

Meeting of the Triathlon England Management Board (TEMB) Minutes Saturday 5th June 2021

Venue: Weetwood Hall, Leeds

Time: 08.30-11.45

Present:

TEMB: Debbie Clarke (DEC) - Chair, Kevin Currell (KC), Claire Jenkinson (CJ), Halima Khan (HK), Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Avi Tillu (AT) (via Zoom), Stephen Watmough (SW).

Apologies: Sally Lockyer (SL), Sarah Taylor-Hough (STH).
Duncan Hough (DH), Jamie Gordon (JG), Helen Marney (HM).

In attendance: Kirsten Fasey (KF).

	Agenda Items	Responsible	Date action by
1	<p>INTRODUCTION</p> <p>DEC welcomed everyone to the meeting.</p> <p>1.1 Apologies for absence</p> <p>SL, STH, DH, JG, and HM all sent their apologies in advance.</p> <p>1.2 Conflicts of interests & Register of gifts & hospitality</p> <p>None.</p> <p>1.3 Minutes of meeting held on 24 April 2021</p> <p>Both sets of minutes were approved as an accurate record.</p> <p>1.4 Action list and matters arising</p> <p>The action list had been previously circulated and was noted.</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

2	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Covid, Return to Play, and Outlook</p> <p>It was reported that the domestic situation is positive, with slightly more events permitted than anticipated. Clubs and coaching are going well. The situation with travel to European and World events for AG athletes remains difficult. However, the principles-based statement regarding what BTF will or won't endorse for international racing seems to have been well received. A UK event for our AG athletes is under consideration. DEC noted the lack of AG competition may impact sales of Ultimate membership.</p> <p>2.2 Permitting and Day Membership - Update and data from GO TRI</p> <p>Positive feedback has been received from event organisers. The common issue is the customer journey. There is a short-term solution for 2022 events, which go live now, but a longer-term proposal is part of Apollo 2. It was noted insurance options need to be considered, both for participants and organisers.</p> <p>Go-Tri - the update is covered in the paper. There was an issue with rules not allowing children under 8, or adults and children together (so families) to compete - this is being resolved.</p> <p>2.3 Project 21</p> <p>KR provided a verbal update - HM would like to update fully in next meeting. As a reminder, this Project is a complete review and overhaul of Triathlon's workforce (paid and unpaid). A query was raised regarding the involvement of those from outside triathlon, to understand potential barriers to coaching or volunteering. AS will raise this with HM.</p> <p>2.4 Membership - Insight update</p> <p>A presentation prepared by Mustard, the external agency contracted to provide membership insight, was shared with the Board at high level to understand the depth of analysis being undertaken. A copy will be placed in Dropbox. There was a discussion around labelling the personas identified to avoid ignoring participation barriers, and the need to have an "ED&I" lens on all the work being undertaken. Once the insight is available it can help inform a discussion around strategic focus, whether this is generation of income, increasing</p>	AS	AS
---	---	----	----

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

	<p>diversity, etc. Resources are needed to achieve goals, but this might not be the primary focus.</p> <p>The overall approach is to understand what communities want from swim, bike, run experiences, and about feeding the pipeline of future members.</p> <p>2.5 Commonwealth Games Update</p> <p>The selection policy is with the lawyers and should be finalised shortly.</p> <p>2.6 Project Apollo 2</p> <p>Alongside the report, a verbal update was provided regarding why this project is being undertaken and where we want to focus funds. It was stressed that doing nothing isn't an option. It provides a significant opportunity to grow the membership through more targeted marketing. The requirements are to be driven by what the operational teams believe are necessary. 7 League are helping to bring together those needs across the HNs, if possible (depending on the level of engagement, and feasibility of cost), and then propose a solution, either with one large provider or a number of smaller, niche solutions. The issue of who maintains and supports the IT solution can then be considered (in-house expertise or external) once the proposed solution is identified.</p> <p>Next week a small project will commence around GDPR to mitigate risks. SW asking whether this includes work around potential cyber-breaches, as he thinks this is the biggest risk area. AS will check.</p> <p>There will be a full tender process for Apollo 2, with the intention of a proposal to put before the board in September (this may require a special board meeting). DEC urging to keep the information flowing so the board can be brought along on the journey, with board members to keep asking questions. LM is still a long way from understanding, and therefore being able to approve, Apollo 2. It was suggested LM gets involved in the working group to provide sufficient depth of understanding.</p> <p>2.7 Major Events 2022+</p> <p>An overview was provided, but nothing required from the board at this stage. Also have a meeting with Leeds stakeholders on Monday.</p>	<p>AS</p> <p>LM</p>	
--	---	---------------------	--

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

	<p>2.8 Portfolio decisions</p> <p>No portfolio decisions were required.</p>		
3	<p>STRATEGIC TOPICS</p> <p>3.1 Short term strategic focus</p> <p>AS had confirmed that the exec team’s strategic focus remained on preparing for growth post-Covid and protecting the resource engine.</p> <p>The scorecard is likely to change, so there is a higher-level summary / update for board consumption, with more detailed objectives underneath for the leadership team.</p> <p>DEC reminding everyone how much has been achieved by the team over the past 12-18 months.</p> <p>3.2 Strategy Refresh</p> <p>What is the desired outcome here? To achieve clarity on what are BTF and what are HN goals, and to update the TE strategy in light of the emerging development strategy. Shifting the terminology away from “NGB speak” about great clubs, to focus on communities and people.</p> <p>There was a discussion around talent, and the need to align BTF and TE strategies in this respect to ensure there isn’t a gap.</p> <p>There was discussion around multi-sport, and whether there are any boundaries for ambitions - e.g., swimrun.</p> <p>What areas require greater amplification? E.g., do we talk about juniors enough?</p> <p>Who do we need to consult with as part of the strategy refresh, particularly bearing it mind it is a refresh, not a blank slate, and also that 3/5ths of the work has already been done through extensive consultations for the development strategy. Intention will</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

	<p>be go to out with a “straw man” rather than blank sheet of paper, and invite comments on it.</p> <p>AS keen to keep the existing vision and values, but the mission can be improved and aligned.</p> <p>Timeline - in August, will come back with an outline of the process, and a clearer timeline. Will probably commence in September, as want to ensure performance can be included in the discussions.</p>		
4	<p>ORGANISATIONAL HEALTH</p> <p>4.1 Finance</p> <p>A report had been previously circulated and LM provided an overview. LM reminded the board that while membership numbers were encouraging, the benefits would not appear in the accounts until next year.</p> <p>More detail was requested regarding the number of entrants in events, not just the number of events themselves, in comparison to 2019 levels.</p> <p>The forecasting process is starting soon, which is important not just for the upcoming RemCom meeting, but also to provide the financial context for a decision on Apollo 2.</p> <p>4.2 People</p> <p>A report had been previously circulated and was noted. The return to office has gone well. Staff are working incredibly hard at the moment. AS provided an update on the exec team - consideration needs to be given to how this affects the direct reports with portfolio directors. The proposed staff survey was noted - KF is to liaise with HK regarding ED&I questions.</p> <p>4.3 Governance</p> <p>A report had been previously circulated. No decisions required today.</p>	<p>AV</p> <p>AS</p> <p>KF/HK</p>	

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

	<p>4.3.1 Risk Register</p> <p>AS highlighting the new safeguarding risk which has been added to the risk register, providing background and update. KC noted the Whyte report is likely to be issued in August / September, with recommendations for coaching practices. It was noted the new UK anti-doping Assurance Framework has come into force. KC has volunteered to be the TEMB representative, Neil Saunders has volunteered to be the lead member on anti-doping on the BTF board, Linda Haywood will be the staff lead.</p>		
5	<p>PORTFOLIO REPORTS</p> <p>5.1 Talent</p> <p>The report was noted. Funding will be a key issue for the strategy refresh. Also issues around gaps in racing experience over the last 12-18 months may become problematic.</p> <p>5.2 Marketing & Comm's</p> <p>The report was noted. It was also noted it would be good for all board reports to provide a snapshot of upcoming activity, as well as retrospective.</p> <p>5.3 Membership</p> <p>The report was noted.</p> <p>5.4 Duty of Care / Safeguarding</p> <p>The report was noted.</p> <p>5.5 Equality, Diversity & Inclusion</p> <p>The report was noted. HK providing a verbal update. HK noted the policy for trans athletes in domestic level competition was under review. Concerns were expressed that this be aligned with the position being taken by BOA / WT / UK Sport, which is likely to be</p>	AS / KF	

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

	<p>clarified by the end of the summer, at least for AG athletes.</p> <p>The board enquired about the potential for ED&I training - HK will investigate this further. DEC will circulate “inclusive employers” resources as well.</p> <p>5.6 Event Engagement & Rules & Tech</p> <p>The report was noted.</p> <p>5.7 Participation / Development</p> <p>The report was noted.</p> <p>5.8 Brand Partnerships</p> <p>The report was noted. AT provided a verbal update. The next committee meeting is on 8 June. It was noted the 21/22 budget for commercial income was quite conservative. It was also noted the new brand partner, Planet X, came via a referral from a proactive TE Council member. The TEMB thanked the Council and specifically the members of the Yorkshire committee for working so closely with the BTF team on this introduction.</p> <p>5.9 Triathlon Trust</p> <p>Nothing to report at present.</p> <p>5.10 TE Council</p> <p>TS provided an update on behalf of JG. The regions are starting to think about how they can contribute to the wider organisation (Planet X is one example). The regions did well in promoting the Big Reboot, and club funding. Still deciding whether regions will take grants this year. Work is continuing on governance, including uniform email addresses, financial mandates, job descriptions, regional priorities. Talking about possibilities for inter-regional racing over the winter, and during the Commonwealth Games. Overall, Council structure is working well with some great, open relationships.</p>	<p>HK DEC</p>	
--	--	-------------------	--

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Saturday 5th June 2021

6	<p>CLOSE</p> <p>6.1 AOB</p> <p>None.</p> <p>6.2 Date of Next Meetings</p> <p>19 August, on Zoom. Discussing in person / virtual meetings - agreed would like a blend, perhaps 2 in person and 2 virtually each year.</p>		
---	---	--	--