

MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD MEETING HELD ON THE 25th JULY AT THE JURYS INN HOTEL, LIVERPOOL

11:00 – 15:30

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 (JBa), Howard Vine (HV).

In attendance: Jack Buckner (JBU), Helen Wyeth (HW), Garth Lewis (GL) – *a.m. only*.
Natalie Justice-Dearn (NJD). Kay Simnett (KS) – *p.m. only*.

Minutes: Melanie Commons (MC)

Item	Minute	Owner and due date
1	Opening Remarks It was agreed the last set of minutes to be an accurate record.	
2.	Apologies Richard Fuller	
3.	Declarations of interest Howard Vine, Director Blade Contract Services Limited.	
4.	Items for discussion or decision. The Chair gave a brief outline of the items for discussion and format of the joint board session to follow.	
4.1	CEO report/update The CEO stated that he was pleased to have a full SMT in place now with GL and NJD appointed and in place. The CEO then referred to his report and stated the context covered the following points: <ul style="list-style-type: none"> • Sport England – the next phase of 2017/21 planning will possibly take place in the spring. The key themes being shown are collaboration within the sport, the wider sector and how as a governing body we can influence the whole sport, specific targets and disability and health agenda. The Sport England review paperwork has been placed into dropbox for transparency to enable TEMB to have visibility. • Antidoping – there will be a big promotion of antidoping and a part time resource has been appointed contractually. It was stated that this is not exclusively for elites but for education across the whole sport and including juniors and is key for the sport's growth. • When questioned about balancing strategic objectives with UK Sport and Sport England, the CEO confirmed that all is on track with regards to the vision of the sport and concentration on the the health agenda. It was stated that this is possibly an area for debate going forward. • The CEO confirmed to all that the focus needs to be customers and this is key to the strategy. The Chair summarised that the existing scope of influence we have in the sport will likely need to grow in scope to reflect the emerging sports strategy e.g. commercial collaborations etc. 	

<p>4.2</p>	<p>Website review</p> <p>The Director of Customer Experience provided a brief overview of his background and proceeded to provide his review.</p> <p>The board were briefed GL stated the reason for the review was to implement the changes to the website that deliver on the new vision and a new visual identity to be discussed in the strategy session later in the day. With regards to the changes, it was stated an agency had been appointed to do so due to their experience in consultation approach, design and ability to deliver.</p> <p>It was stated the next step would be a consultation phase with the agency and that there were four aspects to consider, those being:</p> <ul style="list-style-type: none"> • Analytical review of user journeys • In-depth interviews with groups of people both face to face and via telephone • Content – how the website is organised structurally • Functionality – the vision for the future to provide for all stakeholders <p>It was stated that to achieve the next phase, consideration needs to be taken of what content is lacking, what technically is required and are the correct resources in place to achieve this. There was a discussion about including the regions for suggestions about the design of the website.</p> <p>There was a vision outlined for future website functionality, for instance of one click entry to events and those events automatically added to a member’s diary providing a positive customer experience. This was reiterated as something that possibly could be considered at a later date, and the approach being taken will see improvements delivered in phases.</p> <p>The Chair asked for clarification on how concerns and expectations of the TEMB would be addressed, as expectations and discussion have built up for a long time regarding the website and asked how TEMB could provide assistance to the review going forward.</p> <p>GL stated that post consultation there is a recommendation stage and a list of for instance 15 items identified as a must have for the sport, with the top 5 being the priority. From this will be decisions based on the cost and implications, with TEMB agreement.</p> <p>The Chair requested for GL to share at the next meeting on the 5th September, the format for communicating, how the process is working and expectations.</p>	<p>GL</p>
<p>4.3</p>	<p>Membership</p> <p>PG provided a document stating aspirations moving forward for membership, to the board.</p> <p>The Director of Customer Experience confirmed that there is almost a full complement of staff in the membership team following a successful recruitment process which includes a part time membership assistant, full time administrator and a Data Insights officer.</p> <p>It was reported that membership sales have increased by 10% for April, May and June and that net year to date there is a 7% increase in members. There is still a concern over renewals, and understanding the reasons.</p>	

	FR raised a question regarding the benefits of being a member regarding insurance and an understanding of what is provided and with regards to the scope of the coaching education qualification. HW stated that KS and NJD can confirm if they will be reviewing going forward.	
4.4	<p>Marketing & Comms</p> <p>An update was provided and summarised as follows;</p> <ul style="list-style-type: none"> • Confirmation that a full Comms team is now in place • 2 key projects <ul style="list-style-type: none"> ○ Branding ○ Digital marketing. • Marketing and Comms strategy - quarterly meetings will be held to be clear and focused and report back to TEMB with plans, KPI's, progress etc. <p>With regards to a question concerning Wales and Scotland participation in the proposed re-branding, it was confirmed that liaison between the Home Nations has resulted in acceleration with regards to the opportunities for positive initiatives going forward.</p> <p>The Chair proceeded to update on the situation with regards to branding ahead of the joint-board session to follow this meeting, and stated there are two views coming from TEMB directors, which are:</p> <ul style="list-style-type: none"> • To brand as British and not as England? • To lead with British and use England (and other HNs) in support? <p>The aim of this discussion now would be to reach agreement on one position that can be agreed later at the joint-board session for a unified approach.</p> <p>An overview was given to explain the branding presentation/proposal, including:</p> <ul style="list-style-type: none"> • Britain being the most accessible brand • Applying a new identity in a unified way • Leading with the British brand e.g. staff uniform, events etc. <p>A discussion was then held regarding the TEMB reaction to this proposal. The Chair stated that in Steering Group, all the Home Nations are very supportive of the principles, and the CEO's aim in the joint board strategy session is to be Britain at the forefront with a more integrated approach.</p> <p>The group were asked if they were in agreement with the position of being supportive to the approach of a whole sport British led branding with a more integrated approach. TEMB were in agreement to go with a British led branding and strategy but with reservations at an implementation level to be addressed following the joint strategy session.</p>	
	<i>BJ welcomed KS and NJD to the meeting (p.m.)</i>	
4.5	<p>Talent</p> <p>An update was provided and confirmed that James Taylor had resigned from his position as Talent Programme Manager. The role is being redefined going forward and will look after the regional academies and now Skills School including the direct management of</p>	JM

	<p>those programmes. This revised role will input into the talent squad but wouldn't be directly line managing the coach and this will filter likewise through the clubs. It was then confirmed that the England Talent coach would then work with the England talent squad and support the work of the academies and the performance programme. The Performance Pathway Manager would be responsible for the development of the pathway.</p> <p>Skills School was discussed and documentation was provided on the TE pathway and the basis of the Sport England bid for Skills School is to bridge the gap between clubs and regional academies. Specific coaches will run the sessions working with juniors predominantly from clubs that are working with juniors that have coaches in place already with a view to developing the curriculum.</p> <p>The Chair explained that expression of interest had been put in to Sport England regarding the funding decision, planning and timeline process to make it feasible. Sport England are very supportive of the programme and could provide funding with the addition of intervention to develop coaches being possibly included in the bid. It was confirmed that discussion is also going on regarding promotion of the disability and female agendas within the programme.</p> <p>FR wanted to acknowledge that the regions are very supportive of the initiative as a concept and prepared to contribute with the reservation of continuity and contribution. BJ confirmed that he and JBu are engaging with the council and regions to discuss a funding model for a strategic initiative to enable this to be implemented.</p> <p>Explanation was given around the new reporting format that has been developed and going forward TEMB should find it more significant. All TEMB were in agreement with the planned changes to Talent staffing and their responsibilities.</p>	BJ/JBu
4.6	<p>Events & GoTri</p> <p>Events are ahead of schedule committing to the major events schedule for 2016, giving a better opportunity to develop marketing and event plans than was possible in 2015. Much positive feedback was given for staff regarding organisation and integrated approach of BTF/TE with regards to making the Mallory Park event successful in difficult circumstances. It was noted how encouraging it was to see BTF and TE working as a team at the event for the first time – TEMB would like to offer our thanks to the team.</p> <p>A positive meeting had been held with Parkrun regarding GoTri and work is now taking place on a vision for 2016 and how it will be funded going forward. For clarification it was stated GoTri is funded by Sport England to encourage participation with a short term view towards it becoming a sustainable project. It was mentioned in answer to a question regarding further Marketing and Comms for GoTri that it is all resource dependent at present.</p> <p>The Chair invited The Director of Delivery to comment, who stated that discussions are being held with regards to a programme being developed for potential to be delivered at different tangents going forward.</p>	DH
4.7	<p>Finance & Operations</p> <p>JBa presented a brief update of what was provided in the monthly report and discussed:</p> <ul style="list-style-type: none"> • Membership income • Events • Comms and Marketing 	JBa/KS

	A question was raised regarding failsafe contract provision, what procedures are in place to mitigate risk if an individual promised and failed to deliver on contract commitments from the organisation. The Director of Finance (backed up by the Chair) stated that correct procedures are being implemented to facilitate this, and that operational diligence had been managed by SMT and the organisation very recently received a positive audit result.	
4.8	<p>Commercial & Risk Register A brief update on the tax helpline and insurance was given.</p> <p>It was reported that a meeting had been held regarding club support. Some very positive and workable options had been provided. More details would be provided to TEMB to review soon for club support.</p>	KS
4.9	<p>Council & Regions FR stated that there were no council matters to discuss.</p> <p>FR wanted to note the confidence in the dialogue between TEMB and TE council and stated he is keen to see the aspirations of the new SMT and board direction. This will be presented to the council to provide a consistent message and another element would be for the council to consider the direction of the organisation moving forward to focus on the regions.</p> <p>In conclusion the Chair stated he was supportive of the above and that the CEO attending council meetings has had a positive impact. It was also stated at a pragmatic level at the next meeting, new SMT will attend the council meeting and take input for an implementation and planning mode.</p>	FR
5.	<p>Matters arising from minutes not dealt with in meeting No matters were raised.</p>	
6.	<p>AOB</p> <ul style="list-style-type: none"> • The AGM was noted as the 14th November with an optional aim of the TEMB and Council members with possibly the SMT, attending an informal meal the evening before. • The dates of meeting for 2016 was stated as in draft mode and will be shared prior to the next board meeting. • The Chair stated regarding the board development proposal, the results proved to be consistent and will be moved forward when complete. • HV mentioned the TE awards revised paper and an expectation after TEMB have reviewed to launch by end of the next week. • Next meeting will be at BTF Head Office, Loughborough on Saturday 5th September 2015 at 12:30pm. <p><u>Addendum</u> <i>Please see an update below regarding the discussion concerning TE funding commitment to Liverpool 2016 on the 26th July with BJ, JBu, DH, JBa and HW including Craig Stewart and Jon Ridgeon from the BTF board with the aim to address the question in the new 'integrated' way.</i></p> <p>It was stated after an open debate, commitment to £45k for 2016 was agreed, equivalent</p>	

	<p>to the amount TE have invested in Liverpool this year. The change of approach agreed was that the investment model will (assuming no issues with the way SE funding operates) move to an underwriting format and will effectively cover both Liverpool and Leeds.</p> <p>The Chair summarised a commitment (up to) £45k for 2016 plus working with the Events team to create Tri Festivals in both cities will provide a real impact on strategic priorities.</p> <p>The Chair wished to state this is a decision normally made at the TEMB meeting and on this occasion be excused for addressing it this way to enable a decision to be reached.</p> <p>The decision was stated as providing the opportunity to announce Liverpool 2016 and concentrate on maximising the realisation of the event.</p> <p>DH is the agreed board contact and HW will organise the event format and provide an update at the next boarding meeting.</p> <p>Minutes concluded.</p>	
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