



Minutes of the Management Board meeting held at 10:00 on Sunday 15th January at Loughborough University

Present: Duncan Hough (DH), Dave Rigby (DR), Jane Wild (JW), Lawrence Green (LG), Jem Lawson (JL), John Petrides (JP), Richard Taylor (RT), James Barton (JB), Graeme Maw (GM)

Apologies:

In attendance: Mark Barfield (MB), John Muddeman (JM), Ian Braid (IB), Paul Smith (PS), Zara Hyde Peters OBE (ZHP), Sam Rankin (SR), Lucy O’Gorman (LOG; Minutes)

Referenced: Mike Townley (MT), Simon Mills (SM), Paul Moss (PM), Claire Chapman (CC), Gareth Hall (GH)

Item	Minutes	Owner and Due Date¹
1	<p>Chair’s welcome and introductory comments</p> <p>JL welcomed those present to the meeting, particularly SR; JM; IB; PS; ZHP. JL highlighted that 2012 is a significant year in triathlon with all having a part to play leading to, during and beyond the Olympics.</p> <p>JL introduced the agenda and advised that John Muddeman and Ian Braid would be presenting to the TEMB on British Triathlon (BTF) and Triathlon England (TE) and Home Nation (HN) events.</p>	
2	<p>Declaration of interest</p> <p>None declared.</p>	

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

<p>3</p>	<p>BTF/TE (and home nations) Major Events</p> <p>IB advised that event strategy has evolved and developed with the aim of having UK on an international platform. Events decided to look at the role of Britain in British Championships and what could change moving forward. IB confirmed the presentation is about how Events see this change.</p> <p>The presentation introduced the concept to the TEMB, but requires refinement before the final presentation to the BTF board. JM presented.</p> <p>The competition review highlighted factors which require focus:</p> <ul style="list-style-type: none"> • Age group – raise credibility • British Championships • Scheduling for the races – better scheduling; same time each year • Duathlon – requires more support. • Events – better opportunity for the event organisers to develop <p>IB confirmed that consultation with the wider membership would be undertaken before the proposals were finalised.</p> <p>Action: Any comments to be sent to LOG and then forwarded to JM and put in a paper for TEMB in March.</p> <p>Action: LOG to circulate the events review; and presentation</p> <p>JL confirmed that this will be discussed further at TEMB meeting March.</p>	<p>ALL/LOG</p> <p>ALL/LOG</p>														
<p>4</p>	<p>Strategy</p> <p>MB presented: <i>TE / SE Planning 2012 - Story so far and next steps</i></p> <p>MB advised that the aim is to drive towards the next steps and create working groups so that a draft can be developed for the next meeting.</p> <p>MB confirmed the process is about developing a TE strategy which will inform the Sport England plan.</p> <p>Teams were allocated to the key areas:</p> <table border="1" data-bbox="277 1697 1141 1960"> <thead> <tr> <th>Key Areas*</th> <th>Allocated Work Team</th> </tr> </thead> <tbody> <tr> <td>Events</td> <td>JM, DH</td> </tr> <tr> <td>Business</td> <td>JB, PS, MB</td> </tr> <tr> <td>Communications</td> <td>LG, JW, MB</td> </tr> <tr> <td>Performance</td> <td>GM, SM, JP</td> </tr> <tr> <td>Growth and participation</td> <td>JW, GM, JL</td> </tr> <tr> <td>Membership</td> <td>Subcommittee, SR, JW</td> </tr> </tbody> </table> <p>*JL copied into all areas</p>	Key Areas*	Allocated Work Team	Events	JM, DH	Business	JB, PS, MB	Communications	LG, JW, MB	Performance	GM, SM, JP	Growth and participation	JW, GM, JL	Membership	Subcommittee, SR, JW	
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	<p>MB confirmed that information was gathered from the away day and TEMB colleagues, senior management team, TE focus group, TE/ development team. In moving forward MB and ZHP have a meeting with SE to gather more detail, and also continue to consult the TEMB and senior management as well as working with the SE focus group to refine ideas and produce a draft for May 2012. MB confirmed that background work is being collated to support ideas.</p> <p>MB presentation reported the progress towards the plan and asked TEMB to confirm their understanding of the next stages discussed. TEMB duly confirmed and agreed the stages.</p> <p>MB questioned whether TE are being ambitious enough? ZHP reported that SE feedback recognised that TE always deliver; so they would like to see a more ambitious proposal by looking at things which will make a large contribution to the sport.</p> <p>ZHP clarified that it is a four year funding cycle, but there is a two year review and funding can be cut, or increased on the basis of what is being delivered at that stage. ZHP confirmed that TE need to be transparent about risks, however triathlon has always delivered and is considered effective and well managed, therefore TE have credibility with SE.</p> <p>JL called a break at 12:06. Meeting resumed at 12:20.</p> <p>MB invited questions: A short discussion highlighted concern over whether TE were being too ambitious. MB clarified TE will work with partners to deliver some of the initiatives which will be properly resourced. More concern was raised as to what is classed as ambitious and was suggested that it needs quantifying within Key Area Teams</p> <p>MB clarified that research is comparing HN members to other NGB members and also a putative new ranking system will provide much data and will allow TE to measure information and ensure TE are not being too ambitious.</p> <p>Actions:</p> <ul style="list-style-type: none"> • MB to produce a time scale by 29th January 2012 • TEMB to select the areas which they want to extend work and bring a paper to the March meeting; which ideas to go forward with • LOG to send out working groups (Key Area Teams) to TEMB 	<p>MB TEMB LOG</p>
<p>5</p>	<p>Membership</p> <p>JW confirmed the membership sub-committee set off to a slow start but is now moving forward.</p> <p>Action: JW to re-circulate the membership operation framework</p> <p>JW introduced the framework. JW reported that there is a need to accelerate the first two phases and a need to strengthen the relationship between sub-committee and the TE board. There are feelings of frustration from sub-committee, related to communications. JW suggested that the sub-committee</p>	<p>JW</p>

	<p>should meet the TEMB with MB and SR. All agreed. Action: JW to arrange a meeting</p> <p>The primary objective is to work on evidence base, and to look at the membership database to quantify the evidence. TE are about to launch a membership survey to find out where extra support can be offered.</p> <p>The TEMB discussed and agreed that 10% target for growth in membership is a realistic target, but that a smaller percentage figure will be used for budget purposes</p> <p>JW summarised the aim to improve numbers in early renewal months using communication by SR and to introduce new initiatives, such as 'introduce a friend scheme'. SR to contact members every few months and to continue to work with colleagues on a financial target. Also, to look at quantifying future objectives. In the next cycle the aim is looking at categories of membership. This will be informed by the information gathered from the survey, so encourage growth in different categories and will address some equity issues.</p> <p>JL thanked the membership sub-committee for their time and commitment.</p>	JW
6	<p>Financial report</p> <p>JB introduced the financial report and explained the current surplus approximately 7% over the forecast figure</p> <p>The year-end target is 14,105. Renewals in December were relatively low and income may be slightly lower than predicted, however it is envisaged that the combined membership/day membership income should achieve the forecast. The number of Triathlon England members at the end of November was 13,007 vs the forecast of 12,905.</p> <p>Budget process and progress</p> <p>MB confirmed that the budget process is in a better placed this year than last with regards to needs and requirements. A timeline has been set to indicate when actions are required to finalise the budget.</p>	
7	<p>Collaboration agreement</p> <p>Version 6 of the collaboration agreement was circulated before the meeting.</p> <p>LG and JB confirmed that they have been negotiating the collaboration agreement with their counterparts from BTF on behalf of TEMB, the process being facilitated by ZHP.</p> <p>TEMB all in agreement - accept the collaboration agreement and authorise JL to sign with any minor amendments that might be required.</p> <p>LG confirmed that there is still work to be done with the Reserves Policy. LG raised</p>	

	<p>concern as to how much of the total reserves is from the BTF and TE side and how TE move forward from that position.</p> <p>Action: TEMB to feedback comments and then have a virtual meeting. ZHP to arrange meeting.</p>	ZHP
8	<p>Partnerships</p> <p>JL thanked RT and ZHP for their persistence with Speedo. The Speedo deal is now in place and has been publicised by SR. The Speedo contract is in place for 2 years.</p>	
9	<p>Members Legal Claims Services (LCS)</p> <p>JL, LG, JB had a meeting with Penny Knight of Leigh Day to gather more information about TE legal claim services</p> <p>LG confirmed that most cases are resolved out of court, however, if the case goes to court and is lost then TE are liable for costs. LCS insures that member does not pay any cost. The main issue to be addressed is whether changes are needed to mitigate the risks to the organisation of involvement in the LCS.</p> <p>There are two approaches that might be taken to mitigate this risk.</p> <p>A short discussion confirmed that there needs to be clarity over how the LCS works in Wales and England in relation to the sinking fund and discuss how they operate and whether insurance should be implemented.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. JL to approach Steve Butler (Wales) to discuss LCS. 2. Channel Islands and IOM should be noted on the website to highlight additional cost risk 3. PS to pursue insurance options first <p>After a short discussion the TEMB agreed that an appropriate level of contribution to legal costs on successful claims of £5000 in event that there is a deficit over damages.</p>	JL SR LG
10	<p>Council appointed members – regional issues</p> <p>A few concerns arose from the TE council meeting:</p> <ul style="list-style-type: none"> • How to communicate with members regarding Planet X incident • Distribution of the regional treasurers’ template – to be sent to TE council by the next meeting to be sent to regional treasurers • Regions would like to know what monies are to be received in advance • Would like to know time scales for payment of the grant money • Would like confirmation a year before the money so they can plan on how to spend it • New website – extra tab for other governance resources; guide for 	

	<p>regional treasurer, regional grants and governance; to consult with IT Dept</p> <ul style="list-style-type: none"> • There is a lack of transparency of the process for BTF annual awards and whether it is appropriate. The BTF were to be asked to review the processes and transparency issues in good time for 2012 awards. DH to represent TE in that review. • LG suggested introducing the ability for each regional to introduce a life membership award. Criteria will be closely defined. TE council members are to put ideas forward to form a proposal to the next TE council meeting as long as TEMB approve. Subject to criteria being defined; award one life membership per region: TEMB welcome the principle. • Concern was raised about regional academy funds running out and confusion as to what the money should be spent on. Clear and consistent communication is required. <p>Action: MB to clarify the use of regional academy funds with SM.</p>	MB
11	<p>Reports</p> <p>To be taken as read</p> <p>Richard Taylor left the meeting</p>	
12	<p>AOB</p> <p>LG raised concern over the number of coaches who may not comply with certain guidelines and questioned whether the approach to these guidelines may need to be revisited. It was agreed that the coaching guidelines need to be reviewed.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. JL to raise with Paul Moss (PM), and to find out whether there is still a BTF coaching steering group. 2. MB to speak to PM and Giles O'Brien for clarification of the guidelines and non-negotiable guidelines need to be better explained and emphasised. <p>JL raised the subject that TE has received a complaint. After a short discussion a panel of JP, JB and Claire Chapman was confirmed to review of the evidence. Action: MB to contact GH to liaise with panel and arrange date.</p> <p>JL thanked all for attendance.</p> <p>Meeting finished at 15:47</p>	<p>JL</p> <p>MB</p> <p>MB</p>