

Meeting of the Triathlon England Management Board (TEMB) Minutes Thursday 19 August 2021

Venue: Zoom

Time: 15.00-18.00

Present: Debbie Clarke (DEC) - Chair, Kevin Currell (KC), Halima Khan (HK), Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Avi Tillu (AT), Stephen Watmough (SW), Sarah Taylor-Hough (STH).

Apologies: Sally Lockyer (SL), Claire Jenkinson (CJ).

In attendance: Duncan Hough (DH), Jamie Gordon (JG), Helen Marney (HM), 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 and CJ 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 5 June 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> <p>Item 6.2 from 27.01.21 - make this red and note that terms of reference are required.</p> <p>Item 2.6 from 05.06.21 - it was agreed it would not be useful to have an audit of cyber-security at this stage, given Apollo 2, accepting there will be some risk here. Consideration should be</p>		

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	given to a future annual audit.		
2	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Permitting and Day Membership</p> <p>A paper had been previously circulated, outlining the proposed delay in launching the new permitting system. Event income was unlikely to be significantly impacted by the delay and is less important than providing event organisers with the time and support needed to adopt the new system. The need to maintain good relationships with event organisers was emphasised. It was noted the team have done a good job of consulting with organisers and listening to feedback.</p> <p>2.2 Development Strategy</p> <p>The board was invited to the strategy launch on 23 September, 2-3.30pm. HM talked through the launch video, and how this will also support the SE submission.</p> <p>There was discussion around any perceived overlap of “swim, bike, run” with other NGBs. This places emphasis on future collaborative working.</p> <p>There was a request for HM to provide snippets to illustrate the strategy to the board and bring them along on the journey.</p> <p>2.3 Project 21</p> <p>An interim verbal update was provided. A risk was highlighted in not reaching a more diverse workforce (or potential workforce). HM will reach out to regional councils where help is required. Board members also offered to help where they can.</p> <p>2.4 Sport England Investment Process</p> <p>A report has been previously circulated. The Board was happy to input in whatever way was regarded as most useful to the process being run, adding the most value rather than hindrance. This is likely to be via a survey rating TE on each of 6 areas, together with attendance at some meetings being held in September if possible. It was noted there is a focus at SE on diversity throughout the NGB</p>	HM	HM

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	<p>and not just at board level plus participants.</p> <p>There was a discussion on talent funding, and in particular how there may need to be funding from areas other than SE, if there are insufficient funds in the SE award.</p> <p>2.5 ED&I</p> <p>The ED&I strategy is progressing well. Whilst TE has 12 months to prepare the Action Plan required by the new Code of Governance, it will be ready sooner than this. In particular, it needs to link in with other relevant parts of TE, and the Council and regions.</p> <p>Training was discussed - there was a request to consider the training needs of the Council and regional committees alongside the TEMB.</p> <p>2.6 Tokyo Olympics</p> <p>A report had been previously circulated. The board was reminded that medal success usually isn't demonstrably linked to increased membership / participation even though we may like to see increases during this time. It was recognised that the Club environment needs to be more accommodating for juniors / families if TE is to capitalise on the run up to and hosting of the Paris Olympics.</p> <p>2.7 Portfolio decisions</p> <p>The membership plan had been previously circulated. The board was in approval of the direction of travel, noting that further detail will be developed. It was reiterated that it is important that personas that are used should be gender neutral.</p> <p>It was noted that success will consist of the combination of member numbers and revenue, not membership numbers in isolation.</p> <p>2.8 Disciplinary matter</p> <p>The size of the panel required within the rules was commented upon and felt to be very large. It was agreed that the rules should be reviewed in advance of future panels.</p> <p>2.9 2021 AGM</p>	<p>AS</p> <p>AS / KF</p>	
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	<p>A report had been previously circulated. The board supported the proposal to conduct the conference and awards in early 2022 and host the AGM virtually on 20th November 2021. It was noted that sufficient notice and communications will need to be carried out in advance of the AGM to ensure enough members / clubs were present to achieve the necessary quorum.</p>	AS	
3	<p>STRATEGIC TOPICS</p> <p>3.1 TEMB Strategy Refresh</p> <p>A report had been previously circulated, and DEC provided an update on current thinking for TE draft strategy. There was discussion around whether ED&I is an enabling goal. Although it forms part of how we do things, not what we do, maybe referring to it as an enabling goal will help to ensure it has the necessary degree of focus required by key funders. It should relate to the entire organisation, not just participants. But having it as a separate goal can detract from its overarching quality as impacting every area. OR we could have a requirement for ED&I stats in relation to each of the strategic priorities, or a comment about how ED&I is included in each of the strategic priorities. But need to be aware of potential for unintended consequences of setting particular goals, e.g., increasing the % of members from BAME communities could be achieved at the expense of losing other members.</p> <p>It was noted that inclusivity is about more than diversity - it also encompasses fairness & respect.</p> <p>It was noted the strategy may need tweaking if TE doesn't attain funding in key areas.</p> <p>The Sustainability enabling goal should refer, in the comments, to the direction of travel being towards self-sustainability.</p> <p>There was also discussion about whether technology & data / data & innovation are enabling goals. It was agreed to discuss this further in the workshops.</p> <p>Next steps will involve regional workshops to get input from clubs,</p>		

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	<p>regions, staff. Findings will be brought back to the TEMB to finalise. The board were happy with the broad process outlined.</p> <p>3.2 BTF Strategy Refresh</p> <p>DEC provided an update on current thinking behind the BTF strategy, following the BTF board meeting. A joint session between BTF and TEMB boards will be organised.</p> <p>It was noted it would be good to provide an opportunity for BTF and TEMB members to interact in person, likely to be next year.</p>	DEC / AS	
4	<p>ORGANISATIONAL HEALTH</p> <p>4.1 Finance</p> <p>A report had been previously circulated and LM provided an overview. Membership numbers are encouraging. It was noted that BTF had officially authorised signing the audited accounts.</p> <p>Next board meeting it would be good to get further detail around events - number of participants, event fees.</p> <p>4.2 People</p> <p>A report had been previously circulated and was noted.</p> <p>High staff turnover not particularly concerning but we are not being complacent. It was noted other board members are seeing similarly high turnover in their organisations. Information on the results from the staff survey will be provided in due course. An update was provided on the return to the office plans.</p> <p>4.3 Governance</p> <p>A report had been previously circulated. The criminal records disclosure check policy was approved, subject to checking and reporting back to the board as to whether the proposal to only retain data for 6 months is long enough.</p>	<p>AV</p> <p>AS</p> <p>KF</p>	

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	<p>DEC mentioned the need for a refresh of the board skills matrix, and duty of care training. It was emphasised that areas such as safeguarding are the responsibility for each member of the board, not just the relevant portfolio director.</p> <p>4.4 Technology Roadmap Project</p> <p>SW providing an update. The project will extend longer than originally anticipated, as the organisation is going back to market, looking at cost and timing. Importantly, WT and TS have been brought along on the journey. It was noted all teams within TE / BTF need to be aware of any delay in delivery.</p>		
5	<p>PORTFOLIO REPORTS</p> <p>5.1 BTF Board</p> <p>An update on the latest BTF board meeting was provided.</p> <p>5.2 Talent</p> <p>The report was noted. The board asked for information as to how athletes have progressed in the system from Regional Academies through to Worlds and Olympic representation as this could provide some interesting comms.</p> <p>5.3 Marketing & Comm's</p> <p>The report was noted.</p> <p>5.4 Membership</p> <p>The report was noted. Already discussed.</p> <p>5.5 Duty of Care / Safeguarding</p> <p>The report was noted. AS noting that a new admin person may be recruited to support the team.</p> <p>5.6 Equality, Diversity & Inclusion</p>	KC	

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	<p>The report was noted.</p> <p>5.7 Event Engagement & Rules & Tech</p> <p>The report was noted.</p> <p>5.8 Participation / Development</p> <p>The report was noted.</p> <p>5.9 Brand Partnerships</p> <p>The report was noted.</p> <p>5.10 Triathlon Trust</p> <p>The report was noted. New Chair, Gary Adey is doing a great job. TEMB encouraged to consider potential recipients of Triathlon Trust monies. One suggestion was to facilitate regions putting on events.</p> <p>5.11 TE Council</p> <p>Will Evans is doing a fantastic job, very proactive and supportive.</p> <p>Some of the regions are struggling to recruit to their committees. It was suggested some comms could go out spotlighting the regional teams and raising their profile, potentially using some data from Project 21? Also, perhaps some training for Chairs to make meetings more engaging?</p>	AS / KF	
6	<p>CLOSE</p> <p>6.1 AOB</p> <p>None.</p> <p>6.2 Date of Next Meetings</p> <p>Next meeting likely to be in November, likely to be virtual. Will be confirmed by email.</p>	DEC / AS	