsorship / Advertising
- PR / Marketing
- Print Material / Website
- Media / Social Media
- Photographers / Other TV
- Ticketing / Programme
- Merchandising

7. Accommodation & Transport**Manager: Lucy Williams (CSE)**

Responsible for owning:

- Accommodation (IF, ITOs, staff, teams)
- Transport (IF, ITOs, NTOs, teams)

8. Protocol & VIP**Manager: Anna Gray**

Responsible for owning:

- VIP
- Hospitality
- ICF / ECA Family
- Ceremonies

9. Workforce & Expo**Manager: Laura Sutherland**

Responsible for owning:

- Volunteers
- Expo

10. Legacy**Manager: Jack Pringle**

Responsible for owning:

- Community Programmes

11. Health & Safety**Manager: TBC (Contractor)**

Responsible for owning:

- Health & Safety planning and on venue

11. Accreditation**Manager: TBC (Volunteer)**

Responsible for owning:

- Accreditation

| TERMS OF REFERENCE | | | |
|---|--|-------------------------------|-------------------|
| Group | Safety Advisory Group (SAG) – Lee Valley White Water Centre | | |
| Policy Owner | Broxbourne Council – Nicola Pearce | | |
| Date Approved | 8 November 2018 | Approved by | Stakeholder Board |
| Logistics | | | |
| Aim | Ensure suitable safety management practices are put in place to provide reasonable safety of spectators and participants | | |
| Meeting Frequency | Bi Monthly moving to monthly in 6 months prior to each event. | | |
| Representation/Position | | | |
| Nicola Pearce | Chair | Broxbourne CC | |
| TBC | Minutes | Hertfordshire CC | |
| TBC | Environmental Health | Broxbourne CC | |
| TBC | Building Control | Broxbourne CC | |
| TBC | | Epping Forest Borough Council | |
| TBC | | Hertfordshire Constabulary | |
| TBC | | Essex Police | |
| TBC | | Hertfordshire Fire & Rescue | |
| TBC | | Essex Fire & Rescue | |
| TBC | | East of England Ambulance | |
| TBC | | Hertfordshire Highways | |
| TBC | | Essex Highways | |
| TBC | | Hertfordshire Resilience | |
| TBC | | Rail Network Operators | |
| TBC | | Sports Group Safety Authority | |
| Gemma Wiggs | Event Director | British Canoeing | |
| John Timms | Event Delivery Contractor | MLS | |
| TBC | Health & Safety Manager | TBC (appointed for the event) | |
| TBC | Health & Safety Officer | LVRPA | |
| Dan Buck | Head of Sport & Leisure | LVRPA | |
| Sophie Stone | Events Manager | LVRPA | |
| Paskell Blackwell | LVWWC Centre Manager | LVRPA | |
| Remit/Outcomes | | | |
| 1. To advise on matters affecting public safety at the event venue and its immediate environs as required | | | |
| 2. To advise on the exercise of the powers by Hertfordshire CC under the Safety of Sports Grounds Act 1975 and the Fire Safety and Safety of Places of Sport Act 1987 in respect of the safety certification for the event and venues | | | |
| 3. To advise Broxbourne BC in the exercise of its powers under the Licensing Act 2003 for the event and venues | | | |
| 4. To advise on the enforcing actions of Broxbourne BC under the Health and Safety (Enforcing Authority) Regulations 1998 for enforcement of the relevant statutory provisions for the event and venues | | | |
| 5. To advise on the actions of Hertfordshire CC and Broxbourne BC in relation to their duty of care regarding sport grounds and public events | | | |

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| 6. To offer advice to the event organiser, with regard to public safety | |
| 7. To provide a forum where all members can develop a co-ordinated approach to crowd and spectator safety | |
| 8. To advise on matters relating to the transportation of spectators to and from the venue | |
| 9. To take on other safety and public protection functions as agreed | |
| Meeting Management | |
| Chair: Nicola Pearce Broxbourne CC) | PRE: Approves agenda and any key papers MEET: Chairs meeting POST: Approves draft minutes for circulation |
| Members | Approve document/paper to be submitted to the LOC and other authorities |