

**MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD MEETING  
HELD ON THE 21<sup>st</sup> MARCH AT BTF HEADQUARTERS, LOUGHBOROUGH  
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).

**In attendance:** Jack Buckner (JBU), Kay Simnett (KS), Linda Haywood (LH), Morgan Williams (MW) *(for items 1 to 4.1.)*

**Minutes:** Melanie Commons (MC)

Item	Minute	Owner and due date
1	<p><b>Opening Remarks</b></p> <p>BJ ran through items for discussion at the meeting and welcomed LH and MW to present at the meeting.</p> <p>Several items for decision/approval at the meeting were also highlighted.</p> <p>The board wanted to note a big thank you to Melanie Commons (MC) and Rebecca Rahman (HR/Reception) for the organisation of this meeting being held for the first time at the new BTF offices, and MC for the monthly report being produced to an improved standard and board papers made available on schedule.</p>	
2.	<p><b>Apologies</b></p> <p>Richard Fuller Jenny Vincent</p>	
3.	<p><b>Declarations of interest</b></p> <p>There were no declarations of interest.</p>	
4.	<p><b>Items for discussion or decision.</b></p> <p>A report of recent Coach Ed fatalities, to be discussed under AOCB.</p>	JBU
4.1	<p><b>Portfolio</b></p> <p>LH provided a presentation on progress and status update and ran through the following;</p> <ul style="list-style-type: none"> <li>• Completed projects.</li> <li>• Projects in flight</li> <li>• IT capacity</li> <li>• Projects not yet approved</li> <li>• BTF Portfolio platform</li> <li>•</li> </ul> <p>It was stated that Go Tri 1000 is currently impacting in various areas and will be covered later in the meeting. A further explanation on the membership portfolio was requested by PG for an update offline.</p> <p>New projects in flight were discussed as follows:</p> <ul style="list-style-type: none"> <li>• Officials strategy</li> <li>• Branding work – tender to select an agency in process.</li> </ul>	LH

Minutes of the TEMB meeting held on 21/03/15, minuted by M Commons, reviewed by BJ/JBU on 25/3/15 and 26 03/15 approved by BJ on 26/03/15 and forwarded to JH for website

	<ul style="list-style-type: none"> <li>• Female Participation</li> </ul> <p>MW was then introduced to provided a presentation regarding the online entry project, with 3 key topics:</p> <ul style="list-style-type: none"> <li>• Event organiser interface</li> <li>• participation interface</li> <li>• Insights and data</li> </ul> <p>MW proceeded to update the following:</p> <ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Threats</li> <li>• Key dates</li> </ul> <p>Some draft visuals of the online entry system dashboard were shown to the attendees as an illustration of what should be delivered by the project. In answer to a question regarding the strategic reasoning for this project, the subsequent discussion reiterated previous board discussion relating to:</p> <ul style="list-style-type: none"> <li>• Providing a new events entry system for Clubs and smaller EOs</li> <li>• Putting triathlete data at the centre of our strategy</li> </ul> <p>PG requested more information from MW regarding the Membership aspects.</p> <p>The board requested regular updates on progress.</p>	<b>MW</b>
<p><b>4.2.</b></p>	<p><b>CEO report</b></p> <p>BJ introduced an update from JB and stated that the related governance report and discussion with Council this morning had been positively received. The existing model remains, with a few minor edits and will be summarised in a governance handbook. BJ awaits a decision from Council on a possible governance review in the background but emphasised the need for stability and high performance through 2015.</p> <p>BJ also reported that KS, SL and CS had attended in the last few days a SportUK course on Board inductions. They all gave positive feedback and we will meet in April to develop a new plan for TEMB and Council inductions.</p> <p><i>JBu was then introduced to provide his report.</i></p> <p>BJ stated in response to a question posed by FR that the Governance model will not be changed during 2015 and that our focus should be on operating it effectively. The board will work better as today with the production of good written reports in advance. The board will collaborate with the SMT to have good and timely information in order to manage the strategy, budget and plans of the business. On this basis the board meetings will focus on strategic priorities and any topics for decision/approval. The Council are connected into this and equally dependant on monthly reports being received on a timely basis</p> <p>A request was made to see the results of the staff survey. This will be made available without the confidential comments.</p> <p>PG raised a question regarding risk mitigation at events. The question concerns events that are not TE permitted, where the organiser is selling at a reduced price to TE members. A query was raised concerning whether /how these events are insured</p>	<p><b>BJ</b></p> <p><b>BJ, KS SL,CS</b></p>

Minutes of the TEMB meeting held on 21/03/15, minuted by M Commons, reviewed by BJ/JBu on 25/3/15 and 26 03/15 approved by BJ on 26/03/15 and forwarded to JH for website

	<p>when not a TE sanctioned event. The issue is with liability and KS is currently undertaking an insurance review to decide mitigation against risk and the aim is to have a plan decided and implemented by the next board meeting if possible.</p> <p>JB continued further with discussion on other elements of the CEO report:</p> <ul style="list-style-type: none"> <li>• Developing strategy including timelines, workshops and discussion</li> <li>• Tri Industry Association (TIA) discussions</li> <li>• Performance dashboard – a tool developed for management reporting</li> <li>• Branding review</li> <li>• 2016 World Triathlon series event in June</li> <li>• Update on commercial progress - agency appointed and potential sponsors</li> </ul>	<p><b>JBu</b></p>
<p><b>4.3</b></p>	<p><b>Finance and Operations</b></p> <p>JB provided a finance update and information as follows:</p> <ul style="list-style-type: none"> <li>• Strategic and SMT input needed before effective scenario planning can take place, this to happen post election and can be brought back to board.</li> <li>• No change in revenue trends and cost projections as we approach year end.</li> </ul> <p>KS was then asked for a further update on the following:</p> <ul style="list-style-type: none"> <li>• Budget process completion</li> <li>• Finance system upgrade</li> <li>• Management reports upgrade</li> <li>• Year end process</li> </ul> <p>KS Update on the dormant entity Triathlon England Ltd  <b>There was a proposal to dissolve this dormant entity, and this was agreed.</b></p> <p>KS then provided an insurance review and stated that there is no central repository of FAQ's regarding insurance and she is collating insurance related issues for resolution via a working party. She stated her thanks in particular to help with this from Lawrence Green. This new approach is intended to tackle issues and provide assurance to the SMT, the board and Council. BJ requested the Board be updated regarding the insurance review and progress with written report/s.</p> <p>KS also updated on a review she is leading to offer Tax advice options to clubs:</p> <ul style="list-style-type: none"> <li>• She outlined a proposal from our auditors of a free email helpline for clubs with the suggestion of a FAQ's database</li> <li>• There was discussion of the potential for a phone call service, possibly paid for by clubs on a usage basis.</li> <li>• The set of options are to be considered with a request for regions to be involved in the consultation.</li> </ul> <p>CS requested she would like to have more understanding of the role of the regional managers going forward. JBu agreed to this post reorganisation.</p>	<p><b>KS</b></p> <p><b>KS</b></p> <p><b>KS</b></p>
<p><b>4.4</b></p>	<p><b>Membership</b></p> <p>PG provided an update on membership, including the soft launch of new membership benefits and associated email campaign. There are some tasks to be completed in the next few weeks to deliver this effectively – management of this was discussed. The changes to credit card and direct debit mechanism and the launch of the club member offer were discussed. It was agreed that whilst little incremental margin would be achieved, we should achieve a bigger, more valuable database of TE</p>	

Minutes of the TEMB meeting held on 21/03/15, minuted by M Commons, reviewed by BJ/JBu on 25/3/15 and 26 03/15 approved by BJ on 26/03/15 and forwarded to JH for website

	<p>members if the changes are successful.</p> <p>During the discussion BJ reiterated the focus for today is on the proposals, and whilst other ideas were raised, we have limited organisational capacity currently available.</p> <p>The discussion continued with concerns raised including whether the club member offer might undervalue the standard membership, issues were also raised with the operational capacity for these changes. The timescale for delivery was stated to be within 4 weeks. BJ stated that due to organisational capacity and a need to move forward this was to go to vote with no variations and concerns raised were noted.</p> <p>The proposal for a club member offer (at £30 for a period of approx. 4 months) went to vote. <b>After further discussion It was decided to proceed, with concerns registered.</b></p> <p>The vote was put forward regarding credit card charges and direct debits. <b>It was agreed to proceed.</b></p> <p>A discussion took place regarding Nuffield using TE logo and it was stated no authorisation had been given to do this.</p>	<p>PG</p> <p>PG</p>
<p><b>4.5</b></p>	<p><b>Events and GoTri</b></p> <p>An update was provided on the permitting pilot and it was stated this has been presented to some Event organisers and JBu will liaise with GH to provide a report on an update.</p> <p>A discussion was then held concerning capacity risks and mitigations and DH stated that regarding officials all relevant information is in place with Towergate. It was stated that Events are covered in insurance and the officials work to increase scale of cover training and deployment are by 2 elements, JBu stated those being training and deployment. The officials strategy needs liaison to develop with NDMs and RPMs and this would be covered under the new Director of Development role. It was decided therefore DH to liaise with Director of Events to develop a plan for mitigating risk.</p> <p>It was stated in conclusion of discussions regarding BTF officials not being covered by an Events Director that a plan has been agreed to have a counterpart board director at BTF. Jon Ridgeon has agreed to fill this gap, providing he is guided on a clear strategy. To be developed by DH and HV.</p> <p>DH then proceeded to discuss Go Tri and stated he is to initiate a strategy and planning process and outlined the next steps going forward. The primary reasons for Go Tri being, to target novice based events, lower cost events, no frills events and to try something different. It was recommended to use Go Tri as a brand for very short distance racing to allow wider participation and encourage novices. A summary was then provided to the board on areas impacted by Go Tri with a paper summarising the areas impacted by Go Tri and stating the benefits to the organisation.</p> <p>The next stage is to form a Go Tri to steering group to guide this planning, to report to the board on the progress and to improve on clarity and direction. It was confirmed that this will be assisted by the appointment of a new Events Director, with recruitment currently in process.</p>	<p>JBu</p> <p>DH</p> <p>DH</p> <p>DH</p> <p>DH</p>

Minutes of the TEMB meeting held on 21/03/15, minuted by M Commons, reviewed by BJ/JBu on 25/3/15 and 26 03/15 approved by BJ on 26/03/15 and forwarded to JH for website

	It was asked to be noted that an email was received on the eve of the meeting from One Step Beyond which showed the anticipation of a board decision on a proposal regarding changes to the clubs relay event. BJ stated that this was not possible due to short notice and proposed DH be delegated to lead a process of reviewing the proposal and report to the board on the recommendation.	DH
4.6	<b>Marketing &amp; Comms</b> SL stated that board reporting had improved considerably regarding Marketing and Comms activities and media campaigns etc. were in dropbox as per board request. A membership promotional email has been produced in a new format with different benefits. Positive comments were received and asked to be passed onto staff, in addition the web page improvement was noted and positive feedback was offered for the latest Go Tri promo video.	
4.7	<b>Talent</b> JM outlined a potential opportunity to shape the Skills School idea into a plan for a programme with Sport England support to extend the development of Junior/Youth triathletes. A plan is to be submitted for SE research and innovation funding, JM is to create a Skills School steering group to move the idea forward through planning. The concept is based on developing a skills curriculum to support a development pathway for young athletes and for coaches.	JM
4.8	<b>Risk Register</b> CS prepared and presented the TE Risk Register and outlined the approach to be taken going forward regarding the reporting process. KS leads for the SMT and will report back within the organisation to ensure risk owners are reviewing their issues and reporting on risks and mitigations appropriately. The intention is that reporting is integrated with the system used by BTF and that only high level risk is brought to the board for future discussion. BJ will liaise with CS for the next board meeting.  JBU stressed that key risk areas should be managed appropriately and aligned with the relevant directorates as the reorganisation progresses to completion.	BJ/CS
4.9	<b>Council and Regions</b> Concern was stated regarding how we adapt to the removal of the DEO role, and a view that no specific individual represents TE. The CEO will lead the relationship with the board but of course has two roles (BTF and TE). BJ stated that this had been addressed in the council meeting earlier and the relevant governance changes agreed. A request for this to be monitored was agreed.  A question was raised regarding non-registered events not being permitted and timescales with regard to a re -approach to organisers. DH stated he is waiting for an update and would prefer ASAP.  The TE awards to be reviewed with input from the regions, with an aim to improve the process. HV to lead on this process with assistance from Ali Sibcy via JBU.	DH  HV
5	<b>Matters arising from minutes not dealt with in the meeting and AOCB</b> It was confirmed that all matters arising from the previous meeting had been addressed.  <b>AOB:</b> CS asked a question of JBU about working with County Sports Partnerships. JBU stated that as we review the work and priorities of the regional team, we have opportunities to engage on a few of the bigger opportunities. This is in no way a reflection on RMs but the leadership needs to be right on these things and this will fit more into the Delivery Directorate role and will be reviewed then.	

Minutes of the TEMB meeting held on 21/03/15, minuted by M Commons, reviewed by BJ/JBU on 25/3/15 and 26 03/15 approved by BJ on 26/03/15 and forwarded to JH for website

	BJ thanked everyone for their attendance and the meeting was brought to a close. <b>Date of next meeting</b> Saturday the 16 <sup>th</sup> May – venue TBC.	
--	---	--