



**Minutes of the Management Board Meeting held at 0900
on Saturday 31 July 2010 at Sandy Balls Holiday Centre, New Forest Hampshire**

Present: Jem Lawson (Chair) (JL); Dave Rigby (DR); John Petrides (JP); Jane Wild (JW);
Dave Bellingham (DB); Lawrence Green (LG); Richard Taylor (RT); Del Granger (DG)

Apologies: Alan Spelling (AS)

In attendance: Mark Barfield (MB), Zara Hyde Peters (ZHP), Sarah Springman (SMS),
Steve Bentley, First Ascent (SB)

Referenced: Helen Wyeth (Hwy), Paul Smith (PS)

Item	Minute	Owner and Due Date ¹
1	<p>Chair's welcome and introductory comments</p> <p>JL noted the recent events and passed TE congratulations to all BTF staff for the excellent London WCS event. He welcomed Steve Bentley of First Ascent who is facilitating Board development. JL was also pleased to welcome Sarah Springman who was observing the meeting.</p>	
2	<p>Statement of declaration of interest</p> <p>Equity Statement</p> <ul style="list-style-type: none"> ▪ No declarations of interest were made. ▪ DB mentioned his pleasure at the success of the largest Paratriathlon in Europe 	
3	<p>Apologies for absence</p> <p>Alan Spelling</p>	
4	<p>TEMB: Aspiration & legacy - Progress on Key Focus Areas</p> <p>JL reminded all of the process started at the last Board meeting identifying five strategic focus areas and charging sub-groups to work on plans for these areas.</p>	

¹ Unless otherwise specified, all actions are due by the date of the next Board Meeting (Section 12).

<p>4.1</p>	<p>TE Identity (DB/DR/AS/LG) DB led the group through a summary chart (Appendix 1). Discussed using new triathlon shop (Wiggle) to market TE branded items. Highlighted association with CGCE and success of “We are England” brand. Also highlighted competition opportunities – championships and Home Nation teams. Draft strategy required to address specifics of competitions, branded kit, etc. Sub-Committee appointed with delegated authority of TE identity: DB, DR, AS, LG plus RT. The group lead (DB) to be advised of events decisions deadline.</p>	<p>ZHP</p>
<p>4.2</p>	<p>Membership (JW/LG) The strategic plan was deferred for discussion later in the meeting, but JW wanted to acknowledge to the full Board Lawrence Green’s input.</p>	
<p>4.3</p>	<p>KPIs/Goals (RT/JP) RT apologised for slow progress and proposed that they split the focus area into Business Performance and KPIs that are attached to specific strategic plans, e.g. if target championships decided then – to what standard? They recognised a need to set targets for growth of sport in England, etc. SMS asked where England performance sat in this, and RT agreed that this would need to be measured. RT also stated that measurement should be simple and fit on two pages of A4. TE should not be planning to measure for measurements sake.</p> <p>RT agreed to circulate the headline KPIs agreed with input from DB before the September meeting. The group’s remit was formally extended to include managing the strategic plan process.</p>	<p>RT</p>
<p>4.4</p>	<p>Financial Independence (DG/RT) DB commented that finance is closely tied to Business Performance. LG noted that there was not enough understanding of how the two businesses of BTF and TE are operated for the Management Board. Board agreed that DB sit on a sub group of ZHP/RW/DG/ HWy/PS to meet prior to the budget planning exercise and definitely by December 2010. This group would review and agree allocations of shared resources. DG also to be co-opted onto remuneration panel.</p>	<p>ZHP/DG ZHP</p>
<p>4.5</p>	<p>Board Effectiveness JL delivered a short presentation on governance which re-confirmed accountability to Council, Regional Committees and TE membership. Processes that influence Board effectiveness include adequate discussion of pertinent issues at meetings. Full discussion should be encouraged and minuted more fully. The Minutes turnaround and review process needs to be within two weeks; Minutes are Board’s property as their process record. Communication between meetings is required and new strategic sub-groups foster this. Chair must own progress on actions.</p>	<p>Mins Sec.</p>

	<p>The concept of a non-executive role for the Board is not necessarily mirrored by “portfolios”. In addition the supervisory role of TE Council may also imply the executive nature of the Board.</p> <p>The Chair/CEO role is effectively combined but the supervisory role of Council manages the power balance. Areas for improvement are establishing a conflict of interest register via HR support, and a risk register – albeit a lot of the risk is shared with British Triathlon. The BTF register has been shared to enable TE to develop its own register. The TE representative on the BTF Board should communicate more with the TEMB on BTF business.</p> <p>Final points made were; the TE Board needs to focus on strategic performance, the timeframe for which would need to tie in with Sport England’s funding cycle; a culture of stakeholder influence and incisive challenge needs to be fostered.</p> <p>JL highlighted succession planning as an issue that affects Board performance. DB suggested that induction for new Board members could accelerate contributions. LG suggested that discussions of the last couple of years could be written into an induction briefing note.</p>	<p>BTF HR</p> <p>RT</p> <p>LG/JL</p>
5	<p>Governance</p> <p>The AGM is confirmed for Saturday 13th November 2010, Hinckley Island Hotel (venue for BTF dinner) 2-4pm. Notice will be posted in Trinews, on the TE website and in the TE member mail-shot. President/Chair of TE will agree TE delegation members for BTF AGM.</p> <p>The Chair noted that the current post-holder term for Director for Events/R&T appears to expire in August 2010. JL to ask President (MH) to re-confirm dates and processes for future appointments.</p> <p>JL advised TE Board that Gold pins recipients would be decided in September by the panel of BTF and Home Nations convened for this purpose. JL represents TE on the panel. JL asked TEMB members to come forward with suggestions.</p>	<p>Int Comms</p> <p>JL</p>
6	<p>Finance Report</p> <p>DG summarised the year to date position with no major issues or changes although he continues to work with Paul Smith to refine TE reporting, especially balance sheet information.</p> <p>DG has worked with Adele Tyson-Bloor (SW Treasurer) to devise a simple finance reporting system that could be used by all regions. This is to be rolled out for wider use to all regions. DG has offered - along with BTF finance team - to support some Treasurer training as part of this. DB noted that not all treasurers access funding grant letters so it was agreed that these will be copied to treasurers.</p>	<p>DG</p> <p>MB</p>

<p>7</p>	<p>Membership Plan</p> <p>JW introduced the membership report and MB clarified that this was an action plan to produce a robust long term strategy.</p> <p>LG expressed concerned that certain aspects of the Castele plans which were produced almost 2 years ago, still needed to be delivered if these were considered in conjunction with the long term planning then that would mean more delay.</p> <p>RT highlighted the need to set overarching objectives for strategy at the September Board – these need to be set before the plan is developed. JW proposed a doubling of membership under existing membership but all concurred that goal cannot be agreed until some additional work identifying what membership should be is completed.</p> <p>LG noted that Wiggle shop launch had previously been agreed as a HN promotion as it affects membership.</p> <p>Clarification of insurance benefits for members is still an outstanding issue.</p> <p>LG also noted that rolling membership needed TE Board approval at this meeting. MB noted IT challenges for implementation and also the plan to prepare an analysis of potential problems so that we can take appropriate action.</p> <p>The Board agreed to move to rolling membership at the earliest practical opportunity. MB to circulate the “consequences document” for Board briefing.</p> <p>JL highlighted the volunteer development programme delivered by Harty Roberts which is supporting regional committees to be more effective. This was welcomed.</p>	<p>JW</p> <p>MB</p> <p>Int Comms</p> <p>MB</p>
<p>8</p>	<p>Council Appointed Members’ Report</p> <p>LG noted that the regions had become detached from the work programme of the development team and that he understood that MB was keen for the regional committees to have an involvement in setting those work programmes. It was suggested that the upcoming AGM season posed an opportunity to reconnect the Regional Committees to the RPM’s engaging the regions and clubs. MB hoped that by using feedback to plan activity next year and to guide reporting will reconnect all. LG also noted that East Midlands has a committee resignation which means TE staff support is being sought to manage the short term situation – MB confirmed that support would be available and LG agreed to monitor the situation..</p> <p>The launch date of kit for the TE Talent Academies needs to be confirmed.</p>	<p>MB</p> <p>MB/LG</p> <p>MB</p>

	<p>LG flagged concern over age group kit – supply chain finance, impact of GE sponsorship and transparency of sub-contracting. ZHP noted that GE support has enabled BTF to subsidise the administration of age group fees without passing on costs to the British Age Group teams. SMS noted that many nations do pass on those costs with significantly higher registration fees. The age group trisuits are supplied at cost from Adidas direct to Wiggle under the BTF sponsorship agreement, with Wiggle allowed to make a mark up to cover costs. The pricing of the competition trisuits is controlled by BTF to ensure that best value is achieved for British Age Group team competitors.</p> <p>DR advised that a NW Motorcycle Referee had submitted suggestions for possible improvements to AS – these would go to BTF R&T Committee for discussion. DR also raised concerns about the messaging from ITU technical delegate to the officials working at London WCS regarding opportunities for 2012. SMS will reflect these concerns back to ITU, although she reiterated that there are limited opportunities for technical officials for the Olympic Games so expectations must be realistic.</p>	<p>MB</p> <p>SMS</p>
9	<p>ETU</p> <p>JL briefly described the recent changes resulting from his election to Secretary General of ETU. He advised that with assistance from UK Sport via BTF, an office in England is now operational and a part-time Executive Assistant has been recruited. JL declared his ETU honorarium of 1100 Euros/month. New web pages for ETU have been established under the ITU umbrella. Priority for JL has been learning the role, but he now needs to seek agreement for the 2011 competition schedule. ETU are looking at marketing development and media presentation opportunities.</p>	
10	<p>Events, Rules & Technical</p> <p>The motorcycle referee issue was noted and referred to BTF R&T committee.</p>	
11	<p>From BTF</p> <p>LG and RT had attended the BTF meeting as invited observers. They reflected that it was useful to get a better understanding of the BTF Board role. RT said that he felt that it was clear that their role was well understood by Board members and that he could now see the TE Board moving in the right direction.</p>	

	<p>LG flagged the opportunity presented by the new BTF communications strategy and TE opportunity to work with the BTF Director for Marketing & Communications. The TE Board propose to develop a TE element to this communications strategy led by DG/JW. SMS reminded everyone that the strategy is currently an internal document.</p> <p>LG flagged the issue of competing resource between BTF and TE. He questioned whether BTF-employed staff could make priority decisions without being weighted to the BTF. LG feels that the relationship has not worked as well for TE as it has for BTF and this issue needs to be addressed. He suggested that some identification of separate resources might need to happen in order to change emphasis and feel of Loughborough operations. JL agreed that the Senior Management Team of BTF work in collaboration with TE Board representatives (JL) and BTF Board (SMS) to progress this issue. It was considered that outcomes will impact on the annual review of the BTF-TE management agreement.</p>	<p>DG/JW</p> <p>ZHP/JL</p>
<p>12</p>	<p>Any Other Business</p> <p>No further items of business were tabled.</p> <p>Written reports for Operations, Performance and Development were noted as read.</p> <p>Date of Next Meeting The Chair confirmed the date of the next meeting as 25 September 2010 in Loughborough.</p>	

Appendix 1:

Triathlon England Management Board

- Identity & Englishness
 - o *Effecting a Change from "BTA" - developing separate BTF and TE)*
 - o *Legitimate and necessary for sponsors and members*

- Visibility
 - o English national champs
 - o TE Branded kit, leisurewear
 - o Age Group/Juniors/officials gifts

- Communication
 - o Websites/magazines
 - o Straplines, symbols, mascot, brollies, England Brand

- Relationships
 - o Between BTF and England
 - o Between TE & Scotland/Wales
 - o TE perception different to Scotland/Wales

- Events:
 - o Home nations
 - o National Champs
 - o 2012 London
 - o 2014 Glasgow CWG

Strategy - to increase visibility, thus creating identity whilst maintaining positive relationships
Needs to address how we do it? How we will know when we are getting there?