



## Minutes of the Management Board meeting

Saturday 17<sup>th</sup> May, Eton Dorney Lake

**Present:** Jem Lawson (JL), James Barton (JB), Richard Fuller (RF), Duncan Hough (DH), Paul Gardner (PG), Howard Vine (HV), Sally Lockyer (SL), Francis Riley (FR), John Mills (JM), Bill James (BJ)

**Apologies:** None

**In attendance:** Mark Barfield (MB), Helen Wyeth (HW), Samantha Rankin (SR), Kay Simnet, (KS), Ian Howard (IH), Gareth Hall (GH), and Anna Moss (AM: Minutes)

**Referenced:** Mike Townley (MT), John Bridgeman (JB1), James Taylor (JT), Ben Bright (BB), Glen Cooke (GC), Mhairi Billington (MH), Brendan Purcell (BP), Rick Velati (RV), Ulundi Makhanya (UM)

Item	Minutes	Owner and Due Date <sup>1</sup>
1	<p><b>Chairs welcome and introductory comments</b></p> <p>JL welcomed all to the meeting and thanked them for their attendance.</p> <p><b>Declare interest</b></p> <p>JL gave an update on the status of Triathlon England. He explained that Triathlon England is currently dormant on the Companies House register.</p> <p>JL proposed that after speaking with MT it was decided to cease being on the register as this was no longer beneficial. All were in agreement.</p> <p><b>Apologies</b></p> <p>N/A</p>	JL to Action

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

<p><b>2</b></p>	<p><b>Membership Project</b></p> <p><b>Follow up from Two Circles presentation</b></p> <p>A discussion was led on the thoughts and opinions following the Two Circles presentation to TEMB and Council prior to the meeting.</p> <p>PG suggested TEMB members digesting the information but particularly focusing on looking at the timescales and feedback.</p> <p>SL stated that emphasis should be taken on understanding the resources required as these will help to deliver the goals.</p> <p>MB agreed and highlighted that there needed to be more detailed work on financial remodelling and working out if there would be an allowance in case there was an unforeseen problem.</p> <p>DH stated that he would like to see more consultation with the event organisers.</p> <p>PG questioned the group about how Two Circles were to be involved moving forward. MB suggested speaking to other companies who have used them as this would help gain more information to make a decision.</p> <p>JL suggested that the group reconvene in June to discuss the outcomes following the analysis.</p> <p>Following on from the discussion it was decided that all the relevant documents to go into dropbox for TEMB and Council. They will feedback to PG in the next two weeks, with PG and Two Circles defining the next steps to move it forward.</p>	<p>AM to Action</p> <p>TEMB to Action</p>
<p><b>3</b></p>	<p><b>IT/Digital Update</b></p> <p><b>Update from Kynsale</b></p> <p>JL informed all that Kynsale are due to report at the end of the month.</p> <p>BJ gave those in the meeting a handout from Kynsale. He gave a brief update on the current status with the project, emphasising that all was on track and is due to be completed in the next couple of weeks. BJ mentioned how thorough Kynsale had been and was very impressed with the work so far.</p> <p>BJ explained the report would contain a review of portfolio projects and prioritisation, but also about the way of working and quick win recommendations. BJ mentioned that it wasn't just going to be IT focused and that Kynsale would also provide a framework to continue developing.</p>	

	<p>HW pointed out that project was good and that Kynsale has done a great job. She said that it was a relief to see the points in the early report which would help move everyone forward.</p> <p>SR added it had been an interesting summary to see the logical ways to work better.</p> <p>BJ said that they need to test the new approach and that there would be possible cost implications. It was agreed that if any changes were needed to be made, it would go to the BTF and TEMB meetings in July to be discussed and signed off.</p> <p>BJ agreed to send the list of members contacted by Kynsale to SL.</p>	Action BJ
4	<p><b>Events</b></p> <p>GH gave an update on the mass participation events for the season. GH explained that the event in Newquay had been cancelled due to lack of numbers.</p> <p>GH highlighted that Tri Pink is moving ahead and they are engaging well with Triathlon England. It was said that they are very eager to work with us and potentially host other events with us such as Neon Run.</p> <p>HW questioned if by permitting this they would be interfering with Run Britain. GH confirmed this would all be non-competitive and be a good opportunity.</p> <p>FR declared concerns in the Australian company's lack of communications. RF pointed out that they are quite a small company so a level of flexibility should be considered. GH suggested that if there were problems to contact him and he will address them direct.</p> <p><b>Go Tri</b></p> <p>MB informed the Board that the Go Tri website is due to go live at the end of the month. Following the marketing plan there has been a good reaction and positive feedback already from the events they've hosted.</p> <p>BJ queried clarification on the site if there would be participant or event organiser registration. MB explained they would both be available.</p> <p>JB questioned that if once the website was live what would happen next. DH explained that it would continue to develop with MB explaining how the Go Tri process works.</p> <p>FR asked if participants would automatically become a TE Member. MB stated that they wouldn't be given a free membership but we would have all their details for future reference.</p>	Action GH

	<p><b>National Champs</b></p> <p>GH told the Board that the National Champs Aquathlon had to be cancelled last minute due to algae. GH stated that participants had been informed.</p>	
5	<p><b>April Monthly Report Update</b></p> <p><b>Steering Group Committee</b></p> <p>Both BJ and MB explained the concept behind having a Steering Group and that the key reason is to help develop the targets linked to the strategy.</p> <p>MB added they are working with a staff developing company to focus on the customer service skills of TE employees. The date for this will be the 11<sup>th</sup> June. This process would also develop some staff KPI's</p> <p>BJ encouraged the idea that reviewing strategic priorities need to be completed and this is in order to keep focused on creating targets.</p> <p><b>Current Membership</b></p> <p>SR gave an updated summary of the membership department explaining that having two new members of staff, had made the department well-organized and productive. SR explained that she had written plans and progress maps in order to make it an easier process for her staff.</p> <p>PG added that they had been working on becoming more technology efficient with regards to renewing memberships. This would be to allow the department to work more smoothly and become more effective.</p> <p><b>Comms &amp; Marketing</b></p> <p>SL spoke of the collaboration between marketing and communication and the Go Tri team. She explained the positive outcomes of working this way and mentioned that seventeen new KPIs had been set to help the project to develop.</p> <p>SL spoke of the present website status and that currently internal testing from staff, event organisers and user segments currently in progress.</p> <p>JB questioned if there was any way to monitor the impact the communications strategy will have on Go Tri. SL explained that through digital marketing it is expected that it will drive traffic to the website. This will all be measured in line with the KPIs.</p>	

	<p>PG questioned how we are engaging people into Go Tri. MB responded saying it is about the resources. SL explained that the current situation with communications means the department is stretched; therefore it is about prioritising the jobs. SL said it was about collectively developing together but Go Tri is currently taking priority.</p> <p>SL stated she was happy to take any questions offline.</p> <p>SL gave an update on the communications running up to the Commonwealth Games. SL spoke of a BTF social media campaign over the course of the events and establishing the best way to communicate with members throughout.</p> <p>SL informed the Board of the current work going on with National Trust. SL explained what a great opportunity it was to collaborate with such a popular organisation. SL pointed out it would potentially help to reach a wider audience.</p> <p>GH and MB gave a summary of the work they had done with the National Trust over the past four years.</p> <p><b>Finance &amp; Ops</b></p> <p>JB explained that there was no monthly finance report due to compassionate leave for a member of staff.</p> <p>JB highlighted it had been a similar outcome as the last meeting. They were close to a balanced budget. JB stated that this gives the opportunity to reinvest in the sport in the future.</p> <p>JB reiterated that more support is needed in the department as there aren't enough resources.</p> <p>JL summarised by saying that working with BTF to resolve these issues was important in order to achieve our goals.</p> <p>SL stated that the wider resources issue was the main focus. JB agreed to plan with KS and MB to sort resources.</p> <p>JL stated that because it's a fast growing organisation sustaining the growth should be a priority.</p> <p>IH summarised the current status of the interviewing process for ZHP replacement when she leaves at the end of May. IH highlighted the gap from ZHP finishing and the new CEO starting, which in the interim will be shared with himself and JL.</p>	<p>JB to action</p>
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	<p>JB queried the level of entries for the Liverpool events and concerns were raised about the lack of participants. IH said they believe they will be under their target this year.</p> <p>HW stated that there are issues and that a campaign is due to launch in order to promote it within the catchment area of Liverpool. HW went on to speak of sub rebranding to make the event less intimidating to potential participants.</p> <p><b>Talent (CWG)</b></p> <p>JM explained that he and JT hadn't had a chance to meet due to busy schedules.</p> <p>JM reminded all of the selection process for the Commonwealth Games and that they were looking for three female and three male athletes. JM went on to speak of the criteria of the athletes being selected.</p> <p>JL pointed out that the Commonwealth Games had changed the lower age limit for Triathlon.</p> <p>SL questioned if our medalling athletes could potentially be used for press and marketing. JL suggested speaking to Commonwealth England.</p> <p>PG asked if Go Tri branding could be used on kit in order to promote the project. A debate began on conflicts of branding and the summary was that unfortunately this couldn't be done.</p> <p>JM went on to say that the KPIs for the Talent are to be confirmed once he has met with JT.</p> <p>PG asked for a regional head coaches update. MB explained his involvement but told the Board that the current head coaches will remain in post for the time being. MB highlighted why they needed to change them. MB reminded all that a key goal would be to work with the head coaches to help promote and rebuild connections with regions.</p> <p>HV questioned if South Central would get a head regional coach this year. MB stated they would around the end of October.</p> <p>FR requested guidelines for roles and responsibilities in relation to the regional coaches. MB agreed this is fine and would send them over.</p>	<p>MB to Action</p>
<p><b>6</b></p>	<p><b>Commercial Opportunities</b></p> <p><b>Synergy</b></p> <p>Prior to the meeting BJ circulated a document to the Board only with confidential details of companies and agencies to contact. BJ explained that they are looking for a commercial opportunity to sell triathlon. A</p>	

	<p>team formed of ZHP, BJ, IH and SL will meet to discuss the process to winning sponsor partners.</p> <p>BJ continued to explain the process and requirements of potential sponsor partners from their target list.</p> <p>BJ requested that those present to have a look at the document and review the companies on the list and giving feedback.</p> <p>IH mentioned that it was about working out what companies wanted to sponsor what areas and looking ahead. BJ said that we need to be conscious of what we want to achieve strategically.</p> <p>PG questioned how we could find out what current sponsor conversations were being had. BJ and HW suggested speaking to UM.</p> <p>BJ said he was due to be at the BTF London event which could be good exposure to be present and speak to possible sponsors. MB pointed out there were more meetings with a potential sponsor.</p> <p>SL asked for clarification on what we were looking for and added that we should be thinking about what brands will work best for us. MB said that it was also about finding a member benefit deal as well.</p> <p>The discussion continued to what was wanted out of a potential sponsor partnership.</p> <p>BJ suggested that any emails to go to him and he would liaise with UM direct. He emphasised that he would like everyone's feedback.</p>	<p>TEMB to Action</p> <p>TEMB to Action</p>
<p><b>7</b></p>	<p><b>Council and Regional affairs</b></p> <p><b>Council/TEMB liaison</b></p> <p>FR spoke about the process for disciplinary action for events that didn't comply with their risk assessments. DH suggested that either himself or JL should write to them in the first instance then go from there.</p> <p>FR stated that the display at the TE National Championships Triathlon had been well received emphasising its strength for marketing and communications.</p> <p>DH requested that any Board members attending one of the events thank the organiser.</p> <p>PG queried guidelines for TEMB members attending events. GH explained there is a full operation manual with the key messages to go out.</p>	<p>GH to Action</p>

	<p>FR raised his concern about the quality of the age grouper kit. HW said that there is always a tender that goes out for companies to bid for new kit and sponsorship.</p> <p>HV pointed out that there seems to be mixed feedback as some age groupers have preferred this kit. He highlighted that there had been a number of version of kit which they'd worked with age groupers to develop. HV said that ZeroD had been putting a lot of effort into getting it right.</p> <p>JL stated it was a BTF matter but there is a process in place however pointed out there will always be member perceptions.</p> <p>JB suggested to feedback to Age Group Committee forum. HV explained that any decision to be made go through them but not kit unfortunately.</p> <p>It was agreed JL would voice the concerns at the next BTF Board meeting.</p> <p>MB explained that TE was currently in talk with a company in regards to TE shop, staff, Board and technical kit. MB pointed out the company had been working with the TE Talent Squad.</p> <p>BJ explained they had hoped to get this to the Board meeting to sign off today but it only arrived in the morning.</p> <p>PG queried about working with another kit supplier. MB explained that they wanted to stay with one company for all instead of working with a number of different ones.</p> <p>JM highlighted that they should be mindful of using certain brands in promotional material. All agreed that this was good to consider.</p> <p>DH requested that any unregistered events to be chased. GH responded to RFs question at the last meeting about why there was a lack of children's events, and stated that a supporting report is an appendix of the current monthly report.</p>	<p>JL to Action</p>
<p><b>8</b></p>	<p><b>TE Regs review and future considerations (Major item in July)</b></p> <p>JL explained to the Board the review of regulations for the AGM on 15<sup>th</sup> November 2014. JL highlighted the changes of the voting system and long term review with a subcommittee. JL explained three members of the Council will come together with DH and himself to form the group.</p> <p>JL went onto say that if such a group were to be formed they would decide what to work on, the timeline and then report back to TEMB and Council. JL added that the review should be long term and with</p>	



	<p>feedback on the mechanics.</p> <p>FR suggested they have someone external to contribute in order to help move forward. BJ agreed he was comfortable with this as long as they had a particular expertise.</p> <p>HV stated having someone who was dedicated to the role is highly important.</p> <p>JL explained that the original regulation documents were when TE was a separate entity and were taken out of the BTF articles; however they are now inappropriate and restrictive.</p> <p>It was highlighted that this is why it is important to make changes, therefore it was decided that JL will take this further and speak to LG to start the process.</p> <p>MB asked the Board to email him their future vision for the sport for the next five to ten years. MB explained that the whole point is about planning the future strategy of the sport/organisation. MB requested this to be completed in the next two to three weeks.</p>	<p>JL to Action</p>
<p><b>9</b></p>	<p><b>BTF Report</b></p> <p>JL questioned if there was any questions from the BTF report which was circulated prior to the meeting.</p> <p>SL questioned JL how he felt about the relationship between TE and BTF.</p> <p>JL explained that over the past seven years there have been significant changes. TE had become far more independent which made a big impact. JL continued to say that BTF and TE need each other to work, but advised that together they need to be sympathetic to each other's priorities.</p> <p>IH provided his insight into how the TE Board has developed, he also highlighted that if everyone is acting in the interest of the sport then it will continue to develop.</p> <p>IH requested that in the interest of the sport that TE should try to help the other Home Nations.</p> <p>DH agreed and pointed out that the work is there but communication is needed between all.</p> <p>JL commented on this by saying that there will definitely be communications with Home Nations in regards to membership.</p> <p>FR spoke of membership confusion over what is BTF and what is Home Nations. DH said he believed it was quite defined but isn't always</p>	

	<p>filtered down well.</p> <p>JM explained that the strategies and objectives in sport are different for England and Scotland. JM stated that unfortunately working together can be quite a challenge due to this and because of different funding bodies.</p> <p>MB explained they have been sharing and communicating a number of products with the Home Nations, but because of funding it can't always be shared easily.</p> <p>PG questioned that if once the new membership package had been setup, could the other Home Nations potentially use it. MB explained that if they could share information without an incremental cost being incurred, they would be more than happy to do so. MB reiterated JM's point by saying different funding systems make this a challenge and sometimes it isn't possible.</p>	
<p><b>10</b></p>	<p><b>Other competent business (of which notice has been given)</b></p> <p>None</p> <p>JL closed the meeting thanking everybody for their time and commitment.</p>	