



**MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD MEETING
HELD ON THE 16th MAY AT ISEH OFFICES, LONDON
12:30 – 17:00**

Present: Bill James (chair) (BJ), Sally Lockyer (SL), Claire Stirling (CS), Paul Gardner (PG), Duncan Hough (DH), Francis Riley (FR), John Mills (JM) James Barton (JB), Howard Vine (HV), Richard Fuller (RF).

In attendance: Jack Buckner (JBU), Kay Simnett (KS),

Minutes: Melanie Commons (MC)

Item	Minute	Owner and due date
1	<p>Opening Remarks</p> <p>It was agreed the last set of minutes to be an accurate record.</p> <p>BJ stated to record that Go Tri 1000 hit over the 1000 and would like to record a thank you to all involved for all their hard work.</p>	
2.	<p>Apologies</p> <p>No apologies received.</p>	
3.	<p>Declarations of interest</p> <p>HV stated a conflict of interest to be noted regarding a discussion at the Council meeting earlier due to his directorship of Blade Contract Services Limited, a printing and embroidery clothing company.</p> <p>It was stated that KS will be sending a communication regarding clarity of declarations of interest.</p>	KS
4.	<p>Items for discussion or decision.</p> <p>A brief outline of the items was provided.</p>	
4.1	<p>CEO report/update</p> <p>BJ introduced JBU to provide his CEO report and update. JBU then referred to his report and covered the following points:</p> <p>Strategy work</p> <p>It was stated the aim is to finalise the work at the joint BTF/TE board meeting in July, with 2 key items being essential. One is the performance dashboard, with an executive SMT lead providing a work stream approach. The second item is to develop the strategy within the wider sector and that collaboration with the TIA so that the Triathlon strategy is not developed in isolation at governing body level.</p> <p>Regarding Membership, it was stated the recent challenges were covered in the report. The B2B membership side, especially event permitting, was stated as an important part to readdress and develop.</p> <p>There was a question regarding the timeline for the strategy work and JBU stated the high level work to be in place by September but this is ongoing.</p>	

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<p>BJ concluded this is now a document to share with the regions and take input during the consultation process. We have an opportunity for the board to contribute to specifics in the appropriate way, and contribute in the work streams as they are initiated.</p> <p>There was a query regarding board involvement and JBU confirmed the document outlines where responsibility lies.</p> <p>A TE operational group has been setup and will be led by JBU with the Director of Delivery the key point of contact for TE.</p> <p>There was a discussion regarding essential membership and some clarification, JBU stated that the aim is for membership to become something that is seen by triathletes as essential to their triathlon experience.</p> <p>Two other questions were asked of the scope of the strategy; FR asked about 'sustainability', and PG asked about 'right first time'. After some discussion JBU stated the timeline for finalisation is July and input is needed at this stage both individually and collectively.</p> <p>BJ summarised that the process is to use this as an open document to develop input to the emerging strategy and asked how TEMB would like to input. It was agreed that from now until the July meeting, input be offered by board members across the whole and especially in their particular areas. BJ suggested for MC to create an editable document in dropbox for TEMB to add any comments to prior to the board meeting in July.</p> <p>FR wanted to state the regions are delighted to have a strategy document available and asked if we could aim for consistent strategy time-cycles across BTF and HNs going forward. JBU stated this would be unlikely due to the separate HN funding partner timetables.</p> <p>BJ asked to note that positive feedback had been received from the Council for having this visibility of BTF strategy with time and opportunity to respond. BJ also stated his pleasure to experience a council meeting with enthusiastic sharing of information between the regions and a focus on sharing good practice.</p> <p>Reorganisation - JBU then proceeded to state the following;</p> <ul style="list-style-type: none"> • The Director of Delivery position has been successfully recruited • Internal interviews had taken place for the National Delivery Manager role <p>There was a discussion about performance progress in the membership department. JBU stated he had been having membership operations meetings with an aim to address the issues arising in the department.</p> <p>JBU stated the Events function is operating in a very positive way currently, and DH reiterated that he is pleased with positive activity he is seeing from the team.</p> <p>BJ commented that he was seeing a shift in the organisation from some real performance issues in some areas, and evidence that staff are feeling positive and things are coming back on track.</p>	<p>MC</p>
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	<p>JBu also outlined changes concerning Comms and Marketing, a recovery plan including additional resource being implemented.</p> <p>Leeds 2016:</p> <p>JBu informed the members he was awaiting confirmation of Leeds as candidate city for WTS 2016. Our proposal makes this a showcase of Triathlon, with the WTS event to be seen as a vehicle for the sport. An announcement is expected on the 18th May.</p> <p>Branding update</p> <p>BJ stated regarding the branding and website review, the biggest challenge might be who and how to consult for the review to be effective, he asked members for their thoughts. There was an open discussion of the pros and cons of integrating the brand identity of British and England from a participant and from a commercial perspective. After some discussion about the scope of the branding work, JBu reiterated that the governance and structure of Triathlon will stay the same. In answer to a question regarding the change timeline it was stated that a decision would be proposed for/in the TEMB meeting of July 2015.</p>	
<p>4.2.</p>	<p>Finance and Operations</p> <p>JB then proceeded to mention that the year- end report had been made available a little early, and analysis of the figures indicated being slightly ahead of surplus but with a (as expected) shortfall on membership offset by cost savings.</p> <p>KS stated preparations were taking place for an audit in four weeks time and work is being prepared.</p> <p>There was a discussion regarding updates on papers for tax advice and insurance. It was confirmed there had been little activity since the last meeting in March due to workload during the reorganisation and year-end, and that papers were in dropbox for anyone to review and comment.</p> <p>Regarding the tax helpline, JB confirmed that hayesmacintyre are a sports specialist accountancy firm and it should be clear that we, as an NGB do not provide tax advice. It was suggested than an online mechanism might be provided for FAQ's to be set up. Confirmation is needed as to who would host the site.</p> <p>There was a suggestion of various regions to host or fund seminars for resources regarding a tax help mail line.</p> <p>BJ and KS summarised a level of service is to be offered to clubs. KS to follow up with Council Appointed Directors, and to move forward with defining and launching services as agreed.</p>	<p>KS/JB</p>
<p>4.3</p>	<p>Membership</p> <p>PG was then introduced to provide his update and stated the following.</p> <p>It was stated that Morgan Williams is taking control of certain elements in the Membership department and this is an ongoing process. The agency Two circles have been very well received and involvement in the operational side has been very positive. It was mentioned that approximately 35,000 communications will be sent out week commencing May 18th regarding new membership benefits. PG would like it to be noted to thank all staff for hard work and assistance in the delivery of these communications.</p>	

	<p>PG stated that the new Director will be leading on the Membership proposition, and he is confident this is the correct person to do so. Planning for the 2016 membership programme is to be set up after his start date in June.</p> <p>In conclusion PG stated that we are seeing an increase of 0.5% on revenue from last year and all is on track and for any difficulties indicated to be addressed.</p>	
4.4	<p>Events and Go Tri</p> <p>The TE National Champs report from DH outlined participation numbers historically for the various champs events, with a suggestion going forward to reduce the number of events. This was suggested for two reasons, one being due to members interest and secondly to make the tender process easier. It was stated that the analysis concluded the Cross Duathlon had seen a reduction in numbers of participants and the recommendation is to remove this and review at the end of the year as BTF are offering a Duathlon champs already. If successful with Leeds to hold the WTS in 2016 the possibility was suggested to hold the Aquathlon at Leeds. DH recommended a break from Cross Duathlon, and a staggered bi-annual pitch process as stated in his report. This was agreed and approved by all.</p> <p>HV then presented information on the ETU Club Championships being held in October 2015 and how TE contribute to this. It was to be noted this opportunity came to BTF at short notice, and we would need a simple, pragmatic selection criteria.</p> <p>There was a proposal of 3 options, those being:</p> <ul style="list-style-type: none"> • To take one/two top clubs from the 2014 TE relay champs • Take winning teams from the 2015 champs, which is quite short notice • Offer a lottery draw from clubs <p>Action: HV to finalise the proposal with a timeline to BJ and JBu to discuss with Ian Howard. Proposal based on using Home Nations championships and propose an option to Scotland and Wales for consideration. Once agreed, make contact with the clubs to give opportunity to opt in.</p>	HV BJ/JBu
4.5	<p>Marketing & Comms</p> <p>SL was asked to provide an update and proceeded to discuss:</p> <ul style="list-style-type: none"> • GoTri and referred to the monthly report and results provided by the Comms team reflecting the high level of interest in GoTri. It was highlighted that the social media campaign attracts younger members and showed the correlation of numbers of interest in GoTri. <p>FR asked it to be noted that changes to the facebook page for Regional Managers has been very positively received.</p> <ul style="list-style-type: none"> • The Comms recovery plan was then discussed and a proposal put forward: <ol style="list-style-type: none"> 1. Continue to use 2 Circles for Membership/Comms until the end of August 2. Increase contract support by Helen Gorman managing the elite media 3. Recruit an intern for the next 6 months plus. <p>The Board approved this suggestion.</p>	
4.6	<p>Talent</p> <p>JM then provided his update and stated the following:</p> <ul style="list-style-type: none"> • A management group has been established for the development of skills school and a bid by Sport England is required by the end of May. 	

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	<p>It was stated that there are 5 key areas of focus for the TE talent programme:</p> <ol style="list-style-type: none"> 1. Programme delivery of TE talent squad 2. Programme delivery of Regional Academies 3. Programme development: 3 key areas being; BTF/ TE interface, alignment with Scotland and Wales and pathway development for the skills school. 4. Communication 5. Reporting and KPI's <p>JM outlined the issues he has been dealing with in trying to achieve the communication he needs. JM and BJ summarised key areas of focus with a set of 2015 goals agreed this week to address the issues. JBu/BJ to liaise with Dan Salcedo and Brendan Purcell regarding the comms and alignment of goals as discussed. For JM to implement as agreed.</p>	<p>BJ JBu</p>
<p>4.7</p>	<p>Business</p> <p>BJ confirmed that CS is to be the primary contact for reporting on commercial matters in addition to the Risk Register as part of her role. The joint BTF/HNs commercial working group also includes PG & SL from TE.</p> <p>CS was then introduced to provide an update on the Risk Register and stated it had been agreed that CS was to look at the areas of risk with KS as lead. It was stated that certain areas need realigning within the new SMT portfolios.</p> <p>The points that were brought to the boards attention were:</p> <ul style="list-style-type: none"> • Lack of visibility of operational delivery risks and preventative actions • Lack of clarity of risk against key members of staff leaving and the handover process <p>After some discussion of what constitutes risk that might be considered red on the Red, Amber, Green (RAG) system, TEMB agreed a desire to be reviewing the higher priority risk summary report. KS and SMT will need some time to get the system up to the level requested, CS to liaise and keep TEMB updated. SL offered assistance if required.</p> <p>Action: For CS and KS to liaise how to address the process for the aspirations of the Risk Register and agree a plan of action in the short term for the next TEMB meeting.</p>	<p>CS/KS</p>
<p>4.9</p>	<p>Council and Regions</p> <p>RF enquired regarding electronic voting, as discussed previously. Action: A follow up needed for JBu to review and enquire.</p> <p>FR queried regarding the website review with regards to council consultation and a member of staff being present at the next meeting. BJ stated the web review is in hand and being outsourced for agency selection.</p> <p>No other regional matters were mentioned.</p>	<p>JBu</p>
<p>5</p>	<p>Matters arising from minutes not dealt with in the meeting and AOCB</p> <p>BJ proceeded to mention a dropbox document concerning international influence and 2 points to mention, those being:</p> <ul style="list-style-type: none"> • Any items that are unclear or uncomfortable to members to contact BJ • Anyone who has aspirations to be considered for international roles in the future to contact BJ for discussion 	

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	<p>With regards to the AGM meeting in November, Helen Wyeth has taken control of the planning process and consideration is taking place to ascertain if it will be for 1 or 2 days and how to streamline the process for the TE awards..</p> <p>HV was then introduced to discuss the TE awards and a document concerning this was distributed to all. The nomination document was discussed with regards to modifications for simplification to address attracting more nominations. It was stated that progress is underway and that 4 categories had been suggested, those being:</p> <ul style="list-style-type: none"> • To reduce the number of categories to nine • To reduce the options on the forms to 5 so some forms can be used for the same categories. • Reduce to a 1 page word document with a scoring option • Regional standard be included <p>There was a suggestion of 1 director to take a category each or 3 directors have 3 categories each with BJ being the Arbiter. After discussion with the Council it was stated there was a concern regarding 3 options and a solution of a maximum number of points being an alternative option was suggested instead. It was stated a document showing the process was to be supplied to the regional committees.</p> <p>A suggestion was mentioned regarding outsourcing the nomination forms to be considered. BJ stated this could be reviewed at a later date due to the current timescale however, to continue with HV proposal. HV is to continue to seek approval from the regions and proceed with the process.</p> <p>AOB: BJ stated there is a paper in dropbox provided by KS on Board Induction and Development and he welcomed any input for discussion.</p> <p>Thanks were mentioned to MC for the organisation of the meeting being held in London and for Lisa Broughton assisting with the catering.</p> <p>The meeting was then concluded.</p> <p>Date of next meeting Saturday the 25th July at Liverpool.</p>	<p>HV</p>
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