



Venue: via Zoom Conference Call

Time: 10.00 – 13.00

Present: Debbie Clarke (DEC) – Chair, Louise McFadzean (LM), Karen Rothery (KR), Andy Salmon (AS), Tracey Sample (TS), Steve Watmough (SW), Kevin Currell (KC), Craig Pollard (CP), Halima Khan (HK), Claire Jenkinson (CJ)

Apologies: None

In attendance: Richard Mostyn-Jones (RMJ), Nikki Phillips (NP), Helen Marney (HM), Dione Hartley (DH)

	Agenda Items	Responsible	Date action by
1	<p>INTRODUCTION</p> <p>DEC welcomed everyone to the meeting and introduced Richard Mostyn-Jones (RMJ) Triathlon England Council President and Nikki Phillips (NP) Director of Digital Transformation & IT to the Board meeting.</p> <p>1.1 Apologies for absence</p> <p>No apologies received.</p> <p>1.2 Conflicts of Interests & Register of Gifts & Hospitality</p> <p>DEC declared that both herself and Ben Cummings have received fast passes to the start of the Mallorca 312 event in April 2023.</p> <p>It was agreed that during items 2.3 and 2.4 of the agenda, both DEC and AS had a conflict of interest by virtue of them being Directors of BTF Ltd.</p> <p>1.3 To approve minutes of meeting held on 5 November 2022</p> <p>The minutes were approved as an accurate record.</p> <p>Results of the recent Staff Survey are to be re-circulated to all board members.</p>	KF	



	<p>1.4 Action List</p> <p>The Action List was reviewed.</p> <p>It was agreed that that Action List would be split into two sections going forward:</p> <ul style="list-style-type: none"> • Board Actions • Points to Remember <p>The Action List will also be circulated to all board members and the Executive team each month for review and to be updated.</p> <p>1.5 Other matters arising</p> <p>A brief discussion took place regarding the war in Ukraine and the participation of athletes from Russia and Belarus in international sport. A potential conflict in policy between the UK Government and World Triathlon and the IOC was noted.</p>		
<p>2</p>	<p>TOPICS FOR DISCUSSION AND/OR DECISIONS</p> <p>2.1 Refreshed Strategy</p> <p>A report and a copy of the expanded narrative was circulated prior to the meeting.</p> <p>It was confirmed that the BTF board had met on 28 January and were comfortable with the strategy.</p> <p>A discussion took place surrounding use of the word “customer” and if this was the correct term. All agreed that the language used was important.</p> <p>A conversation took place around which was considered more important - growth in membership or participation. It was agreed that both were vital to grow engagement and revenue.</p> <p>It was felt that the Talent goal should be reworded to better align with the BTF goal for Excellent Athletes.</p> <p>Based on the above amendment the Board approved the expanded narrative. Final drafts will be shared with the Board when ready.</p> <p>2.2 Planning</p> <p>The report and a copy of the Scorecard 2023/24 were shared with the Board prior to the meeting.</p>		



	<p>It was noted that the Scorecard contains 56 annual objectives from which three strategic priorities had been identified by the Executive team:</p> <ol style="list-style-type: none"> 1. Customer: We will improve our participation and membership proposition to grow engagement and revenue. 2. Sport Integrity: We uphold the highest standards of integrity across the sport. 3. Digital Transformation: We will establish and implement a digital strategy to drive growth in participation, membership, and commercial growth. <p>It was felt that a dictionary of acronyms used within the scorecard would be useful to include especially for new Board members.</p> <p>A discussion took place around the number of objectives and whether this could be considered too many and unachievable. It was noted that the Executive team thought that the number of objectives was right and that some of the objectives are inter-linked.</p> <p>The Board asked for last year’s results regarding performance against objectives to be shared.</p> <p>It was also agreed that the top ten objectives should be presented in greater detail to the Board whilst not losing sight of the others.</p> <p>The motivational impact on people, having identified the three key priorities was discussed and the importance of how this is delivered to staff. It was noted that collaboration within all departments of the organisation was key to ensure that that these objectives can be achieved.</p> <p>Concerns were raised regarding resources and experience to deliver on the three key objectives, and it was noted that Kirsten Fasey will be increasing her hours to lead on Governance and Sport Integrity.</p> <p>The Board approved the scorecard on this basis.</p> <p style="text-align: center;">2.3 Customers: Membership and Participation: <i>Update from the executive team on plans for membership and participation offerings</i></p> <p>A report was circulated to the Board prior to the meeting.</p>	<p>AS</p> <p>AS</p>	
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	<p>A slide deck was presented to the Board outlining plans for a refreshed suite of membership products and how this would integrate with the new participation programmes.</p> <p>It was confirmed that there would be three national programmes:</p> <ul style="list-style-type: none"> • SWIM BIKE RUN (this will replace GO-TRI) and is currently being tested through a pilot scheme. • Active Skills for Life (aimed at schools, clubs and communities to engage 7-11 year olds) • Beyond Swim. <p>An overview of the proposed refreshed membership offerings was provided.</p> <p>It was noted that the Membership and Participation Working Group had been meeting on a regular basis and good progress was being made. In addition, meetings were taking place with Triathlon Scotland and Welsh Triathlon regarding a collaborative approach.</p> <p>A summary of the Digital journey was provided, with three key stages being identified:</p> <ul style="list-style-type: none"> • Functionality and Features. • Go to market. • Customer Engagement. <p>It was noted that there is currently no timeline with regards to the “next steps” phase of the strategy and that this was due to the digital and membership systems requiring a lot of work to ensure that they are both functional and secure.</p> <p>It was confirmed that analysis and background work is being undertaken to establish what will be required from a technical point of view, but the aim was for everything to be ready to launch the proposition during peak season this year.</p>		
<p>3</p>	<p>ORGANISATIONAL HEALTH</p> <p>3.1 Finance</p> <p>The report was circulated prior to the meeting along with a copy of the Management Accounts to the end January 2023.</p> <p>It was noted that despite the commission received from Descente, a forecast deficit was still being reported.</p>		



It was also reported that if membership and event levels do not improve then there will be a need to reconsider options to increase revenue.

It was confirmed that the budget process for 2023/24 was well in hand and that the budget papers will be circulated well in advance of the meeting on the 21 March.

3.2 People

The report was circulated prior to the meeting.

It was noted that People is a key priority for the CEO and that in the current climate it was more challenging than ever to engage and recruit staff.

3.3 Governance

The report was circulated prior to the meeting.

The Board approved the amendment to the Disciplinary Policy.

The Board also approved a second term of four years for Kevin Currell, with effect from 11 May 2023.

It was also confirmed for the purpose of minuting that Halima Khan's second term of four years came into effect from 10 June 2022 and Tracey Sample's third term of two years came into effect from 9 November 2022.

It was noted that recruitment for the new INED Welfare and Safeguarding will shortly commence and that some board members may be called upon to sit on the Nominations Committee and Interview Panel.

It was also confirmed that Louise McFadzean (LM) will step down from her role as INED Finance at the end of her term in June 2023 therefore recruitment will also commence for this role to ensure that a suitable handover can be provided.

The Board were asked to share these vacancies with their network.

3.4 Technology

The report was circulated prior to the meeting.

It was confirmed that Nikki Phillips Director of Digital Transformation & IT commenced her role on 9 January and has made an excellent start.



	<p>It was noted that a new 3rd party Data Protection Officer had been appointed to advise and assess on GDPR and Cyber Security. It was confirmed that additional money in the budget covers this role.</p> <p>A discussion took place regarding the importance of Cyber Security and ensuring that there are no security breaches. It was confirmed that certification for Cyber Essentials Plus is imminent.</p>		
<p>4</p>	<p>PORTFOLIO REPORTS</p> <p>4.1 BTF Board</p> <p>The report was noted.</p> <p>4.2 Talent</p> <p>The report was noted.</p> <p>It had been identified that there had been a significant drop in the quality and number of athletes attending the Super Series. It was agreed that this needs to be monitored closely as this has the potential to have a serious impact on the pathway in the long term. It was reported that the Performance team are trying to understand the reasons for the drop off and will provide the board with updates at subsequent meetings.</p> <p>4.3 Marketing & Comms</p> <p>The report was noted.</p> <p>It was confirmed that the team had started work on producing an Annual Marketing and Communications calendar to help manage multiple initiatives, and to increase customer engagement.</p> <p>4.4 Membership (see item 2.3)</p> <p>The report was also covered in agenda item 2.3.</p> <p>The Board supported the Executives team decision to increase prices of the current membership products by 10% as of April 2023 but noted that there must be careful communication around this considering the current climate.</p>		



<p>4.5 Wellbeing and Safeguarding The report was noted.</p> <p>It was confirmed that the Safeguarding and Welfare Action Plan is still under development but will be finalised at the next committee meeting.</p> <p>4.6 ED&I</p> <p>The report was noted.</p> <p>It was noted that HK had met with Amie Martin Head of Equality, Diversity and Inclusion and a further meeting had been arranged for the following week.</p> <p>It was also confirmed that ED&I board training is being organised and further updates will be provided.</p> <p>4.7 Events & Rules & Tech</p> <p>The report was noted.</p> <p>It was confirmed that the Events team are extremely busy but the clear collaboration between the Events and Development team was evident.</p> <p>It was noted that some structural changes have taken place within the Events team in order to support the collaboration.</p> <p>Jonny Hamp will be attending a call on Monday evening (27 March) with the Technical Officials as it was reported that the news of buying new kit and the increase in mileage rate had landed negatively. It was agreed that communication with the Technical Officials is key.</p> <p>4.8 Development</p> <p>The report was noted.</p> <p>It was confirmed that HM would provide a further update at the next board meeting and that the supplementary papers (BIG Active Performance and Learning Reports) will continue to be included within the Development board report going forward.</p> <p>A discussion took place around Club Affiliation, and it was noted that 32 clubs are currently not affiliated. It was recognised that more work could be done at regional level and that this could be a topic for discussion at the next TE Council meeting. HM is to share details of all the clubs which are still outstanding.</p>	<p>HM</p>	
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4.9 Commercial

The report was noted.

It was agreed that the uplift in commission received from Descente was positive but that due to the current economic climate gaining new partnerships was still a challenge.

It was confirmed that the new Age-Group kit was selling well.

4.10 Triathlon Trust

The report was noted.

4.11 TE Council

The report was noted.

RMJ introduced himself to the board and confirmed that his priority was to look at the purpose of the council.

The board were asked to consider what they would like from the council and what they would like the council to deliver on and vice versa.

It was noted that a small working group had been established in order to utilise the regions more effectively.

It was reported that there was one definite candidate for the Council Appointed Director role with two additional potential candidates who have expressed their interest but yet to complete the skills matrix.

It was confirmed that the deadline for this was the 29 February therefore following a short interview this should be concluded by the end of March.

4.12 Clean Sport

The report was noted.

A discussion took place regarding the provision of Anti-Doping training to all clubs. It was agreed that due to available resources this would be costly and difficult to deliver but it was suggested that maybe producing video content and some relevant reading material which could be shared may be appropriate.



	<p>It was noted that clubs could be sign posted to UKAD but that all high performing coaches are fully trained in this area and may be able to perform their own webinars.</p>		
<p>5</p>	<p>CLOSE</p> <p>5.1 AOB</p> <ul style="list-style-type: none"> Mileage rate <p>The Board approved the proposal to align the current mileage rate for volunteers with that of Board members.</p> <ul style="list-style-type: none"> Gold Pin <p>A discussion took place around the Gold Pin award which recognises outstanding contribution to the sport.</p> <p>A link of past award winners will be shared with the Board. It was encouraged that if anyone has any suggestions of who would be deemed a worthy winner to share these with AS. It was confirmed that there will be an end of season awards evening organised by British Triathlon with the proceeds going to the Triathlon Trust.</p> <p>The date of the next meeting will be held on Tuesday 21 March.</p> <p>A doodle poll is to be sent out to Board members to confirm their preference to the start times of meetings going forward.</p>	<p>AS</p> <p>DEC</p>	