



Minutes of the Executive Board meeting held at MP East, Loughborough, on 27 February 2016 commencing at 12:00noon.

Present: James Barton (JB), Duncan Hough (DH), Paul Gardner (PH), Francis Riley (FR)

Minutes: Sharmila Mandalia

In Attendance: Jack Buckner (JBU), Kay Simnett (KS), Garth Lewis (GL)

Referenced: Helen Wyeth (Hwy), Natalie Justice-Dearn (NJD), Natasha Cuthbert (NC), John Muddeman (JM)

Item	Minute	Owner and due date ¹
1	<p>Opening Remarks</p> <p>JB opened the meeting and advised that it is quorate despite short notice apologies. If items are to be minuted and agreed from a Governance point of view, the Chair will liaise with Board members following the meeting. JB will decide the best way forward in organising future Board meetings. Apologies were noted.</p>	JB
2	<p>Apologies</p> <p>Bill James, Sally Lockyer, Richard Fuller, John Mills, Claire Stirling, Howard Vine</p>	
3	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>	
3.1.	<p>Matters arising from Board Report & Board Papers</p> <p>Due to the proximity to the last TE Board Meeting, no Board Papers were submitted.</p>	

¹ Unless otherwise specified all actions due by next meeting

The budget for 2016/17 membership revenue is 8% higher than the 2015/16 forecast, which has been agreed.

At present 56% of first time members renew, this rises to 86% for multiyear members.

The new Membership product will look at:

- What can we do in first year to retain members?
- How do we attract new members
- How do we advertise new memberships. Triathlon Magazine, Active Network, digital advertising i.e. Facebook, twitter.

There has been limited growth in new membership sales in recent years. Historically, only half of first time members renew. For example, if 5500 join this year, it is forecasted that around 3000 will stay.

GL presented a spreadsheet highlighting monthly budget for membership. The Membership team are testing different sales channels to establish profitable marketing activity. This new budget simplifies the tracking of financial information. JB advised that figures need to be reconciled on a monthly basis from 1st April to ensure it ties in with our monthly management accounts. PG stated that the marketing activity, budgetary activity and targets are all linked up in the new process.

Pack personalisation is being updated. Personalised letters are being reviewed for people who race, coaches and lifetime members.

A decision has been made not to put new logos on age group kit as they would need new one in 2017.

A discussion took place about the online system and the identification/tagging of coaches.

Our Insurance expires in September 2016 and we start the tender process in May 2016. The Insurance guidelines will be more explicit and specific as to what cover individuals have.

A discussion took place on information gathering in terms of the right accreditation for individuals and ensuring all information on the database is accurate. All agreed that information should be collated and stored in one place. GL advised the timeline for membership personalisation approval is 11th March.

New Member Proposition - Our ambition is to develop a new membership product well ahead of 2017. Exit survey analysis will be done to capture reasons for non renewals and identify repeat patterns. There will be focus groups in relation to New Member Proposition.

For any new membership proposition the Council needs to be reassured regarding any significant proposed changes. SL, PG & GL have agreed to look at the financial modelling and impact of this. This is a big project and a timeline is needed.

	<p>Garth suggested 2 - 4 focus groups to take this forward. FR suggested narrowing new member proposition and mentioned clubs are keen to see a positive arrangement of mutual benefit.</p> <p>This led to a discussion about the Club helpline. It was originally for club tax advice but the service provided by GB Sport has grown and now offers advice on a wide range of club related matters. Take up of the service has been slow. Communication needs to be pushed out from the operational team and regional managers as the link from the TEC back to the regions does not appear to be working well.</p> <p>JBu stated that we need to explore the products we are offering clubs and ensure they are right and that communication is clear.</p> <p>JBu asked that permitting is also considered and the work done around this. This item needs to be put on the agenda for the next Board meeting and memberships to link in to this model. The long term aspiration is that we increase our revenue from permitting without ruling out mitigation of risk.</p> <p><u>Branding & Website</u></p> <p>New branding was launched at the last AGM.</p> <p>The website design phase is nearing completion, targeting a June launch for the new site. Focus groups and surveys have taken place to agree its scope. A decision is to be made whether the new website should be launched pre or post Leeds WTS. The new site will be optimised to work on tablets, desktop and mobile phones.</p> <p>JBu gave a brief update on the Regional website background and proposal.</p> <p>Background</p> <p>The 2011 website redevelopment included the addition of regional sub-sites, these were intrinsically linked to Triathlon England. No consultation took place on the design look and feel or functionality, this enable us to provide 10 websites with a consistent templated design, with customisable navigate for each region, as required.</p> <p>Proposal</p> <p>It is proposed that British Triathlon continue to provide a free and managed web platform for the 10 English regions, in line with the current provision. This will be in the form of updated regional templates, to include a regional homepage template, section template and content template; all templates will be fully responsive</p>	<p>GL</p> <p>GL</p> <p>JBu</p> <p>JBu/JB</p> <p>All Board Members</p>
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	<p>across mobile, tablet and desktop. Templates will reflect the look and feel of the British design, following the revised brand guidelines.</p> <p>Governance websites will be hosted on separate websites for England, Wales and Scotland.</p> <p>GL confirmed that age group membership will change slightly and be re-designed.</p> <p>An App is planned within the next financial year budget.</p> <p>JBu highlighted the deadline for discussion in the Council regarding branding and feedback regarding the recommended approach and what the Regions view are. Aimee has asked this to be completed in 2 weeks.</p> <p><u>Officials payments review</u></p> <p>JBu reported there has been a consultation process taking place in respect of payments to officials and Moto's. The need to change is being driven by HMRC and their focus on sport. DH confirmed that two lots of questionnaires have been issued to officials and Moto's. The Events & Technical committee will review the results and it is their role to propose a solution based upon the HMRC guidelines and the consultation process. The proposal will be put to Board for approval.</p>	<p>TEC</p> <p>DH</p>
<p>3.3</p>	<p>2016 Operational plan and budget approval</p> <p>Budget</p> <p>DH praised the budget and the consistent communication regarding this. All agreed the process has improved significantly. The 2016/17 budget was approved by those present and in writing from those not in attendance.</p> <p>JB confirmed that the Operational Plan has been approved.</p> <p>JB has received many positive comments in relation to the budget and the Board acknowledged the good work Kay has achieved and the positive contribution in making changes happen. KS reported everything is working more collaboratively. It was also mentioned that the SMT is working well under JBu's leadership and working relationships have improved. BTF and TE are working well together.</p> <p>JB confirmed that the Operational Plan has been approved. BTF and TE are working well together.</p> <p>JBu proceeded to discuss the Strategic Plan 2017 for Sport England and UK Sport and Operational Planning for 2017 - 2018.</p>	

	<p>There are currently several major projects underway including Major Events Delivery Leeds, website re-design and Brand implementation. JBu thanked team members for their support.</p>	
3.4	<p>Planning for 2017 - timelines/approach</p> <p>JBu highlighted 4 major projects for 2017:</p> <p>Membership Leeds 2017 Super Series 2017 Go Tri 2017</p> <p>JBu re-iterated the above 4 are top priority for 2017 regardless of any funding issues from Sport England.</p> <p>Francis asked that Juniors and Youth is considered into income planning and JBu to put this into Planning.</p>	JBu
3.5	<p>Sport England Planning</p> <p>JBu stated that the first draft of the UK Sport submission has gone to UK Sport and positive feedback has been received. Sport England is now consulting with different stakeholders following the Government's new sporting strategies. JB and JBu attended a consultation event to understand what it means for Triathlon England. The new Sport strategy has a range of outcomes and measures linked to physical activity rather than just sport. The key discussion was on the behaviour change model. Sport England has spent lot of resource and time trying to identify how to focus their money away from governing bodies and expand to other sources such as charities etc. Volunteer resource comes from local clubs so resource delivery requirements are important.</p> <p>There will be strong themes about women in Sport, Equality and ethnic minorities.</p> <p>JBu also stated that the need to engage with the Triathlon community and we would not consult with our Club structure but work with the Board and then go out to the Sport / clubs with a new membership offer and Sport England feedback early next year and get real buy in at that crucial time. JBu and JB will fix a date for the TEMB / SMT / TEC to meet for a SE planning workshop once the SE timelines become clearer.</p> <p>JBu commented that TE are one of many bidding for funding. For 2013-17 funding there were 46 governing bodies to share £150m but the funds will now be distributed on a wider scale.</p>	JBu / JB / BJ
4.	<p>Matters arising from minutes not dealt with in meeting</p> <ul style="list-style-type: none"> • AOB 	

	<p>FR praised the Appraisal process and stated it is much more productive. It has moved on positively and FR suggested having an appraisal of the appraisal process, to define roles and responsibilities - FR to highlight this to BJ</p> <p>It was acknowledged that there is no Senior Independent Director within the management structure of TEMB. Action needed to clarify as the Business Director took on this role historically.</p> <p>DH reported receiving communication which is incorrect from the coaching department. DH asked that information is checked for factual correctness as these are going out to a wider circulation. GL explained the process of how the comms team operates and asked for team members to highlight issues as they happen. JBu asked all to highlight examples and to look at the best way to resolve this.</p> <p>FR queried that the Yorkshire Region and South Central had a new constitution which was sent to the Board for ratification and it has disappeared and no confirmation has been received. KS confirmed the process had been followed and that their constitutions had indeed been ratified.</p> <p>JBu advised that BTF is signing an MOU with RLSS and will be recruiting a National Manager and, at some point, include an Openwater swimming update on the Agenda towards the end of the year. The role will predominantly be in TE and BTF and is part funded with the RLSS.</p>	<p>FR</p> <p>JB / BJ</p> <p>ALL</p>
<p>5.</p>	<p>Date of next meeting 21 May 2016 - location to be agreed</p>	