

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

**Venue:** Zoom call

**Time:** 10.00am - 1.00pm

**Date:** Saturday 24<sup>th</sup> April 2021

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

**Apologies:** None

**In attendance:** Jamie Gordon (JG), Duncan Hough (DH), Helen Marney (HM), Emma Hadley (EH) (Item 2.2), Jonny Hamp (JH) and Anna Smith-Clare (ASC) (Item 2.3), Jonny Riall (JR) (Item 2.4)

	Agenda Items	Responsible	Date action by
1	<p><b>INTRODUCTION</b></p> <p>DEC welcomed everyone to the meeting.</p> <p><b>1.1 Apologies for absence</b></p> <p>None.</p> <p><b>1.2 Conflicts of Interests &amp; Register of Gifts &amp; Hospitality</b></p> <p>None.</p> <p><b>1.3 Minutes of meeting held on 27 January and 9 March 2021</b></p> <p>Both sets of minutes were approved as an accurate record.</p> <p><b>1.4 Action list</b></p> <p>The action list had been previously circulated and was noted.</p>		
2	<p><b>KEY WORK AREAS</b></p> <p><b>2.1 Covid, Return to Play, and outlook</b></p> <p>It was reported that the domestic situation is positive, although the situation remains fluid regarding travel to European and World events for AG athletes.</p> <p>A brief overview was provided on numbers for events permitting, membership, clubs, and coaching, all looking positive in the circumstances. People - work is more challenging, especially Leeds.</p>		

	<p><b>2.2 Membership Update</b></p> <p>Emma Hadley (Head of Membership) delivered a presentation on current membership figures, and product numbers both current and forecast, together with costs per member. EH outlined the proposed marketing campaigns for the year and explained the planned insight programme for membership.</p> <p>The presentation was very warmly received by the TEMB. The centrality of Apollo 2 to provide the tools to deliver membership aspirations was highlighted. Successful membership requires insight + right product + tools to deliver. A future suggestion was to try and benchmark cost per member against other NGBs if possible. Concerns were expressed regarding any changes to products, given the current products were only launched relatively recently. EH confirmed no changes would be made before March 2022 at the earliest, but that we do need to respond to insight.</p> <p>Initial insights will be outlined at the next board meeting, and any proposed changes to the product portfolio at the following meeting.</p> <p><b>2.3 Permitting and Day Membership</b></p> <p>Anna Smith-Clare (Event Engagement Manager), supported by Jonny Hamp (Head of Major Events), delivered a presentation on the comprehensive review and new proposal for permitting and day membership. ASC noted TEMB's approval was being sought to implement the new proposal from 1 January 2022.</p> <p>The purpose of the review was to bridge the gap between day and annual membership, with a need to obtain data to better understand the landscape.</p> <p>The proposal was very well received by the TEMB, and the huge amount of work from ASC, JH, and their teams was acknowledged and thanked. It was recognised this proposal was only possible on the back of improvements in relationships with event organisers. Discussions related to technological requirements to deliver these proposals, likely reactions from event organisers, and how to ensure those reluctant to use digital technology are accommodated.</p> <p>There has been limited consultation to date, as the team wanted to understand TEMB support, and concerns, before wider consultation. ASC agreed to circulate details of consultations to date.</p> <p>The team were asked to provide a brief outline at the next TEMB meeting on proposals to collect data from Go-Tri events.</p>	<p>EH</p> <p>ASC</p> <p>ASC / JH</p>	
--	---	--------------------------------------	--

	<p>A show of hands provided confirmation of unanimous TEMB approval to the permitting and day membership proposal as detailed in the Board papers.</p> <p><b>2.4 Commonwealth Games Update</b></p> <p>Jonny Riall (Paratriathlon Head Coach and England Team Manager, Commonwealth Games 2022) delivered a presentation on the selection policy for Birmingham 2022. No sign-off of policy was required from TEMB at today's meeting.</p> <p>Athletes will be consulted regarding the proposals on 4 May. It is hoped by the next TEMB meeting feedback from Team England will be available, such that a revised policy can be put before TEMB for formal approval.</p>		
3	<p><b>STRATEGIC TOPICS</b></p> <p><b>3.1 Project Apollo 2</b></p> <p>An update was given on the proposals to move forwards with Apollo 2. Terms of Reference for a new working group had been previously circulated. The approach is to have a hierarchy of needs, with separate costings for each stage. An external consultant has been appointed, with the intention of having a roadmap available for June's board meeting. There were questions from the board around opportunities for brand association or learning from other NGBs. It was confirmed these options had been explored. It was suggested there should be costings for doing nothing, as a better comparison and to help validate the investment.</p> <p><b>3.2 First Principles</b></p> <p>As the board heads towards a strategy refresh, it was requested that the Board become familiar with the First Principles paper, as there is an intention to clarify distinctions between BTF and TE.</p> <p><b>3.3 Strategy Refresh</b></p> <p>As mentioned in the previous meeting, the intention is still for this to be done face to face if possible, post-Games. All board members were encouraged to think about the future strategy, especially around development. There will be time available at future board meetings to debate this. There was a request for AS to advise the</p>	AS	

	Board where he sees the short-term focus to be.		
4	<p><b>ORGANISATIONAL HEALTH</b></p> <p><b>4.1 Finance</b></p> <p>A report had been previously circulated and LM provided an overview. The cost control measures were praised.</p> <p><b>4.2 People</b></p> <p>A report had been previously circulated and was noted.</p> <p><b>4.3 Governance</b></p> <p>A report had been previously circulated. No decisions required today.</p> <p><b>4.3.1 Risk Register</b></p> <p>LM provided an update on the risk register, which is now much clearer with a useful summary page. Reputational risk from historic safeguarding issues was queried - LM confirmed this was on the register. Insurance for any potential future claims being investigated to mitigate this risk.</p> <p>DEC requested that board members advise DEC by email what safeguarding training they have undertaken in the last 6-12 months, to ensure the board have the right skills to debate any issues if they arise.</p>	ALL	
5	<p><b>PORTFOLIO REPORTS</b></p> <p><b>5.1 Talent</b></p> <p>The report was noted.</p> <p><b>5.2 Marketing &amp; Comm's</b></p> <p>SL confirmed no verbal update required.</p> <p><b>5.3 Major Events</b></p>		

	<p>The report was noted. Leeds entry numbers are good.</p> <p><b>5.4 Membership</b></p> <p>Covered at Item 2.2.</p> <p><b>5.5 Duty of Care</b></p> <p>The new safeguarding policy had been approved at the previous meeting, but since then there have been a few minor changes. The board confirmed these were approved.</p> <p>SL provided an update on current safeguarding practice in County football, where there is an external audit every 2 years, and all board members have regular safeguarding training. DEC encouraging all board members to share examples of good practice with the rest of the board.</p> <p><b>5.6 Diversity &amp; Inclusion</b></p> <p>The report was noted. HK providing a verbal update. The strategy has been drafted and is with all HN boards to provide feedback. DEC requested all board members to feed back to HK by the end of the weekend if not already done so. Next step is to get the strategy online, then hand over to the operational group to bring the action plan to life. It was noted a clear distinction needed to be drawn between what is TE responsibility and what is BTF.</p> <p><b>5.7 Event Engagement &amp; Rules &amp; Tech</b></p> <p>The report was noted.</p> <p><b>5.8 Development</b></p> <p>The report was noted. KR provided a verbal update. Project 21 has a lot of potential and is launching soon. In August, the team would like to bring an insight update to the board. Interim findings will be shared when available.</p> <p><b>5.9 Brand Partnerships</b></p> <p>The report was noted. AT provided a verbal update. A new brand partners revenue share model is being discussed between HN and BTF.</p>	HM	
--	--	----	--

	<p>Discussing value in kind - AS explaining trying to move away from offering discounts to focus on underlying value to members.</p> <p><b>5.10 Triathlon Trust</b></p> <p>The report was noted.</p> <p><b>5.11 TE Council</b></p> <p>JG provided a verbal update. There was an important meeting on Monday, lots of enthusiasm. Good discussions around finance. There is a 12-18 month project around regional induction and consistency. Constitutions are now aligned. The intention is to professionalise the regional committees a bit more. It was noted, with less finance, regional committees need to think more innovatively about how best to support clubs. The hugely positive impact of Will Evans, Head of Clubs and Regions, was noted.</p>		
6	<p><b>CLOSE</b></p> <p><b>6.1 Date of Next Meetings</b></p> <p>5<sup>th</sup> June - Leeds - hopefully in person.</p> <p><b>6.2 AOB</b></p> <p>DEC requesting feedback if any board members think the way the board is run could be improved.</p>		