



**Minutes of the Management Board Meeting held at 13:30
on Saturday 12 February at Sandown Park.**

Present: Jem Lawson (Chair) (JL); Dave Rigby (DR); Jane Wild (JW); Lawrence Green (LG);
Duncan Hough (DH); James Barton (JB);

Apologies: John Petrides (JP); Graeme Maw (GM); Richard Taylor (RT);

In attendance: Mark Barfield (MB), Zara Hyde Peters (ZHP), Lucy O’Gorman (LOG; Minutes); Paul
Smith (PS); Morgan Williams (MW); Martin Harries (MH)

Referenced: Ryan Wilkinson (RW); Del Granger (DG); Helen Wyeth (HW); Heather Williams (HeW)

Item	Minute	Owner and Due Date ¹
1	<p>Chair’s welcome and introductory comments</p> <p>JL welcomed all to the meeting and mentioned that since the last TEBM/AGM there had been new appointments. JL thanked everyone involved for their flexibility and forbearance.</p> <p>A short period of silent reflection was introduced in memory of Richard Belton.</p> <p>Everyone introduced themselves.</p> <p>JL paid tribute to Del Granger; Dave Bellingham and Alan Spelling for their massive contribution to the development and prosperity of Triathlon England (TE). JL expressed the view that they all worked tirelessly and with a professional outlook, quickly gained a mastery of their portfolios and TE is in a better place for their work.</p> <p>Action: LOG to circulate new contact details to all board members.</p>	LOG

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

<p>2</p>	<p>Apologies for absence</p> <p>John Petrides Graeme Maw Richard Taylor</p>	
<p>3</p>	<p>The New Management Board</p> <p>JL stated that Dave Bellingham (DB) previously took the lead on equity matters. However in DB absence JL highlighted the importance of being equable and equitable in all of TE dealings with people and organisations, and stated the need to be vigilant in maintaining the highest standards.</p> <p>It was noted that that TEMB members would be asked to make a general disclosure of their financial and other interests relating to triathlon and it was agreed that this information could be published on the TE website. This disclosure would be in addition to the obligation to disclose any interest in matters discussed at TEMB meetings.</p> <p>JL invited MH to say a few words.</p> <p>MH welcomed the new directors and thanked them for their interest and service and congratulated them on their positions.</p> <p>MH reminded TE board members that the expectations are high as it is an aspirational organisation with a significant legacy for Olympics 2012.</p> <p>MH wished the new directors every success.</p> <p>JL thanked MH and introduced the agenda.</p> <p>JL introduced MW.</p> <p>A brief discussion indicated that it took a while for previous new board members to make an early impact. However, there has already been an induction process for DH and JB and an induction pack has been provided.</p> <p>JL mentioned that each portfolio director should have a personal point of reference in Loughborough.</p> <p>JL indicated that it is important for JB to understand the finance process and suggested a meeting to be held with PS, RW and DG.</p> <p>JL stated that DH is well-versed in the components of ER&T. DH</p>	

raised concern over the issue of officials as the 'Cinderella' section, mentioned at BTF board previously. Also, touched on the motorbike referee qualification concern and suggested there is a job to do there.

JL confirmed that the Team England portfolio has evolved and now much more concentration is to be placed on talent identification and early development.

GM has an impeccable background in performance matters and therefore well placed in that area. JL suggested that GM would discuss with Simon Mills and Heather Williams (HeW) how best to inform the strategic imperatives which will guide this area in the future.

JL stated that membership is poised for rapid progress on a number of fronts, even though there has been set backs because of Richard Belton and MB accident. JL confirmed that there are promising possibilities for the expansion of the membership sub-committee and its use as a sounding board and generator of suggestions and recommendations.

JL suggested discussing those briefly and translate into actions.

LG recommended that this and the general setting of priorities was left to the end of the meeting so that all matters discussed at the meeting could be taken into account in that discussion.

LG suggested that the budget and annual business plan needs to be produced before the next council meeting on the 2 April 2011 so that they could be approved by the Council. It was agreed that the draft budget and annual business plan would be distributed to the Council together with a copy of the existing four year business plan at the same as these documents were sent to the TEMB in order to avoid the later approval by the Council being a rubber stamping exercise.

ACTION: PS anticipated draft would be sent out to the TE board before going to the BTF board at the end of February for approval. PS to circulate to TE board and MH final approved version before 2 April 2011.

ZHP indicated that BTF board have a telephone conference booked on the 16 March for approval.

Communications Strategy

JL suggested a discussion for a way forward for TE communications

PS

<p>4</p>	<p>strategy tied in with the British document.</p> <p>MB offered to deliver the plan.</p> <p>ACTION: JL proposed that a TE communication strategy meeting will be held in the 1st week of March.</p> <p>Unanimous agreement.</p> <p>Review of Key Focus Areas</p> <p>TE Identity</p> <p>JL stated that the key focus is the legacy of the previous board and briefly stated who is working through the areas:</p> <ul style="list-style-type: none"> • TE Identity – DB, DR and LG • Membership – JW and LG • KPIs/Goals – RT and JP • Board Effectiveness – JL • Financial Independence – DG and RT <p>JL confirmed that all of the five areas are still relevant in the next two years and questioned “what will success look like?”</p> <p>JL noted that TE identity project is in progress now MB is Director of Operations for England with numerous TE staff. JL has noted TE staff enthusiasm for the new identity and that TE staff feel liberated through independence and identity.</p> <p>MB confirms that the message of TE has got across and TE staff now have a better understanding of various projects which were specific to TE. MB briefly summarises that The English Championships have moved quickly and a redefined TE website is moving forward with lots of activities linked closely to membership. MB concluded that there has been progress and in two years TE will have even more progress.</p> <p>LG stated the importance of projecting TE identity out to membership, and also stated the importance to include this in the communication strategy.</p> <p>There was a short discussion about producing a successful English Championships and how success can be measured.</p> <p>JB stated that there needs to be criteria in place to measure success.</p>	<p>MB</p>
----------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------

MB confirmed that it is difficult to measure success and could be expensive. However, the TE website can measure traffic, giving an indication of 'hits'.

KPIs (Key Performance Indicators)/Goals

JL identified the goal of increasing membership and stated that setting goals is important and asked what the goals in the next two years should be.

DH identified the need to maintain and sustain goals.

JW acknowledged the need to measure and bench mark targets.

LG suggested that TE needs to start by setting their direction and defining what they want to achieve, then developing KPIs, broken down to milestones that record process.

MH contributed and said that there needs to be infrastructure before growth. So TE needs to prepare infrastructure to cater for the demand for uptake of the sport in the country to retain legacy and interest.

JB suggested that perhaps TE need increase membership and then the infrastructure just behind it.

It was concluded that TE need to think about two year priorities.

Board Effectiveness

JL stated that the connection with 1st Ascent is to be enhanced.

JL mentioned that Steve Bentley will be contributing to the working weekend away in May which will work on board effectiveness.

LG mentioned that there have been previous discussions in other meetings and it was suggested that decisions are followed up and not lost to make sure the actions are taken forward. LG also suggested that perhaps additional meetings over skype/telephone and an emphasis on work taking place between TEMB meetings would help and that use of JB's experience in the field of board effectiveness would be helpful.

JB and JL work together and discuss at a later stage.

Financial independence

JL identified that following discussions with RW, RW expressed concern that there wasn't a full understanding of the TE surplus.

5	<p>It was suggested that JB and RW meet up with PS to discuss.</p> <p>LG suggested that there is a written explanation to how the surplus works.</p> <p>ZHP predicted a significant shift in surplus because of increased membership.</p> <p>JB asked if TE wanted to use its surplus would TEMB have control over such decision.</p> <p>LG clarified that the surplus should be available for the TEMB to make use of but as TE operates as a division of the BFT, the BTF board would no doubt wish to intervene if it felt that the spending plans of the TE were reckless in terms of the financial security of the organisation.</p> <p>Action: Documentation of the proposed surplus from the meeting between JB, RW and PS.</p> <p>LG mentioned that there had been a deliberate policy of the BTF creating reserves in order to give greater financial stability in general and that in particular that the reserves were to be created in the BTF as the BTF carried the risk of employing the staff. Although certain staff had now been rebadged as TE rather than BTF staff, there had as yet been no discussion about how any redundancy costs (should they arise) would be apportioned between TE and the BTF and whether this affected the potential use of the BTF reserves.</p> <p>ACTION: JB to take this forward.</p> <p>Financial Position</p> <p>PS referred to the financial report.</p> <p>PS stated that membership income continues to build and there were now more than 12,000 members which was the forecast position last October. Club affiliation and club membership is slightly behind TE forecast however the income predictions are envisaged to be achievable. PS confirmed that the January position has improved and now in line. PS noted that development exceeded forecast expenditure because of access to coaching CAF budget. However, PS confirmed that all is up to date and in a good position.</p> <p>ACTION: PS to circulate the prepared budget to Board members to comment in time for the BTF board meeting at mid March for approval.</p>	<p>JB; RW; PS</p> <p>JB</p> <p>PS</p>
---	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------

	<p>ZHP states that the budget is different this year as there will be greater transparency of how resources are funded and shared between PS, MB, ZHP and HW to access. It was also stated that money will be allocated to a certain area, Such as membership, English Championships and identity to promote TE.</p> <p>ZHP presented a slide show on British Triathlon Foundation Trust. It was discussed that the aim of the charity is to develop triathlon and increase access to triathlon.</p> <p>ZHP stated that the trust is a holding place for funding, where regions apply to the trust potentially to seek money for resources if required. However, it is not a delivery body.</p> <p>There was a brief discussion around the charity, the main points are summarised below:</p> <p>Q. LG queried how funding would be divided between the National Associations.</p> <p>A. ZHP confirmed it could be needs based. ZHP needs feedback from the Home Nations, but potentially proportionately between the nations.</p> <p>ZHP encourages contribution of questions and ideas by emailing them to trust@britishtriathlon.org.</p> <p>Action: ZHP to circulate slide show.</p> <p>JL suggested that further discussion can take place at the next board meeting and that the TE Council should receive a presentation on this subject.</p>	ZHP
6	<p>Membership</p> <p>Review of progress</p> <ul style="list-style-type: none"> ➤ Membership infrastructure ➤ Strengthening the IT and resources ➤ Recruit a new membership coordinator ➤ Respect was paid to Richard Belton <p>JW suggested revisiting the strategy. JW confirmed that the membership committee needs to be re-established and</p>	

	<p>strengthening through regional representation. JW stated the need to take forward and increase the committee membership through communication with regional committee chairs."</p> <p>MB confirmed that employing Richard Belton meant that the bar has been raised and the role has gathered momentum from working with Speedo and Triathlete Europe. MB described progress; such as current negotiations with hotel membership benefits and other membership discounts.</p> <p>LG thanked MB for the reassurance. After a short discussion about membership benefits MB confirmed progress takes time, but membership is moving forward. MB mentioned that recruitment for Membership Coordinator will take place in the very near future.</p> <p>LG queried about insurance for clubs, suggesting that nothing has changed since the last meeting as insurance is still optional. LG questioned whether clubs should automatically have to take out insurance and small clubs pay a reduced fee.</p> <p>ACTION: JW and MB to make a decision and move forward.</p> <p>After a short discussion about insurance, LG highlighted the need to communicate to members that they would NOT be insured when participating in non-registered events. LG stressed the importance of making people aware of non-registered events and suggested that the relevant events should be identified and named, as there could be consequences as a result of the risk with non-registered events.</p> <p>ACTION: MB and LOG communicate and compose a list of events that are not registered with TE.</p> <p>ZHP highlighted the need to use the correct choice of wording to get clubs to cover themselves and also suggested that the local authorities should be contacted if the event is registered in their area.</p> <p>LG and PS to confirm insurance aspects.</p>	<p>JW and MB</p> <p>MB and LOG</p>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------

7	<p>Council Appointed Member's Report</p> <p>ACTION: JL - Management agreement needs to be addressed and written before March. JL to speak to RT and LG to take it forward.</p>	JL
8	<p>Events, Rules and Technical</p> <p>DH highlighted the issue with local escort group. There was a short discussion about motorbike officials and that they have to go through a long process to get qualified and. DH suggested that TE speak to British cycling, through Colin Docker, to clarify qualification process. MB confirmed that motorcycling marshals require insurance through British Cycling, however, would need to investigate other insurance and what they cover. JL asked if TE is tied in with NEG (National Escort Group), MB confirmed that TE is not but TE just has insurance. MB stated that some events do not require all the skills required to be a qualified motorbike official.</p> <p>DH confirmed that Colin Docker offered to put a package forward and that TE facilitates this.</p> <p>DH highlighted that one issues is that certain officials have achieved a certain level yet are not necessarily up to the standard they should be to be at that level. DH stated that put a plan together so they have a clear pathway and give the skills and confidence to the officials to do the work. JL suggested having evaluation and appraisal of officials as an ongoing process. DH confirmed that organisers' feedback as the official shadows a specific task and gets the sheet signed once the shadowing is complete.</p>	
9; 10; 11	Submitted reports for Performance, Operations, BTF were taken as read.	
12	<p>Dates for 2011</p> <p>ZHP suggested the Triathlon England Management Board meeting</p>	

	<p>to be held on September 24/25 because it is the same date as British Triathlon management Board.</p> <p>JL proposed to change the 17 July meeting to the 16 July.</p>	
<p>13</p>	<p>Any other business</p> <p>Communication Strategy</p> <p>JL confirmed that he has been in touch with Neill Craigie and plan on having a meeting with HW, MB and JL before the next meeting in April to take the next step.</p> <p>JL suggested that TE have their own communication strategy.</p> <p>LG agreed and suggested that TE need to push out the message.</p> <p>JL stated that he would like to hear people’s views and comments before 17/18 March 2011.</p> <p>ACTION: It was proposed that enews has a separate TE, Scotland and Welsh format. ZHP to pass this back to Internal Communication team.</p> <p>ZHP suggested that the overall vision for TE is enshrined in their Purpose Statement which is in line with the BTF purpose. This sets out the overall objectives of growing the sport and enabling access and achievement which should lead to portfolio objectives.</p> <p>JL suggested that he should have individual conversations with TE board members in order to ensure a more complete exploration of portfolio and general issues.</p> <p>ACTION: JL to contact individual TE board members before the next meeting.</p> <p>JL mentioned that Graeme Maw role needs to be establish and JL confirmed that he has already had conversations with HeW and feels need for some refinement with that position. JL confirmed that he will be speaking to GM and Heather Williams.</p> <p>DR stated that TE must keep the identity project moving forward.</p> <p>MB suggested that a decision was required on the Proposal re: TE</p>	<p>ZHP</p> <p>JL</p>

	<p>online shop.</p> <p>This was unanimously agreed.</p> <p>The priorities in brief:</p> <ul style="list-style-type: none">• The creation of a TE Communication strategy to sit alongside the BTF policy, in particular noting that this should also include the Regional Committees.• Delivering the improvements in the membership package and improving the TE profile with the membership.• Keeping as many events as possible registered with TE – ZHP asked for thoughts to be sent to her on this subject.• Fully establishing the expanded role of the Team England portfolio in relation to the junior parts of the performance pathways/school projects etc.• Ensure that the development of officials ceases to be a ‘Cinderella’ issue.• To have TE’s longer term strategies fully in place by the end of 2011 in order to drive the agenda in 2012 funding discussions with Sport England.• Building on the initial progress in firmly establishing TE’s identity. <p>JL thanked all present for input and contribution to discussions.</p> <p>Close of meeting 16.50</p>	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--