

**MINUTES OF THE TRIATHLON ENGLAND MANAGEMENT BOARD MEETING  
HELD ON THE 30<sup>th</sup> JANUARY 2016 AT BURLEIGH COURT,  
LOUGHBOROUGH UNIVERSITY CAMPUS  
08:30 - 11:30**

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

**Apologies:** Claire Stirling (CS).

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

**Minutes:** Melanie Commons (MC)

Item	Minute	Owner and due date
1	<p><b>Opening remarks and apologies.</b></p> <p>The Chairman ran through the Agenda items and the schedule for the day. Claire Stirling - apologies</p>	
2.	<p><b>Declarations of interest.</b></p> <p>None</p>	
3.	<p><b>Items for discussion or decision</b></p>	
3.1	<p><b>Matters arising from Board Report</b></p> <p>The Chairman stated this would be discussed during the meeting.</p>	
3.2	<p><b>2016 Operations plan and draft budget</b></p> <p>The CEO was introduced to provide his update and stated he would like feedback on the new format for the board report and the good practice provided in the report to share with the regions.</p> <p>The CEO stated that some of the discussion will be referring to a one page diagram in the CEO report, this is a document to map activities and planning until 2017. This is key to the next 2 plans for funding from UK sport and Sport England come into place.</p> <p>There was a discussion covering:</p> <ul style="list-style-type: none"> <li>• Strategy and operational planning document.</li> <li>• Whole Sport Plan</li> <li>• Planning and budget processes for year</li> <li>• Operational planning for 2017/18</li> </ul> <p>JBU asked if there were any questions from the board members.</p> <ul style="list-style-type: none"> <li>• The Director Membership Services raised a concern about the plan and budget timetable, asking if enough time was in place to sign the budget off in March, and if it would be more beneficial to start the plan discussions in November/December. The CEO responded and stated that he preferred to deliver 2017 early so that broader plans are in place sooner.</li> <li>• The Independent Director Finance stated this budget timetable gave more time than previous years and that some elements of budget could be planned earlier</li> </ul>	

<p>The 2016 Operations Plan was then discussed, the CEO explained this has been linked into the new strategy and the SMT have started to define some priorities around certain work areas.</p> <p>The Chairman stated that he considered there to be two main parts to discuss, the first being the 2020-24 outcomes and he would like feedback from the TEMB outside of the meeting that SMT can focus on. The other is the shorter term plans (delivery plan, objectives, deliverables, KPIs). For this the CEO stated he would like feedback on individual areas directed to TEMB portfolio directors for them to discuss with the relevant SMT leads.</p> <p>The Chairman mentioned that the 2016-17 performance indicators are written inconsistently and he would like to see them more aligned. CEO asked for TEMB to provide feedback to the relevant portfolio director, he stated he would like any feedback promptly and prior to the next board meeting of 27<sup>th</sup> February.</p> <p>The Director England Talent enquired if there is any alignment in the reporting process required to link into Sport England reporting. The CEO said these do align with the current plan and that he would like to move from six monthly to quarterly reporting, this is under consultation.</p> <p>The Chairman shared his view that we may need to review the TEMB dates for this year to support the planning process. The Director, Eastern Regions mentioned that the call last September with the Council to share the 2016 priorities ahead of the budget was found to be very useful. The Chairman stated he will review the timetable of meetings with the CEO at a later date.</p> <p>The Budget process was then discussed by KS and the Independent Director Finance. JBa thanked KS and the CEO for their assistance with the budget being provided on time and with good commentary.</p> <p>The Independent Director Finance wished to remind everyone that the meeting is not to sign off the budget today but to discuss proposals by SMT and between this meeting and the next is the time to declare any concerns.</p> <p>He wished to encourage portfolio directors to discuss and focus with the Operations teams before signing off on the 27<sup>th</sup> February and the council have two weeks to review prior to the date, with a virtual budget call scheduled for the board on the 17<sup>th</sup> February.</p> <p>In the budget summary JBa highlighted that there are no major items in budget not seen before.</p> <ul style="list-style-type: none"> <li>• That the organisation’s free/manageable revenue is generated through Membership and Events permitting and day licensing -</li> <li>• Sport England income and costs are determined already within the quadrennial plan.</li> </ul> <p>The Director - Northern Regions queried the issue of reporting figures concerning Events for their accuracy. The Director of Finance and Operations responded to state that all findings have been tracked back and that all controls and processes are now in place.</p> <p>The Independent Director Finance stated the reporting figures are reviewed every month. The Chairman of the board stated that an audit committee has now been created with a remit to challenge the audit processes and any risks identified to be addressed.</p>	<p><b>TEMB</b></p>
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	<p>The Director Northern Regions asked if anything the board can do collectively regarding any discrepancies in the Event revenue that had been discussed.</p> <p>The Chairman responded to state that any incongruity had been identified and as a board the opportunity is to encourage this behaviour and scrutinise any information provided. The Independent Director Finance stated that there is a responsibility also on portfolio directors to each month review numbers from their team to discuss and if need be to challenge.</p> <p>The CEO stated that the organisation could possibly reassess management controls to ensure that there is a system in place if any variance in figures that management need to be made aware of. The Chairman concluded and asked if the CEO is confident that there is a process and procedures in place, and the CEO stated he was confident of that.</p> <p>The Director Communications and Marketing queried if there was overspend in certain area of a project and if the CEO is confident that a procedure is in place so there is no repetition of these issues. The CEO and Finance and Operations Director responded that systems have improved and area of the greatest variance in spend is Comms and the Director of Customer Experience will need to liaise through the year.</p> <p>The Independent Director Finance stated the process of the budget and confirmed it is quite robust. The Director of Customer Experience was invited to explain the growth target prediction of membership and provided a presentation regarding Membership and the breakdown of sales.</p> <p>The director of Customer Service stated this will be discussed further in the Membership and Marketing plan later in the afternoon workshop following the meeting. Also that he is meeting with the Portfolio Director Membership and Portfolio Director Communications and Marketing to discuss further the plan and revenue assumptions from Membership.</p> <p>The Chairman summarised that with regards to membership, essentially the commitment is to build a plan during 2016 for relaunch ahead of 2017 for more ambitious membership numbers and asked the Independent Director Finance to steer us to a reliable and appropriate growth assumption for this year in this budget, giving capacity for planning greater growth in next year's budget.</p> <p>The Independent Director Finance stated the forthcoming meeting scheduled is to review the figures and how they build up to the budget assumptions. The Director of Customer Experience and Portfolio Director Membership Services will work with the Independent Director Finance and the Portfolio Director Communications and Marketing to challenge the plan and to provide an agreed budget after those discussions.</p> <p>The Chairman stated the council should be given time to review the revised budget and their virtual meeting is set for 9<sup>th</sup> February. After discussion it was agreed that this will not be possible and a relevant expectation will be set on that call by JBa and a process agreed for budget sign-off. The 3 council representatives present all stated their agreement with that approach.</p>	
<p><b>3.3.</b></p>	<p><b>2017 planning priorities</b></p> <p>The CEO stated the importance for SMT and TEMB to be developing plans during this year ahead of next season, for these 4 key priorities:</p> <ul style="list-style-type: none"> <li>• Leeds as a successful WTS event</li> </ul>	

	<ul style="list-style-type: none"> <li>• Membership</li> <li>• Go Tri</li> <li>• SuperSeries</li> <li>•</li> </ul> <p>The Chairman reminded TEMB and SMT that constitutionally the changes to Membership packages will need understanding and support from TE Council, and it is important to plan the communication process accordingly.</p> <p>The Chairman asked with regards to the Trust does the CEO have a vision of delivering Go Tri as a product to kids in collaboration with the Trust. The CEO responded to state that the suggestion is that BTF partner with the Trust and align much more closely with them, specifics still to be agreed.</p>	
3.4	<p><b>2017 - 2021 Whole Sport Plan</b></p> <p>The Director for Delivery proceeded to discuss the Sport England consultation and the organisations/partners present. It was stated that the main message from Sport England is that sport is not to be cut in funding but also no increase and the key themes are to deliver and focus on people who are inactive or partake in little sport.</p> <p>It was stated there was a discussion concerning governance codes and expectations were discussed and lobbying to SE regarding funding and the minimum standard of governance required.</p> <p>The CEO outlined a strawman approach to development of the Whole Sport Plan during 2016, including a proposal for consultation in these main parts:</p> <ol style="list-style-type: none"> <li>1. Stakeholders - to hold scope meetings.</li> <li>2. Inside sport consultation - proposing a series of roadshows facilitated with, and supported by the regions with a strong SMT/board presence - also to include the industry and the Trust</li> <li>3. Consumer research</li> <li>4. Meetings with key strategic partners</li> </ol> <p>The CEO stated he would appreciate feedback on the above along with possible external assistance.</p> <p>The Director Northern Regions wished to state a very good idea of involvement within regions and what is being done collectively.</p> <p>The Director England Talent stated it was a good suggestion for collaboration with the regions and flagged the risk of setting unreasonable expectations when done ahead of the Sport England decisions, he then suggested linking it with the Triathlon vision and strategy.</p> <p>The CEO and Chairman thanked him and agreed that work will need to be done around the scope of that consultation and in managing expectations of it.</p>	TEMB
3.5	<p><b>Proposals for decision/ratification</b></p> <p>The Chairman raised the 2 proposals for decision, those being</p> <p><b>Long Distance</b></p>	

	<p>The CEO explained the background and reasoning for the proposal to the TEMB.</p> <p><b>British Triathlon Fan Club</b></p> <p>The Director of Customer Experience was introduced to outline the reasoning for the Fan Club proposal, and that a decision has been taken to start more simply with a content marketing plan. The reasons for the Fan Club / the content plan are:</p> <ul style="list-style-type: none"> <li>• Raising profile of sport</li> <li>• Raise profile of elite team</li> <li>• Marketable database</li> </ul> <p>This could be provided by:</p> <ul style="list-style-type: none"> <li>• Apps, such as Facebook</li> <li>• Use of athlete appearances</li> <li>• Creation of a regular email bulletin</li> </ul> <p>It was stated the proposal for 2016 is to focus on the first two suggestions and not the newsletter bulletin. It was stated that progress is being made and we have appointed a media agency to produce elite athlete profiles and extra comms to use in profiles on the website etc.</p> <p>It was stated these two items were for information only and no decision is needed at this meeting but more information will be provided at a later date.</p>	
4.	<p><b>Matters arising from minutes not dealt with in meeting</b></p> <ul style="list-style-type: none"> <li>• AOB -</li> </ul> <p>The CEO wished to mention:</p> <ul style="list-style-type: none"> <li>• Clean Sport - with regards to anti-doping, work is underway and regular updates will be provided in board papers.</li> <li>• Club helpline - has been launched with little demand so far, stated the need for clubs to be interested</li> <li>• Leeds - a brief update and a report in the board papers.</li> </ul> <p><b>Date of next meeting</b></p> <p><b>Date:</b> Saturday 27 Feb 2016  <b>Time:</b> 12:30 - 17:00  <b>Venue:</b> BTF Headoffice, Loughborough.</p> <p>The meeting was concluded.</p>	