



**Minutes of the Management Board meeting**

**Saturday 13<sup>th</sup> September, Burleigh Court, Loughborough**

**Present:** Jem Lawson (JL), James Barton (JB), Richard Fuller (RF), Duncan Hough (DH), Howard Vine (HV), Francis Riley (FR), John Mills (JM)

**Apologies:** Paul Gardner (PG), Bill James (BJ), Sally Lockyer (SL)

**In attendance:** Mark Barfield (MB), Kay Simnett, (KS), Gareth Hall (GH), Jack Buckner (JBu), and Samantha Rankin (SR: Minutes)

**Referenced:** James Taylor (JT), John Muddeman (JMu), Helen Wyeth (HW), Ulundi Makhanya (UM)

| <b>Item</b> | <b>Minutes</b>  | <b>Owner and Due Date<sup>1</sup></b> |
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| <b>1</b>    | <p><b>Chairs welcome and introductory comments</b></p> <p>JL welcomed all to the meeting and thanked them for their attendance. He welcomed SR and KS to the meeting.</p> <p>JL commented that we had received Self Assurance documentation and any comments should be passed to KS.</p> <p><b>Declare interest</b></p> <p>There were no declarations of interest.</p> <p><b>Apologies</b></p> <p>Bill James (BJ), Sally Lockyer (SL) and Paul Gardner (PG)</p> |                                       |
| <b>2</b>    | <p><b>Membership Project</b></p> <p><b>Update</b></p> <p>GH summarised the Outbound Call pilot with Optimise. It was felt to be successful, but not financially viable for them at the moment. GH suggested that attention may be focused at particular times of the year. A full review will be completed.</p>   | Action: GH                            |

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

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|  | <p>GH stated that a project plan has been submitted to Kynsale for the rebuild of the internal membership system and payment options.</p> <p>MB commented that new member growth is currently at 42% but we are losing a lot of existing members. He felt the focus has shifted and will be talking to PG and SL about using the membership promotion budget to talk to and promote to current members.</p> <p>JB highlighted that we are not achieving the 18% growth we had set ourselves. KS is producing the reforecast. JB indicated that whilst we are doing a lot of work in membership, he struggles to tie activities to membership figures. GH agreed and stated that we needed to track causality better.</p> <p><b>triconnect</b></p> <p>KS provided an update on triconnect summarising that it went live in June to Board, staff and those members involved in the pilot. The report on unique visitors indicates a significant increase in visitors. At the moment it takes JMu an hour a week to upload results. There has not been any promotion and it has not been wholeheartedly linked with all event organisers.</p> <p>GH commented that he has always considered it to be an Events project first and member benefit second. However, as this is the Members' Area it becomes a member proposition not an event proposition, and then the opportunity and potential increases.</p> <p>RF provided feedback stating it looked a little sparse and that, as a member, he wouldn't know what it offered. JL stated that whilst there were increased visitors, if it was not right then they may not come back.</p> <p>JL asked if we are going to launch; when and what will inform that decision? GH stated that JMu has asked for more race results, and clearly whilst we need more results, this will drive traffic and we are then in danger of it being launched by accident.</p> <p>JL commented that it has already been launched by accident, but felt the important question is to know the timetable for producing the information for a hard launch, and asked if it was possible for this to be produced. KS agreed to produce a timetable of the next steps.</p> <p>FR stated that triconnect is a registered name with another company, and asked if this was an issue? JL suggested this should be investigated.</p> <p>KS asked TEMB to forward any questions and comments to her to investigate and report back on.</p> | <p>Action: KS</p> <p>Action: KS</p> <p>Action: TEMB</p> |
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| <p><b>3</b></p> | <p><b>Kynsale work</b></p> <p><b>Update</b></p> <p>JL stated that progress has been made and job adverts have been sent out for additional roles, including Portfolio Manager. He asked if there were any further updates.</p> <p>KS summarised that Barry Wells was 20% through the required work, with the SMT Prioritisation meeting on 14 October.</p> <p>A discussion was held about the role of the Portfolio Manager and the standard of candidates.</p> <p>FR asked for clarification on who will decide on which projects have priority. MB outlined that the SMT will begin the process on the 14 October. There are some projects that are very time sensitive and some projects are chronologically ordered and this needs to be factored in. If there are elements of the Sport England delivery that have tight timescales and these may need to be done first, however it will be SMT steering by JBu.</p> <p>JB questioned whether that meeting will talk about time and costs. Kynsale was only ever money approved to get us to the start line. Once we decided what's going to happen and in what order what the costs associated are, will it be purely internal development and therefore costed in the budget implicitly or is there a bit that might come back to the board?</p> <p>JBu stated that there are different elements of costs. There is a point that needs to be addressed in the medium term around IT capacity across BTF and TE, and is a big issue. He also stated that he is looking, as part of the commercial strategy, to try and seek a technology partner to invest and support our development.</p> <p>KS confirmed that all the savings identified have been agreed and incorporating into reforecast. When the August figures come out it includes Kynsale, finance restructure and membership reforecast. The August figures will be out next week.</p> |  |
| <p><b>4</b></p> | <p><b>Go Tri</b></p> <p><b>Website/Budget</b></p> <p>JL there has been a view expressed that the budget was overspent. Can anyone provide an update? MB confirmed that GO TRI was on budget and on time.</p>   |  |

### **Consumer Feedback**

MB circulated the consumer feedback prior to the Board meeting. GO TRI conducted some testing which involved consumers going through the process and going through the website. This has resulted in a timetable of changes to be made to the website; which forms phase 2 which is also budgeted for. This has been started and should be completed by Christmas.

RF asked for an update on the timing system.

MB confirmed that we were completing a feedback exercise with race organisers. Overwhelming response that they wanted flexibility and didn't want to be forced to use it. We now own the system as the original developer left the county and we wanted to have it so we could offer it to race organisers. It is available but no longer compulsory.

A general discussion continued about the administration of the GO TRI timing system and JL asked if there are continuing questions being asked about is this the best system?

MB stated that originally TE believed the timing bands were crucial to the operation of the events, but what we have found is that they aren't. GO TRI as a concept is about cheap local triathlon.

GH confirmed we have also agreed a way forward with the GO TRI membership, and whilst it may not be labelled as membership we have agreed the point of contact, use of data and the link to our current database.

MB confirmed that they have altered the SLA to request that data should be returned to TE and results will be uploaded to the website.

### **Training**

MB provided an update on the GO TRI Training. There have been difficulties relating to change of personnel within leisure operators. However, we are now working across a good range of leisure operators and extending to individual Personal Trainers. The final phase will be to offer through Club networks. It is going well, we've trained a lot of trainers, and the package and product works with 7000 people going through the training.

MB believes GO TRI is beyond proof of concept stage but it needs to mature. Whilst there is an opportunity to apply for additional funding, it was felt not to be the right time to do that, as we need to give it time to settle and grow naturally. We also need to consider that it has

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|                 | <p>generated an additional 200 events on top of 600-700 events and that's quite a percentage increase from one project and we have to be fairly cautious about how the market is balanced.</p> <p>TIA are really keen and want to promote it and will do so, as they see it as filtering into more participants, but we need to be mindful that we don't end up with more GO TRI events than full events.</p>   |  |
| <p><b>5</b></p> | <p><b>Events</b></p> <p>The Board were asked to consider the Event Organisers' Package, which covers permitting and JL thanked DH and GH for producing it.</p> <p>GH outlined the proposition to address the perceived lack of value the organisers get from the current system and an approach to overcome it to the mutual benefit of us, the organisers, and the member.</p> <p>JL stated that it was a very interesting analysis, but indicated concern regarding the short-term financial impact and asked how we can safeguard our income, and how can the board be assured the shortfall will be minimised?</p> <p>GH outlined that there are a number of steps and a number of proof of concepts before we take on any risk and at that point we will be secure that it will back fill that figure. This is a concept that could work but it needs proof all the way through and there is real world testing in the pilot.</p> <p>MB stated that he shared the same concerns as JB, but also shared the enthusiasm of DH and GH, and accepts the need for change. He insisted that close monitoring was needed on the impact; specifically on the data received from event organisers and how we're managing to convert those into members and what the financial impact is, in order to work out if it will fill the gaps. In particular we need to monitor this specific cohort of data to prove this system works.</p> <p>FR stated that he has seen a growing resentment from both club and large event organisers that they are paying a lot of money out and getting very little in return. If we don't take notice of the frustration, instead of having a few outside the organisation, it will get to a point when most event organisers will be outside and once we have lost that working relationship we would need to offer more than equilibrium. If we do something now, then there is a future.</p> <p>KS asked for clarity on the insurance perspective and how Towergate feel? GH confirmed that how we insure events and participants will not</p> |  |

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|  | <p>change.</p> <p>JB commented that he liked idea of buying data to grow our membership but doesn't agree with the proportionality argument. He did not agree with taking the financial risk; as the bounty scheme could be done alongside event permitting scheme.</p> <p>A discussion took place on the bounty scheme and other aspects of the proposal and in particular whether we should be trying to improve the service offered to event organisers rather than alter the fees.</p> <p>JB stated that the bounty scheme works as a membership initiative that might make event organisers happy as well, but that doesn't address the issue that we're not give event organisers a service that they're willing to pay for. We agree there's a problem and whilst the answer is good for another area it doesn't address the problem.</p> <p>GH confirmed that they are doing some considerable work to shore up relationships, and provide better system.</p> <p>JL asked if the piloting with unregistered events would also include a number of registered events and whether they have expressed interest in taking part in the trial. GH outlined that those event organisers being considered are keen to work with us. Whether they agree to pilot is a purely commercial decision.</p> <p>GH confirmed that registration is already open for 2015, and the sooner they get registered the better as we can show the other benefits but they are aiming to make the offer by Christmas.</p> <p>RF highlighted that there is a data protection issue as those organisers will need to include this statement in their registration process.</p> <p>A further discussion about the value of the service to the event organisers took place, and questions were asked if anything is being done to address this. GH commented that there is a huge communications message about us selling ourselves and at the moment we're not doing it.</p> <p>JL asked the board if the safeguards, as described, are sufficient to warrant going forward.</p> <p>JB confirmed that he has not changed his position, believing in the bounty scheme but does not believe we should wave the white flag on permitting just yet.</p> <p>JBu stated that we are currently testing lots of new things in a range of areas and expressed concern about a loss of income and on running too</p> |  |
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|   | <p>many things at a deficit.</p> <p>The consensus was to go to Stage 2 with very careful monitoring. The board asked for evidence of that monitoring on a regular basis.</p> <p>It was agreed to implement the pilot with clear monitoring, agreed to be undertaken by MB.</p> <p><b>Event Strategy Document</b></p> <p>JL outlined that it was for information purposes but all issues, comments and questions were welcomed.</p> <p>MB confirmed that it was work programme orientated, and provides a clear direction of travel.</p> <p><b>Water Quality Testing</b></p> <p>DH then asked the board to consider the Water Quality Testing, the current guidelines are very strict and the recommendation is to use the ITU standards. They are in line with the Environmental Agency standards and this will make the sport more accessible to more event organisers.</p> <p>The Board agreed that these standards will govern our open water events.</p> | Action: MB/GH |
| 6 | <p><b>Talent</b></p> <p><b>Talent in the Regions</b></p> <p>JM asked for an improvement in communications with JT.</p> <p>JM confirmed that revisions are being made to the Regional Head Coaches contracts. Documentation has come through with the tender coach process and an outline of the squad. There are still a few questions on some areas, but it includes the employment of the regional coaches, the coaching time they provide, their defined working areas and a domestic programme.</p> <p>A key area linked to this is standardising the regional trials. Regional selection will be completed in the next two weeks; the National selection weekend is 20/21 September with the squad announcement on 1 October.</p> <p>JM outlined a few concerns around how we employ those coaches and whether they are self-employed or not.</p> <p>KS stated that there are a number of key elements and criteria that they</p>                       |               |



targeted and are providing data on these areas. The TE team will be meeting on 24<sup>th</sup> September to agree areas. The Steering Group will be meeting in October and by the end of October these will be confirmed.

MB clarified that there is data that is tracked but we were very conscious that with all the KPI areas suggested the staff would have spent too much time producing the report, and have taken away the data that was unnecessary.

**Membership**

Covered earlier in the meeting.

**Comms & Marketing**

MB provided an update. A review meeting will take place next week. It is clear that communication skills are strong, but the marketing element is not and needs addressing and is an area that is under-resourced.

JB asked about the budget. When we set the original budget it was areas of debate, and whether we would get anything in return. Clear we haven't yet spent this as it has been made available for Kynsale. He asked how we feel we are doing on implementing the marketing strategy.

MB stated that we budgeted with the aim of doing work on membership, but as the major changes haven't been made we haven't spent this money. He does believe that there are some things that should have been done that have not yet been started, but will need to wait until after the review meeting to get the full picture.

**Finance, HR & Ops**

JL commented that we have the report and narrative for July. The shortfall in membership income and the reforecast have been highlighted, but asked if there anything further that needs to be considered? JB confirmed that these were the main point.

KS confirmed that the August figures will be out next week and we have worked on a reforecast and we have cut the income. It still delivers a 12% growth from last year.

*Risk Register*

An update will be provided on AM's return.

JL commented that he had requested an Organisational chart, and

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|           | <p>confirmed that this has been circulated.</p> <p>Directors to be added in</p>  | Action: KS |
| <b>8.</b> | <p><b>Council Appointed Directors</b></p> <p>HV highlighted that he has requested a published list of directors' terms of office</p> <p>JL mentioned the appraisal proposal which will be a short form appraisal and JL has produced a shortened version of the form. A timetable will be circulated to all directors. PG will go through full appraisal as he joined after the full appraisal.</p> <p>FR questioned how we deal with various elements of board business. There are certain items of business that are not classed as a project, for example the Rules and Regulations Review. The Minutes and Action Points are created after the meeting, but we need a formalised structure for dealing with elements of business.</p> <p>FR requested an Action point register and a time to discuss the most appropriate way of dealing with areas of working and continuity. There is nowhere in the minutes structure that allows for continuity.</p> <p>JL – has asked formally for an Action Point Sheet, but believes this has fallen into disuse, but this can be started again.</p> <p>Create action point sheet and add to agenda as an item.</p> | Action: AM |
| <b>9</b>  | <p><b>Commercial Opportunities</b></p> <p><b>Clothing Proposal</b></p> <p>MB confirmed that they invited the 2 shortlisted partners to come in to present based on the original specification. One has withdrawn and we have requested technical samples from the remaining partner. We will proceed once we have approval of these.</p> <p><b>Other Directions</b></p> <p>JB provided an update on the Nuffield proposal, and at the last meeting attended by JB and PG they tried to narrow down what Nuffield could offer for us and members. The current proposal is a package that costs £3 that we can pass on to all or some members, along with a menu of other things they could offer at additional costs.</p> <p>PG will follow up with a proposal for the Board to consider.</p> <p>JBu stated that he wanted to make sure that all this work is being joined</p>  | Action:PG  |

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|  | together and tied into the work by UM and BTF.  |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| <b>10</b>                                    | <p><b>2014 AGM</b></p> <p>JL confirmed that on the Deadlines, a formal notice was sent to all members and clubs and has been added to the website. This included the invitation to send in resolutions.</p> <p>JL confirmed that a written communication will be sent to those without an email address.</p> <p>Action: HV requested that we update the AGM pages on the website. MB agreed to review and update as necessary.</p> <p><i>Regulation review and proposals</i></p> <p>JL outlined the resolution to alter the regulations around changes to membership categories, to allow us to alter membership categories without needing to call an additional general meeting.</p> <p>It was agreed that it would be proposed by Council to AGM.</p> <p><b>Current authorities:</b></p> <table> <tr> <td>Changes to membership categories:</td> <td>TE Members</td> </tr> <tr> <td>Changes to membership cost:</td> <td>TEMB*</td> </tr> <tr> <td>Changes to membership benefits:</td> <td>TEMB*</td> </tr> </table> <p><b>Proposed authorities:</b></p> <table> <tr> <td>Changes to membership categories:</td> <td>TEMB and Council†</td> </tr> <tr> <td>Changes to membership cost:</td> <td>TEMB and Council†</td> </tr> <tr> <td>Significant changes to core member benefits:</td> <td>TEMB and Council†</td> </tr> </table> <p><i>[note that the BTF will need to be consulted on this change]</i></p> <table> <tr> <td>Other changes to membership benefits:</td> <td>TEMB*</td> </tr> </table> <p>* subject to annual TE budget being agreed by the Council and to the general Council supervisory function</p> <p>† before approving any changes the Council will need to be satisfied that suitable membership consultation has taken place, where appropriate</p> <p><b>Proposed Resolution</b></p> <p>It is resolved that Regulation 9 of the Triathlon England Regulations be deleted and replaced by the following:</p> <p><i>9. Triathlon England will offer classes of individual membership determined by the TE Management Board. The TE Management Board</i></p> | Changes to membership categories: | TE Members | Changes to membership cost: | TEMB* | Changes to membership benefits: | TEMB* | Changes to membership categories: | TEMB and Council† | Changes to membership cost: | TEMB and Council† | Significant changes to core member benefits: | TEMB and Council† | Other changes to membership benefits: | TEMB* | <p>Action: MB</p> <p>MB/LG to Action</p> |
| Changes to membership categories:            | TE Members  |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Changes to membership cost:                  | TEMB*   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Changes to membership benefits:              | TEMB*   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Changes to membership categories:            | TEMB and Council†   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Changes to membership cost:                  | TEMB and Council†   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Significant changes to core member benefits: | TEMB and Council†   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |
| Other changes to membership benefits:        | TEMB*   |                                   |            |                             |       |                                 |       |                                   |                   |                             |                   |  |                   |                                       |       |  |

*must obtain the agreement of the Council to changes to the classes of membership, the cost of membership and to significant changes to the core benefits of each class of membership (such as insurance). Before agreeing to any of these changes, the Council must satisfy itself that suitable wider consultation with the membership has occurred, if appropriate. Except in the case of Honorary Members, individual membership will only be open to individuals residing in England or, if residing outside England, individuals eligible to represent England in international Triathlon competitions. In addition to individual membership, triathlon clubs (and other sports clubs having a triathlon section) shall be entitled to affiliate and thereby become Members of Triathlon England upon application in the form prescribed by the TE Management Board.*

### **Annual report**

JL confirmed that production is underway, and asked JB for an update on the finances. JB confirmed that they are trying to make it clearer for members, including graphs.

### **Weekend arrangements**

JL outlined the schedule for the AGM weekend.

Friday Evening will be the BTF Awards which will be by invitation only, and JL will supply an invitation list to HW.

Saturday will be the TE AGM from 12.30-1.30pm and the BTF AGM is from 3.30pm. Each Home Nation has 4 official voices. He suggests that the TE attendees are; the President, JL, Successor to JL, and SL for gender balance.

All are invited to attend but above are official voice.

MB confirmed that TE Workshops will take place over the weekend, and currently trying to get the Commonwealth Games athletes to attend on the Saturday and we will present talent athletes, along with a ride with some of these athletes.

MB requested the Board members to be in attendance to be available to speak to members.

The TE Awards will take place on the Saturday night, and the Board are asked to attend.

MB asked the Board to provide any requests for accommodation as soon as possible.

Action: TEMB

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| <p><b>11</b></p> | <p><b>From BTF</b></p> <p>JL welcomed JBu to give a first impression and a list of things for the future.</p> <p>JBu outlined the first four weeks in post, and is finding it to be progressive and enthusiastic. Just need to have resource to deliver. He feels events are critical to the sport, and we need a consistent strategy for events. Whether they are TE or BTF core events, in order for events to have longevity, they need to be fixed in the calendar to be able to build on that position.</p> <p>The time in Edmonton, was very interesting but believes we need to refresh our international strategy and feels it is critical that we have a close and clear relationship with ITU/ETU. As a newcomer to the sport, he had not realised the significance of AG team and racing.</p> <p>Spent time to set up the commercial group, and feels we are underpowered and under resourced in marketing, and marketing the sport.</p> <p>Believes there is another events model, which is targeting the corporate market and relays in core city locations. Shouldn't become event organisers but should be able to initiate and create with the right partnerships</p> <p>JL confirmed the next BTF board is on 4<sup>th</sup> October, and will publish the agenda once received. The next TEMB is on 16 December in the House of Lords.</p> |  |
| <p><b>12</b></p> | <p><b>Any other business</b></p> <p><b>Trinews</b></p> <p>JL referred to trinews and the September issue due imminently. There have been some conversations about whether it should be the last paper issue. Plans are in hand for an equivalent version on a digital platform. There are a couple of views; to have one final paper version in December, or that we should go digital.</p> <p>It has been highlighted that there is a reputational risk in stopping the paper version for those without an email address, but on the other hand there is a reputational risk of continuing against modern image.</p> <p>JL requested views from the floor.</p> <p>DH stated that many triathlon magazines have moved to a digital</p>   |  |

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|  | <p>version and this is what we should do. Definitely move towards this.</p> <p>RF commented that he believe that at the last board meeting it was agreed that we would be stopping it, and asked if we would do a December issue then stopping, or just stopping now?</p> <p>MB stated that there was room for ambiguity over the timing. However, to be clear we haven't budgeted for a December paper issue.</p> <p>JBU outlined the views of BTF. He confirmed that there is no debate over going digital – very positive. There is a view of the BTF that we have made a commitment to deliver 4 paper issues, both to sponsors and members, and IH feels strongly about this.</p> <p>JBU believes that when we go digital, we should do it once and do it well. There is a feeling at the board that we don't deliver on projects in a timely and an appropriate manner. He doesn't want this to be another project which causes frustration because we can't execute it on the right timelines with our members.</p> <p>SR commented that the September pilot is only available as iPad version otherwise you would need to use the desktop version. If only went with current iPad version it would only support 40% of the membership.</p> <p>A general discussion ensued on the digital version and agreement was reached that it was available on all platforms and that it needs to be measured and tracked to ensure it is valuable and meets the needs of members.</p> <p>The decision of the board is that a paper edition would not be funded by TE in December, and the digital version can be delayed until correct and right.</p> |  |
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