

Meeting of the Triathlon England Management Board (TEMB) Minutes Tuesday 16 November 2021

Venue: Zoom

Time: 15.00-18.00

Present: Debbie Clarke (DEC) - Chair, Sally Lockyer (SL), Claire Jenkinson (CJ), Halima Khan (HK), Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Stephen Watmough (SW), Sarah Taylor-Hough (STH).

Apologies: Kevin Currell (KC), Avi Tillu (AT).

In attendance: Duncan Hough (DH), Jamie Gordon (JG), Helen Marney (HM), Kirsten Fasey (KF). Phil Holdsworth (PH) and Emma Hadley (EH) from the start until the Break.

	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>KC sent his 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 19 August 2021</p> <p>The 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>		
2	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Enabling Goal: Drive our resource engine - Sport England Investment process</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>HM & AS gave an update on the SE investment process, and timing for the next stage. A final decision will not be known until February, but AS reassured the Board that this provides enough clarity to proceed with budgeting process for 21/22.</p> <p>HM explaining the next stage involves consideration of how TE want to be performance managed - what kind of impact do the TEMB want TE to work towards? HM would appreciate any input which individual Board members might like to offer, acting as critical friends.</p> <p>It was noted that funding at the same level is actually a reduction, due to the effects of inflation (particularly wage inflation).</p> <p>Discussing budget timetable. AS will circulate the proposal. Board was okay with relatively late sign off, as would be good to know SE funding prior to sign off.</p> <p>2.2 Strategic priority: More members - Membership Product Review</p> <p>EH provided an update on current membership figures, and objectives to reach target of 100k members. Went through the personas derived from insight project, and proposed membership products.</p> <p>The Board commended the team on the work which has been done, and how clear the proposal is.</p> <p>There were discussions around a monthly subscription, and how this might work, potential issues (e.g., only paying during summer months). It was highlighted how time consuming it can be to convert individuals from a free trial to paying membership.</p> <p>The potential for an App was discussed - it was noted this needed to wait for the Technology Project before it can be considered further.</p> <p>The Board sought reassurance that children would be catered for in this membership proposal, and how it fits with the Development team work.</p> <p>The Board approved the overall direction of travel of the Membership Product Review.</p>	<p>ALL</p> <p>AS</p>	
--	--	----------------------	--

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>2.3 Enabling Goal: Drive our resource engine - Brand refresh</p> <p>PH led the Board through the proposal to refresh the British Triathlon brands.</p> <p>There were questions around the potential for “softer” shades of red for TE to use alongside the main shade, and / or different colours to highlight different messaging. Imagery needs to be inclusive. The consultation process was outlined as having started with the exec team and boards, then would move to the regions and membership as needed, although this is unlikely to be full scale consultation given this is a refresh not a rebrand. In particular, more work is required on the Swim, Bike, Run brand. The “lighter touch” approach was supported. An advantage of being tweaks rather than overhaul was the potential to introduce gradually without causing confusion - initially digital, with a timed and costed plan to be put together for wider changes (such as kit etc). Overall, the refresh was complemented for being crisper and cleaner, without reinventing the wheel.</p> <p>The Board approved the overall direction of travel for the Brand refresh.</p> <p>2.4 2021 AGM</p> <p>This will essentially be a governance process and will include an opportunity to listen to the voice of membership through a Q&A session. The awards will be next year.</p> <p>2.5 Portfolio decisions</p> <p>DEC flagging Portfolio reports with actions required from the board. 5.3 - Marketing & Comms - approval of the direction of the brand refresh already given at item 2.3. 5.8 - Development - a note of two agenda items to be included at the next board meeting (Project 21 and Club Development). 5.9 - Commercial - the Board are invited to consider agency and brand contacts to invite to the next Breakfast Club.</p>		
3	<p>STRATEGIC TOPICS</p> <p>3.1 BTF & TE Strategy refresh</p> <p>A consultation session between BTF and TE on the strategy refresh</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>has been arranged for 10 December. The intention now is to do the community engagement in the new year. It was noted there is enough understanding as to the general direction of travel here to enable the exec team to plan their objectives for the next financial year. The intention is for the refreshed strategy to run through till 2028.</p> <p>AS also providing update on World Triathlon strategy meeting that the weekend, where British Triathlon were the only National Federation invited to input.</p>		
4	<p>ORGANISATIONAL HEALTH</p> <p>4.1 Finance</p> <p>A report had been previously circulated and LM provided an overview. The three-year forecast is about to be reviewed between LM, AS, AV, and Rich Ashton. The next monthly update from AV will include information on Sport England grant funding, and any underspend. LM also flagged that work is needed to align membership strategy forecasts and the financial forecast.</p> <p>There was a request for more narrative when teams are re-forecasting, so the relevant portfolio director understands the reasoning.</p> <p>Overall, the team were commended on such a positive financial position, which is testament to all the hard work in this area.</p> <p>4.2 People</p> <p>A report had been previously circulated and was noted.</p> <p>In a verbal update, AS commented on the increasingly complex challenges NGBs are facing, particularly in relation to their role in social issues. This changing landscape may require a redirection of resources over the coming year, with the exec team required to make difficult choices between exploiting exciting opportunities and ensuring sufficient coverage of the range of areas NGBs are now expected to cover. The Board appreciated the candour of the</p>	AS	

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>discussion and offered to work with AS and the team to support in whatever way is needed.</p> <p>4.3 Governance</p> <p>A report had been previously circulated. The updated term date spreadsheet in the board pack was approved as correct.</p> <p>4.4 Technology Roadmap Project</p> <p>SW and AS providing an update. 12 responses have been received to the RFP. The next stage involves teasing out any “hidden costs” to ensure that the proposal(s) discussed with the board in the sessions diarised for mid-December will reflect the true cost, so far as possible. The cost model in the report included in the board pack is draft only. There is a risk Welsh Triathlon and / or Triathlon Scotland won’t come on board. The risk here is not just financial, but also operational.</p> <p>The Board indicated their continued broad support for the Project as a fundamental part of TE aspirations. The upcoming board discussions in December will focus on affordability of the proposals, and also the operational impact if it is necessary to proceed without one or both of the other Home Nations.</p>		
5	<p>PORTFOLIO REPORTS</p> <p>5.1 BTF Board</p> <p>An update on the latest BTF board meeting was provided, particularly the fatigue across the performance team staff and athletes. The need for the Abu Dhabi position statement was discussed and broad support was given as to the direction being taken here. The robustness of the consultation process was commended.</p> <p>5.2 Talent</p> <p>The report was noted.</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>5.3 Marketing & Comm’s</p> <p>The report was noted. The Commonwealth Games were highlighted as an opportunity to highlight “lifestyle” stories which the media are keen on. It may also be an opportunity to review the distribution lists for any email marketing, and the social media forums and channels used, as well as the potential for any external PR agencies to assist, if resources allow.</p> <p>5.4 Membership</p> <p>The report was noted. Membership was already discussed at item 2.2.</p> <p>5.5 Duty of Care / Safeguarding</p> <p>The report was noted. The board commented on the great job Marc Scott is doing.</p> <p>There was a discussion regarding the coaches who have not yet completed their safeguarding training. AS and HM stressed the need to have a cut off date, and the efforts the team have gone to to reach all the coaches. Nevertheless, there may be a reaction as 1,200 out of 3,500 have still not completed their training. The team are arranging a series of training sessions in January to support the coaches who realise their coaching licence has been withdrawn. It was suggested there could be a prompt to clubs to notify them of the need for their coaches to have undergone safeguarding training by the end of the year.</p> <p>AS noted the intention to appoint an external safeguarding audit, to start early in the new year.</p> <p>5.6 Equality, Diversity & Inclusion</p> <p>The report was noted. HK noted the intention to have an annual calendar of events, such as Black History Month. There is an intention to have a board session led by “Inclusive Employers”, so please let HK know if there is anything specific the Board wants to see covered. It was suggested there could be two sessions, one in</p>	<p>HM</p> <p>ALL HK</p>	
--	---	-----------------------------	--

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>person and one online, to be offered across the TE and BTF boards.</p> <p>5.7 Event Engagement & Rules & Tech</p> <p>The report was noted. The increasing alignment between Jonny and Helen was commended. There was support for the great job by Jonny and his team.</p> <p>5.8 Participation / Development</p> <p>The report was noted, particularly the request for two agenda items for February's meeting.</p> <p>An invitation to tender has been sent out to steer the participation offer around Go Tri, and the Swim, Bike, Run brands. Also children, families, communities. Interviews will be 6 December, with commissioning mid-January.</p> <p>5.9 Brand Partnerships</p> <p>The report was noted. Board members were requested to consider contacts to invite to the next Breakfast Club.</p> <p>5.10 Triathlon Trust</p> <p>The report was noted.</p> <p>5.11 TE Council</p> <p>The report was noted. Regional AGMs have had a disappointing turnout - lessons to be learned around engagement.</p> <p>5.12 Clean Sport</p> <p>The report was noted.</p>	ALL	
6	<p>CLOSE</p> <p>6.1 AOB</p> <p>None.</p>		

Meeting of the Triathlon England Management Board (TEMB)
Minutes
Tuesday 16 November 2021

	<p>6.2 Date of Next Meetings</p> <p>The 2022 planner included in the board pack was reviewed. There was a suggestion to move the June meeting to coincide with Leeds, Friday afternoon (10 June) so that the Board don't miss the participation events on the Saturday morning. Diary invites will be sent out.</p> <p>There was a request for Board members to let the TE team know if they can attend any of the major events, to help out with medals etc. JG requested Board members familiarise themselves with the appeals process if they are attending events. A link will be circulated.</p>	<p>KF</p> <p>KF</p>	
--	--	---------------------	--