

**MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD MEETING
HELD ON THE 21ST MAY 2016 AT THE BRITISH TRIATHLON OFFICES,
LOUGHBOROUGH
12:30 - 16:00**

Present: Bill James (Chair) (BJ), James Barton (JBa), Howard Vine (HV), Duncan Hough (DH), Richard Fuller (RF), John Mills (JM), Frances Riley (FR), Sally Lockyer (SL)

Apologies: Claire Stirling (CS), Paul Gardner (PG)

In attendance: Jack Buckner (JBu), Garth Lewis (GL), Dan Salcedo (DS), Lisa Hollis (LH)

Minutes: Emma Good (EG)

Item	Minute	Owner and due date
1.	Opening remarks and apologies The Chairman ran through the Agenda items and the schedule for the day. Claire Stirling, Paul Gardner - apologies.	
2.	Declarations of interest None. The process for declarations of interest will be reviewed with Kay Simnett for the next meeting in line with the updated process having been adopted by the BTF Board.	KS July 16
3.	Items for discussion or decision	
3.1.	Matters arising from Board Report The Director Communications and Marketing expressed that the Customer Experience report submitted was not the standard required for a Board report. The team responsible for this report will endeavour to submit an expected standard of report for the next Board meeting in July.	

<p>3.2.</p>	<p>CEO Report</p> <p>Leeds 2016 The CEO provided an update on Leeds 2016 progress and explained that the planning for the delivery of the event had been complex due to the acquisition of Lagardère by Ironman and that there were continuing challenges that were being monitored on a daily basis. The challenges of different stakeholders being involved and the infrastructures of public stakeholders had been underestimated; however, Jenny Vincent had done a great job to break through the silos in her role as Project Officer.</p> <p>The CEO explained that activity was taking place to increase participant numbers for the Saturday events and hoped that near to 400 participants will take part. It was confirmed that the Age-Group races on the Sunday had sold out. It was noted that the marketing for the beginners’ activities should be launched at the same time as the main event in the future to avoid information being made available at the last minute as per this year.</p> <p>A post-event review will take place quickly after the event to look at what went well and assess what can be improved on.</p> <p>The Chairman confirmed that all TEMB requests for grandstand tickets and VIP access had been submitted and that any new requests were to be submitted to EG and Michael Buccheri.</p> <p>Officials Payments Review The Officials payment review and the solution for not going ahead with the review were covered in the Board report.</p> <p>Permitting Update The CEO stated that BTF/TE were in a positive place with event organisers. It was confirmed that an event organiser was engaged and saw the value in working with BTF/TE and had expressed an interest in bidding for qualifiers. The TEMB recognised the hard work Niamh Ni Artghaile had put in with getting race organisers engaged. It was hoped that having one key event organiser on board will encourage some others.</p>	
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<p>3.3.</p>	<p>Finance</p> <p>The Independent Director Finance provided an update. The Finance team were still going through the work for Year End so had not provided a Board pack for April. It was confirmed that the figures for the 2015/16 financial year were in the expected £15-20,000 range of surplus.</p> <p>The CEO, the Independent Director Finance and Kay Simnett had recently met to discuss the overall financial picture for the next 4-5 years and a basic financial model had been built. It was stated that over the coming months each department would be required to produce figures and forecasts for the next 4-5 years instead of one year ahead. It was noted that Sport England numbers will be a key element to the forward planning and can be incorporated in to the financial model. The first working draft of the model will be circulated by the time feedback is received from Sport England.</p> <p>It was questioned whether some reserves would need to be leveraged during the implementation of a major membership change or to initiate anything significant in order to meet Sport England requirements or to underpin the British Triathlon strategy. The Independent Director Finance stated that there was a combined TE/BTF target of c.£1million reserves. The most recent review indicated that TE has ‘available reserves’ of £50-60,000 (over the de minimus limit). He clarified a lower threshold of need is attached to the release of this £50-60k and in order to use reserves a business case would be required that makes sense for the organisation with a set of rationale for the return on investment.</p> <p>It was questioned whether the reserves were appropriate in terms of Sport England guidance and it was confirmed they are ok according to the current standard.</p>	<p>JBa/KS</p>
<p>3.4.</p>	<p>Skills School</p> <p>The Performance Pathway Manager was introduced to provide an update for Skills School. DS informed the TEMB that lead coaches had been appointed in each region except Yorkshire and coaches had already attended pilot days and discussed their development plans. Coaches had met with their respective regional committees with the support of Matt Divall who was now fully in post in his role in leading the project. It was agreed that Matt Divall would be invited to the next TEMB meeting.</p> <p>It was established that somebody had been representing the Yorkshire region in the interim before a permanent coach was appointed and that 13 people had expressed an interest in applying for the role. It was questioned why the initial recruitment for the Yorkshire region had been problematic. The TEMB were informed that four strong candidates had initially been selected, however, only one candidate was able to take up an offer of recruitment and the recruiters were not confident in appointing them.</p> <p>DS circulated a marketing flyer for Skills School. He explained that</p>	<p>EG/BJ</p>

	<p>the website information was being prepared for a launch in September 2016 and a formal marketing plan to coincide with this launch date was being developed with GL and Tom Goldspink. The Board asked for an update on launch activity for the next meeting.</p> <p>It was felt that there would be variances in athlete assessment between the regions due to variances in regional set ups and some regions having athletes who are at a slightly higher level. 'Tri 5 For Fun' will be implemented as a minimum level to assess athletes' swim, bike and run skills for five minutes each.</p> <p>It was questioned how Skills School would fit in with the Sport England coaching plan and coach education framework. DS referred the TEMB to Louis Richards in the Coaching team as he had been appointed to the Skills School project for his experience in this area. It was confirmed that Sport England was happy with the Skills School project and how TE is engaging with the project.</p> <p>The CEO expressed his concern over the potential risk of too much demand and an inability to deliver as expected. It was noted that this could be addressed through future bidding for Sport England funding as TE and BTF will be required to establish the sustainability of the project to secure future funding.</p> <p>A discussion was held about the entry age for Skills School and whether this should be lower than 12. DS referred the TEMB to a similar programme that had been launched in Australia with a similar philosophy, however, this was a school-based project aimed at ages 8 and up. The Board asked DS to share a link to this project.</p> <p>It was confirmed that the banding for Skills School project was kept in line with the Sport England age banding due to the initial funding for the project, however, it was thought that there would be plenty of interest for younger children to engage. There was a discussion around Skills School working with the Delivery team to look at the participation numbers and whether this could be fed back to Sport England in terms of funding for younger athletes.</p>	<p>DS/JM</p> <p>DS/EG</p> <p>DS/NJD</p>
<p>3.5.</p>	<p>Sport England Strategy and Planning</p> <p>It was noted that the Sport England Strategy paper had been released and pages 9 and 17 were of particular note.</p> <p>The TEMB were informed that Natalie Justice-Dearn and the Independent Director Finance recently met with Sport England. The Sport England Relationship Manager, Sacha Zarb, recently visited the British Triathlon offices and the Chairman will also be meeting with Sacha imminently.</p> <p>It was noted that the investment guide will be published at the end of June/beginning of July and existing partners will be prioritised (in terms of investment money) to respond to the strategy with an expression of interest. The period for bidding for funding will be July-September 2016. It was agreed that a virtual TEMB meeting</p>	

	<p>should be held in August to discuss this (as well as the Membership review) - the Chairman and EG will liaise re finding a suitable date.</p> <p>There was a discussion held around other companies involved in increasing participation and whether these should be governed at the same level as an NGB. It was mentioned that this could be an opportunity for the Triathlon Trust to match Sport England funding. It was noted that the same message had been relayed from UK Sport re the Tokyo 2020 plan and cooperative funding.</p>	BJ/EG
3.6.	<p>Membership Review</p> <p>The Director of Customer Experience and the Membership Manager joined the meeting. The TEMB were asked to approve the following:</p> <ul style="list-style-type: none"> • Principals of membership categories • To proceed with further development on four of the six new membership categories • Timeline <p>GL and LH clarified that they were not seeking approval for the precise costs for each of the categories.</p> <p>GL stated that insurance figures were currently being reviewed.</p> <p>The TEMB were happy with the principles but were not yet convinced to sign the products off as they stood. GL and LH were asked to develop a model that includes the value of benefits, a summary of the proposed membership tiers and costs, and a timeframe for implementation. The Chairman would then review this with the TEMB at the July Board meeting.</p>	GL/LH/BJ
3.7.	<p>Governance Board Roles</p> <p>The Director - Northern Regions updated the Board that he had recently completed his Non-Executive Director training.</p> <p>It was noted that Moore Stephens had recently completed their audit and BTF/TE were awaiting the final report; verbal feedback indicated there were no major issues and Kay Simnett will process the feedback in the usual way.</p> <p>It was noted that UK Sport and Sport England were to launch a new charter for governance later this year.</p> <p>It was noted that Board members' job descriptions had been saved to Dropbox and the Chairman asked the TEMB to review these and let him and Kay Simnett know if they were not indicative of their roles. It was noted that the Board induction document was ready to be launched.</p> <p>The Chairman expressed his view that we would need to focus on representation of minority groups at board level, and ideally start to address this at RC and Council level too. This is known to be a</p>	TEMB

	<p>difficult issue to address in a sports governance with (for instance) terms of office and limited opportunities for succession planning. It was decided that diversity will need to be considered when a review takes place before it becomes an issue as Sport England will look at BTF/TE to be proactive. The Chairman will discuss with Sport England, when approached, the best candidates for the role. It was decided that a succession planning framework for positive diversity needed to be developed for 2017 onwards and it was decided that this would be an item on the agenda for the next TE Council meeting ahead of the AGMs. The TEMB asked if a breakdown of ethnic/female members could be provided - EG will source this from Ilona Berry and circulate to the TEMB.</p> <p>There was a discussion around staff members having a lot of contact points with both BTF and TE Board members and that sometimes there could be duplications. It was decided that a review needed to take place to assess how Board representatives work together.</p> <p>It was asked if the TEMB and TEC Dropbox folders could be combined so that there is a central reference folder; FR will work with Kay Simnett and EG around this.</p>	<p>EG</p> <p>EG/KS</p>
<p>4.</p>	<p>Any other business</p> <p>The complaints procedure was discussed as there had recently been disciplinary issues with clubs and members. There was concern that as the sport gets more popular then there may be more complaints. The TEMB were uncomfortable with the policy and process and there was some confusion over what was the current policy. It was clarified that the complaints procedure was under review and that the policy published on the website was the correct policy to use. The TEMB expressed that they would like regional committees to play a role in complaints and would therefore need a framework.</p> <p>The TEMB raised questions over maintaining the place of the TE brand as the new BTF branding and profile are being deployed. The Chairman confirmed that he would follow up with the team to identify the situations where branding implementation should lead with the TE brand.</p> <p>The Director Communications and Marketing updated the TEMB that she had graduated from the International Leader's Programme. The Chairman asked the members of the TEMB to consider nominating themselves for any international influence positions they would be interested in so we can plan ahead.</p>	
<p>5.</p>	<p>Date and venue of next meeting</p> <p>The next TEMB meeting will be held on 20 July 2016 in London, venue tbc.</p>	