

Minutes: Triathlon England Management Board (TEMB)

Venue: BTF Offices, Michael Pearson East, Loughborough, LE11 3QF

Time: 1.00 - 5.00pm

Date: Saturday 21st September 2019

Present: Bill James, Chair (BJ), Debbie Clarke (DC), Kevin Currell (KC), Duncan Hough (DH), Halima Khan (HK), Sally Lockyer (SL), Louise McFadzean (LM), Tracey Sample (TS), Sarah Taylor-Hough (STH), Avi Tillu (AT).

Apologies: Jamie Gordon.

BTF staff in attendance: Andy Salmon (AS), Justine Baynes (JB).

	Agenda Items	Responsible	Date action by
1	<p>INTRODUCTION</p> <p>1.1 Apologies for absence</p> <p>Jamie Gordon</p> <p>1.2 Declarations of interest</p> <p>None.</p> <p>1.3 Minutes of meeting held on 27th July</p> <p>The minutes were approved as an accurate record.</p> <p>1.4 Action list and matters Arising</p> <p>The action list was noted. AS to distribute concise staff survey report.</p> <p>There were no additional matters arising.</p>	AS	

2	<p>ORGANISATIONAL HEALTH</p> <p>2.1 Scorecard</p> <p>The scorecard had been previously distributed. The TEMB welcomed the increased narrative against each objective.</p> <p>2.2 Finance</p> <p>Management Accounts had been previously distributed. It was noted that the forecast indicated good progress since the last meeting and an outcome close to budget is expected.</p> <p>It was agreed that LM should have visibility of the company’s cashflow statements.</p> <p>It was also agreed that an update on the work undertaken by Dougie Cameron and Anne Vinestock on the HN Affiliation fee model should be sought.</p> <p>2.3 Governance</p> <p>An executive report had been previously distributed.</p> <p>Resolutions from the BTF Board for the BTF AGM in December had been previously distributed. The TEMB supported the resolutions and directed the Chair (or appointed deputy) to vote in favour of the resolutions.</p> <p>LM had prepared a summary of Director responses regarding Board Effectiveness and this had been previously distributed. It was noted that many of the recommendations were already in progress.</p>	<p>AS/AV/LM</p> <p>AV</p> <p>BJ</p>	

	<p>It was noted that whilst it might not be explicitly apparent from TEMB minutes, the Executive Team regularly express the view that it is constructively challenged and supported by the TEMB.</p> <p>BJ to complete individual Director reviews.</p> <p>BJ/LM & AS to develop a Board and Senior Exec Succession Plan, as required by A Code for Sports Governance.</p> <p>2.4 People</p> <p>An executive report had been previously distributed, together with a report on Labour Turnover which was at an annual rate of 33%.</p> <p>AS advised that this was occupying significant Exec Team time and consideration and that numerous initiatives were in place to retain staff.</p> <p>Discussion took place regarding the merits of a staff bonus scheme. AS advised that this was on the action list for the Remuneration Committee to consider but suggested that an effective bonus scheme might be beyond the resources available.</p> <p>2.5 Technology Strategy</p> <p>An executive report had been previously distributed. The TEMB welcomed the direction outlined and emphasised the need for the project to scope how the organisation manages IT and web development in future.</p>	<p>BJ</p> <p>BJ/LM/AS</p> <p>AS</p> <p>JB</p>	
--	--	---	--

3	<p>PORTFOLIO REPORTS</p> <p>3.1 Talent</p> <p>An executive report had been previously distributed. The TEMB welcomed sight of the Pathway Health Checks and noted the need to improve visibility of the strategy. AS advised that following the departure of Paul Moss (Head of Coaching & Volunteering), the role will be advertised as a Head of Coaching to enable greater focus on Coach education and development.</p> <p>It was agreed that Talent Pathways would be a good topic for strategic debate at the next meeting.</p> <p>3.2 Marketing & Comm's</p> <p>An executive report had been previously distributed. It was noted that over 200 new stories had been generated this year to date against a target of 43.</p> <p>3.3 Major Events</p> <p>An executive report had been previously distributed along with a draft of the Major Event Strategy. The TEMB welcomed the intent behind the document and approved in principle the likely level of investment required, noting that this was indicative at this stage.</p> <p>3.4 Membership (covered under item 5)</p> <p>3.5 Duty of Care</p> <p>An executive report had been previously distributed.</p>	BJ/AS	
---	--	-------	--

	<p>3.6 Diversity & Inclusion</p> <p>An executive report had been previously distributed. HK advised that a budget ask was likely in circa 18 months' time. It was noted that a review of the BTF Trans Inclusion Policy was underway with the intent to cater for all levels of the sport.</p> <p>3.7 Event Engagement & Rules & Tech</p> <p>An executive report had been previously distributed. The TEMB wished to express its gratitude to the Event Engagement Team for the significant progress made this summer.</p> <p>3.8 Participation</p> <p>An executive report had been previously distributed. The TEMB was especially pleased to learn of the positive progress made by GO TRI, especially regarding the tangible evidence that the programme was appealing to women.</p> <p>3.9 Commercial</p> <p>An executive report had been previously distributed. Positive progress with various partners was noted.</p>		
4	<p>REGIONAL DELIVERY</p> <p>DC provided a verbal update following the Council meeting held that morning.</p> <p>It was noted that most regions have a very healthy cash level with</p>		

	<p>some exceptions.</p> <p>There had been a good discussion regarding reviewing and standardising governance arrangements in each of the ten regions. There was a desire for template policy documents, especially to help regions cope with poor behaviour by any range of stakeholders.</p> <p>An update from the Diversity & Inclusion Committee reminded everyone of the importance of sharing good news stories.</p> <p>DC reported a very positive meeting.</p>		
5	<p>EDUCATION / INFORMATION</p> <p>SL and JB provided a presentation on membership in general and shared some statistics on the customer journey. This indicated an issue with conversion rates from the membership joining page.</p>		
6	<p>STRATEGY - COMMONWEALTH GAMES 2022</p> <p>The TEMB discussed the opportunity presented by Birmingham hosting the 2022 games. It was noted that DH had already provided significant support to the LOC regarding venue and routes for the races.</p> <p>It was agreed that the Terms of Reference for the previously established Commonwealth Games Working group should list the following high-level objectives:</p> <ul style="list-style-type: none"> ➤ Delivery of world class races ➤ English medal success ➤ A world standard race venue fit for elite and mass participation racing for years to come ➤ The establishment of new beginner-friendly clubs in the city ➤ Outreach work in partnership with the Triathlon Trust and 		

	<p>other local partners</p> <ul style="list-style-type: none"> ➤ Strong diversity & inclusion activity and messaging <p>The group is also tasked with identifying budget need so that the TEMB can consider whether there is a need to accrue budget over preceding years.</p>	DH & AS	
7.	<p>AOB and Date of Next Meeting</p> <p>There was no other business.</p> <p>A paper outlining principles for future meetings had been previously distributed. The following was agreed in principle:</p> <ul style="list-style-type: none"> ➤ One Saturday meeting where Council and Board each had meetings ➤ Two Board meetings to take place on a weekday ➤ Loughborough to be the standard venue unless there was good reason to meet elsewhere <p>BJ agreed to circulate proposed dates in due course.</p>	BJ	