

**Meeting: Triathlon England Management Board (TEMB)**

**Venue: BTF, Michael Pearson East, 1 Oakwood Drive, Loughborough LE11 3QF**

**Date: Saturday 10<sup>th</sup> February, Time: 12.45-17.15**

**Present:** Bill James (BJ) - Chair, Debbie Clarke (DC), Jamie Gordon (JG), Duncan Hough (DH), Sally Lockyer (SL) (left 4pm), Louise McFadzean (LM), Sarah Taylor Hough (STH), Simon Wergan (SW), Andy Salmon (AS).

**BTF staff in attendance:** Natalie Justice-Dearn (NJD), Kay Simnett (KS), Mhairi Billington (MB) (minutes), Paul Graham (PG) (parts 1-15 only), Alasdair Donaldson (AD) (part 6 only), Jenny Vincent (JV) (part 9 only).

**Other attendees:** Jake Jones - Two Circles presentation in part 5 only

	Agenda Items	Action by	Required by
	Lunch with Council		
1	<p><b>Apologies for absence and declarations of interest</b></p> <p>No apologies were received, and no declarations of interest were received for this meeting.</p>		
2	<p>Minutes of last meeting (23<sup>rd</sup> September 2017) were approved unanimously and there were no questions raised from the previous meeting.</p>		
3	<p><b>Chair opening remarks</b></p> <p>BJ reiterated his comments in the board report on the recent joint-boards strategy day and areas highlighted by TE for focus going forward esp. Clubs and Youth. Also outlined the big picture of TE financials and the ongoing need for our efforts on financial sustainability in a sports environment where grant funding cannot be relied upon mid to long-term. This is</p>		

	<p>emphasised by the situation where we find ourselves having to resubmit our case for the ring-fenced Mass Market Sport England funding (as are all sports). There was some discussion of our approach to this and of the high level financial forecasts within which we are planning the 2018/19 budget. BJ outlined the agenda items of this meeting; which include reviewing a proposal for managing customer data, and discussion of the key drivers of the draft budget.</p> <p>BJ also updated the Board that he had recently been appointed Chair of the Leeds Triathlon Centre.</p>		
4	<p>CEO update</p> <ul style="list-style-type: none"> <li>AS updated on BTF and TE staff. As previously requested a document had been circulated which showed staff turnover and changes. SW asked if this could be regularly updated and it was confirmed that it was a business as usual process. The new HR/Payroll system will do this automatically. AS also outlined the changes to the events team and the new director's role which has been advertised. KS confirmed that BTF are still cautious with headcount and that roles dependant on funding are offered on a fixed term.</li> <li>AS outlined the joint-boards strategy day. The aim is to combine all the information provided and draft a strategy for triathlon in the UK overall. From this, over the coming months, each organisation such as BTF and TE will have a clear and linked strategy. It was suggested that the board/s have sessions to consider the values of TE. Also, that TE board schedule a session for strategy development, possibly by extending the next Board meeting in May.</li> <li>AS also explained the current work which was taking place with Sport England and that TE had to resubmit their Mass Market proposals for the next year. TE will be applying for their grant over a two-year period rather than one, as this was agreed to fit better with SE approach and with TE spending plans. There are also meetings planned to develop sustainable operating models for Skills School and Go Tri as these programmes go forward with board commitment.</li> </ul>	AS	

5	<p><b>Membership and Data</b></p> <ul style="list-style-type: none"> <li>Jake Jones from Two Circles gave a presentation on a data warehousing proposal developed with the team. A copy of the presentation is in the Board papers. The proposal is for TE to identify partners or solutions that provide the required data warehousing and the related more flexible marketing systems. In addition, a club management system may be added, subject to further discussion and definition. Cost estimates were discussed, and some provision has been included in the draft 2018/19 budget. Further work is required to confirm our approach.</li> <li><b>Data Management - the next steps.</b> BJ stressed that the board is not being asked to commit to spend now but to agree the principle. LM &amp; SW both asked for clarity on how we can ensure the business case, and implementation can generate the required benefits and ROI. AS asked about the capacity of existing staff to manage work generated and also if a sponsor could help in the scoping of the project. It was agreed that next step was to prepare a scoping brief for discussion with the companies identified as potential partners. AS stated that he would like some further discussions to finalise the next steps.</li> </ul> <p>There was discussion on what a club management system would actually entail, and a request that related documents be provided to the Board.</p> <ul style="list-style-type: none"> <li><b>Membership update</b> TE have a legal requirement to standardise the pricing of the membership as those paying by credit or debit card are paying a surcharge on renewal (which was not the intention when the direct debit option was set up as a sign-up incentive). All payment methods to be standardised. The Board made it clear that these changes need to be communicated clearly and positively, and asked PG to inform the Board how this will be done.</li> <li>The July Board meeting will see a fuller paper on the pricing structure going forward which would then be brought in the year after.</li> </ul>	AS	End Feb
		PG (to request from Gaby)	End Feb
		PG	Feb/March
		PG	July meeting

6	<p><b>Paratriathlon update</b></p> <p>AD gave an update on the current paratriathlon talent programme. This covered the age ranges in the programme, the challenges it faces and the positive programmes it has in place. AD outlined the issues especially with classification and the uncertainty of athletes as to if they will be able to compete at Tokyo or not and the challenge to get guides for VI athletes. DH requested that any documentation that could be given to clubs or event organisers would be useful in helping them develop paratriathlon. SW and AD agreed to collaborate on how we achieve greater integration in such things.</p>	AD/SW	Review TBA
8	<p><b>Commonwealth Games</b></p> <p>SW gave an update on Team England preparation and status ahead of the Gold Coast games in early April. Currently all the athletes are on track and coaching team are very positive. The budget will hopefully come in under the originally proposed amount. AS to check what the comms plans are for the Games.</p>	AS	End Feb
8	<p><b>Budget</b></p> <p>KS updated on the budget for the 2018/2019 year. This is the first time in recent years that we have planned a deficit budget. The drivers for this are; investment in CWGs, provision for investment in data management, and investment in marketing to achieve accelerated growth in membership.</p> <p>Operations costs have increased especially with staff costs but also requirements to bring in GDPR. BJ raised the question of how we ensure, in a rising cost proposal, that staff required and budgeted for TE priorities are protected in peak demand of BTF initiatives. DH outlined improvements being seen in the last six months with the events delivery team reporting to NJD and aligned to TE priorities. Similar discussions took place around Marketing resources and assurances were given.</p>		

	<p>Date of board call to approve budget moved to 5<sup>th</sup> March at 7pm. Date to be recirculated to Board members</p>		
9	<p><b>Go Tri</b>  JV gave an update on the current Go Tri programme. The new digital platform will be released imminently and brings everything into one place while allowing TE to capture better data. The site would also pull in data from other open sources and make it the first stop for anyone doing any of the three triathlon elements.  JG asked if the principle behind this site could be extended to the membership site.  The Go Tri programme is on track to achieve Sport England participation targets, and there will be increased encouragement for people to register.</p>		
10	<p><b>Board composition</b>  We have seen excellent response to the vacancy for Independent Director, Business. We have 14 applications, including for the first time we have BAME candidates (x3), the short-list has been agreed and interviews will take place in late February.  It was proposed that the Board Portfolio roles of Marketing &amp; Comms and Membership continue in the previously agreed combined role until this can be ratified at the next AGM. This was agreed unanimously.  Under the governance code TE need to have a senior independent director. This has been proposed as Louise McFadzean and was agreed unanimously.  It was suggested that the Board co-opt a Diversity &amp; Inclusivity Ambassador.</p>		

	<p>There was discussion as to the remit of this role and agreement to define and recruit into a role with focus on BAME. This role / appointment to be set up with a review at 12/18 months. Agreed unanimously by the Board.</p>		
	<p><b>AOB.</b></p> <p>A compliance manager has been employed by BTF and will roll out training to Board members this year.</p> <p>Dates of next meeting and reminder to attend TE Championship events to be sent again to all board members</p> <p>BJ asked if Board would be prepared to attend major events or triathlon shows to do a 'meet the board' or similar format, this was agreed in principle with further details to be developed and shared later.</p>	<p>MB</p>	<p>ASAP</p>

Meeting finished at 17.15