TERMS OF REFERENCE

MAJOR EVENTS INVESTMENT AND ASSURANCE PANEL

Purpose

The Major Events Investment and Assurance Panel ("the Panel") is a committee of and specialist advisory body to the UK Sport and Institute Board ("the Board") and the UK Sport Major Events team.

Its main purpose is to make major event investment recommendations and provide assurance to the Board on the operational and delivery progress and the management of identified risks, both to the success of the event and the achievement of UK Sport objectives. This may occur outside of the formal meeting schedule.

Membership

The Panel shall consist of at least two members of the Board, one of whom shall be appointed by the Board as Chair of the Panel.

The remaining members shall be independent and drawn from certain key areas of expertise and experience related to sport and the events industry, such as legal, media and communications, sponsorship and marketing, event management, international federations, local or regional authorities and National Governing Bodies.

The number of members is not pre-determined but will typically be no more than seven.

All members of the Panel shall be appointed by the Board on merit and explicitly not as representatives of specific organisations or interest groups.

UK Sport actively promotes diversity and therefore effort will be made to ensure that members of the Panel are from diverse backgrounds.

Attendees

Members of the Board who are not members of the Panel, UK Sport Directors, members of the Major Events team and representatives of event organising bodies, including key stakeholders, may attend the Panel meetings by invitation.

The Panel will be supported by a Secretariat function, provided by UK Sport.

Terms

Individual terms of appointment shall not exceed four years, however members may be re-appointed at the end of their term.

The number of terms a member can hold office in the same membership category (e.g. holding office as a member of the Board or as an independent member) shall be limited to two.

Effort will be made to overlap terms between Panel Members.

Conflict of Interests

Through the course of its business and decision-making, members of the Panel shall at all times represent UK Sport and the interests of its Major Events Programme. All members shall abide by the rules adopted by UK Sport in relation to private interest and possible conflict with UK Sport business.

Members of the Panel should note that a conflict can arise from their own personal or business interests (or that of a member of their family) which could be seen as, or which could give rise to, a conflict with the member's position on the Panel.

Members of the Panel are required to declare interests on joining the Panel and thereafter, annually. Any interest that could be seen as or which could give rise to a conflict of interests or conflict of loyalties is required to be disclosed. A register of interests shall be maintained.

Any potential conflicts of interests related to upcoming business should declared at the start of each meeting and recorded by the Secretariat. Where a conflict exists, the Chair will determine appropriate mitigation, including withdrawal from discussion or decision-making.

Remuneration

UK Sport will offer to reimburse members of the Panel for the performance of their services in accordance with remuneration levels agreed for the Board (currently £218 a day). No remuneration fee will be offered to members attending functions or events on behalf of UK Sport.

Members of the Panel will be entitled to be reimbursed for expenses incurred in accordance with UK Sport's Travel and Expenses Policy for attending the Panel meetings and major events supported by UK Sport if they have agreed their attendance in advance with the Major Events team. The Major Events team will support members in booking travel and accommodation in line with the UK Sport Travel and Expenses Policy. All expenses must be submitted on the Major Events Panel Expenses Claim Form within two months of the expense being occurred.

Meetings

The frequency of the Panel meetings may vary but approximately four to five meetings shall be staged per year. In exceptional cases, meetings may be required by conference call or business may be handled by email.

The Panel meetings shall be called by the Chair. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Panel and any other person required to attend.

Papers will normally be issued with the agenda between one and two weeks in advance of the Panel meeting. Papers will be sent as and when they are ready, in order to provide members of the Panel with the maximum time to review the paperwork.

The Panel will receive and review in advance of meetings executive reports of progress against identified event milestones; significant risks to event success; and updates from DCMS and local host authorities on concerns or issues and proposed courses of action.

Members of the Panel and attendees shall not disclose the detailed substance of papers or discussions without the prior written consent of the Chair.

Members of the Panel unable to attend the meeting will receive papers for the meeting and be invited to share comments with the Chair and Officers in advance of consideration at the meeting.

On receipt of any Panel reports or papers, members of the Panel will refer any pre-Panel queries to the Chair or the Director of Major Events. Members will ensure that reports, papers and Panel discussions remain completely confidential. Any feedback to applicants will normally be provided via officers or the Chair.

The Panel shall submit the minutes of each of its meetings and any associated recommendations to the UK Sport Board for approval.

Quorum

The Panel shall have a quorum comprising not less than 50% of its total membership at any time, one of whom must be a full Member of the UK Sport Board.

A meeting may proceed without being quorate for discussion purposes, however any recommendations to the Board shall note that the meeting was inquorate.

Responsibilities

The Chair

The Chair shall be responsible for:

- Agreeing agendas;
- Ensuring meetings are effective, focused, and appropriately challenging;
- Confirming clear conclusions and actions; and
- Reporting to the Board

Investment

The Panel considers applications for UK Sport financial support towards the bidding and staging costs of strategically important major events to be hosted in the UK. Most applications presented to the Panel will be for major events that have previously been identified as strategic hosting targets. The main focus of the Panel's discussions will therefore be to scrutinise the logistical and financial feasibility of the proposed budget and business plan.

The Panel shall:

- Review applications and associated recommendations from officers in advance of the meetings;
- Explore any major issues or concerns directly with officers during the meetings, and challenge their recommendations if appropriate;
- Explore any major issues or concerns directly with the funding applicant at the Panel meetings and, where appropriate, challenge their proposals by considering questions such as:
    - Is the hosting plan robust enough to warrant an investment?
    - If not, what further work needs to be undertaken?
    - Is there a clear demonstration of financial need to invest?
- Make recommendations to the UK Sport and Institute Board on:
    - Whether UK Sport should support the event;
    - The level of the award; and
    - Any associated conditions of award required.

Some major event applications for funding support will be progressed under the authority delegated by the UK Sport and Institute Board to officers in line with the following thresholds (see also the Investment Guide):

- UK Sport's Chief Executive Officer may approve an award of up to £500k subject to the Major Events Panel approval;
- UK Sport's Director of Events, Sporting System and External Affairs may approve an award of up to £200k.
- All Director and CEO award decisions will be reported to the next Board meeting for information.

Major Events Assurance

The Panel reviews assurance matters relating to events for which a financial award in excess of £2 million has been awarded to a Pinnacle event, or when UK Sport is managing investments of this level on behalf of DCMS. In addition, the Panel may identify at the investment stage that an event that does not sit within these financial thresholds would benefit from inclusion within the Panel's assurance process.

The aim of this assurance review is to provide oversight, challenge and support to ensure that those events are delivered successfully, as well as to protect both public investment and the UK's hosting reputation.

The Panel will:

- Receive and review in advance of meetings executive reports of:
  - Progress against identified event milestones; and
  - Significant risks to event success.
- Explore any major issues or concerns directly with officers during the meetings, and challenge their recommendations if appropriate, identifying appropriate actions or specific areas of concern or focus to be followed up by the executive team.
- Receive updates from DCMS and from local host authorities on any concerns or issues on their part and offer views on proposed courses of action.
- Review potential impact of significant live issues relating to delivery of events on:
  - DCMS guarantees or UK Sports' funding commitments; and/or
  - UK Sport's strategic risk and escalate to DCMS and/or UK Sport with recommendation for information or decision as appropriate.
- Approve release of UK Sport ringfenced contingency where the request for release is contentious or clearly outlined within the parameters of the funding agreement to require additional support to officers. Where necessary, approval may be sought outside of the meeting parameters to allow a timely decision.

Rights

The Panel may procure specialist ad-hoc advice at the expense of UK Sport, subject to budgets agreed by Board.

The Panel has the right to request any information or data from UK Sport to enable it to fulfil its responsibilities.

Access

Members of the Panel and attendees will have free and confidential access to the Chair of the Panel.

Reporting

The Panel shall report to the Board after each meeting by making final minutes available.

The Chair of the Panel will, by exception, update the Chair of the Board on matters discussed and any items to be highlighted for the Board's consideration.

Review

The Panel will review these Terms of Reference and it's own performance and effectiveness annually.