



**Venue:** British Triathlon Office, Michael Pearson East, 1 Oakwood Drive, Loughborough

**Time:** 10:00 – 13:30

**Present:** Debbie Clarke (DEC) – Chair, Andy Salmon (AS), Craig Pollard (CP) via zoom, Halima Khan (HK), Jamie Gordon (JG), Kevin Currell (KC), Louise McFadzean (LM), Steve Watmough (SW), Tracey Sample (TS)

**Apologies:** Claire Jenkinson (CJ), Karen Rothery (KR).

**In attendance:** Ben Cummings (BC), Dione Hartley (DH), Helen Marney (HM), Lesley Hobley (LH), Neil Cooper (NC), Nikki Phillips (NP) via zoom, Richard Mostyn-Jones (RMJ).

<b>Agenda Items</b>	<b>Responsible</b>	<b>Date action by</b>
<p><b>INTRODUCTION</b></p> <p>DEC welcomed everyone to the meeting and confirmed the meeting was quorate.</p> <p>Two new board members, Lesley Hobley INED Finance and Neil Cooper INED Welfare and Safeguarding were introduced.</p> <p>It was confirmed that this would be Louise McFadzean's last meeting as she steps down from her role on the board. She was thanked for all her hard work and support.</p> <p><b>1.1 Apologies for absence</b></p> <p>Apologies had been received in advance from Claire Jenkinson (CJ) and Karen Rothery (KR).</p> <p><b>1.2 Conflicts of Interests &amp; Register of Gifts &amp; Hospitality</b></p> <p>None.</p> <p><b>1.3 To approve minutes of meeting held on 06 June 2023 and 22 August 2023.</b></p> <p>The minutes were approved as an accurate record.</p> <p><b>1.4 Action List</b></p> <p><b><u>Actions</u></b></p>		



The Action List was reviewed and updated accordingly.

**Points to Note**

DEC to look into the possibility of a Board Apprenticeship and having a youth panel representative on the board. Action 5.5 to be updated to reflect this.

**1.5 Other matters arising**

None.

**TOPICS FOR DISCUSSION AND/OR DECISIONS**

**2.1 Event Organiser Update and Race Pass**

A report was circulated prior to the meeting and an update with regards to the current position of the launch of the Race Pass was provided.

It was confirmed that communication with Event Organisers needs to be more strategic going forward.

DEC asked AS to update on water quality and safety matters.

An update was provided to the board following the incident regarding water quality at the WTCS event in Sunderland. In addition, there has been much media coverage regarding sewage and its effect on open water swimming.

In addition, AS has asked the Technical Committee to consider what might be learned following tragic events at Ironman Cork where two participants drowned.

It was confirmed that the Sustainability Strategy was being launched on 5 October which identifies the requirement to work closely with partners on the issue relating Water Safety/Quality. It was agreed that British Triathlon needs to be an active participant in the debate on water quality.

**2.2 Membership Products**

A report was circulated prior to the meeting.

The Board was presented with a detailed update regarding the new membership proposition and products.

It was confirmed that the Business Review Group was continuing to meet monthly.



<p>A discussion took place around the decline in membership numbers, races and the number of participants and clubs. The results of the Triathlon England exit survey showed that people are competing less and/or are price sensitive. It was noted that although there were no significant concerns the Executive team were taking steps to mitigate risks.</p> <p>It was discussed that there would be a move to a more “holistic approach” with regards to membership, where all the operational teams and the Home Nations work more collaboratively to achieve success.</p> <p>It was agreed that there should be an amendment to the following statement:</p> <p><i>Our culture</i> <i>Be commercially driven, performance focused with robust KPIs.</i></p> <p>It was felt this should be more reflective of the “holistic approach” to drive the correct behaviours from the team.</p> <p>A discussion took place around the goal and whether this was deemed too ambitious. It was confirmed other NGBs had achieved this goal. It was noted that the numbers included members from all Home Nations and although this goal wouldn’t be easily achieved, all Home Nations are working collaboratively and are in the best possible place to achieve this.</p> <p>Following a discussion around the Workforce Licence, it was agreed that the price point would be revisited and benchmarked against other sports to ensure that this is correct.</p> <p>It was agreed that the Heads of Agreement (HOA) would be re-circulated to the board. It was confirmed that AS would continue to support the team to ensure that the agreement is being adhered to by all Home Nations.</p> <p><b>2.3 CEO Recruitment Process</b></p> <p>It was confirmed that the recruitment process for the new CEO had commenced, and that the appointed recruiter was Perrett Laver. Following an assessment day in early November, interviews are expected to be held on 13 November 2023.</p> <p>Regular updates on the progress will be provided to the board.</p>	<p><b>BC</b></p> <p><b>HM</b></p> <p><b>BC</b></p>	
<p><b>ORGANISATIONAL HEALTH</b></p> <p><b>3.1 2022/23 Performance v Scorecard</b></p>		



A report was circulated prior to the meeting and a summary of the current position was provided.

A conversation took place around the number of objectives. The Board felt that this was still high given the current economic climate. It was asked if the Scorecard could be updated to clearly show which objectives are the focus and which will not be progressed for the remainder of 2023/24.

**AS**

### **3.2 Finance**

The report was circulated prior to the meeting along with a copy of the Management Accounts for the five months ended 31 August 2023.

LM thanks Anne Vinestock for all her hard work on producing the Board Report and Management Accounts.

It was confirmed that the Executive team are in the process of a full review of the three-year forecast due to a number of concerns:

- Impact of inflation.
- Reduction in forecasts in respect of Descente commission.
- Increased costs.
- Surplus income projections.
- Sector Renewal Grant ending in Y3.
- Requirement to invest in technology.

It was noted that potential upsides to the forecasts were:

- Race Pass price increase.
- Growth in royalties from the Descente relationship.

It was noted that all National Governing Bodies were facing the same challenges, and it was identified that the success of the System Master Planning initiative and working collaboratively with the other Home Nations and National Governing Bodies was now even more important to improve operating efficiency.

### **3.3 People**

The report was circulated prior to the meeting.

It was confirmed that the Future Leaders Programme had been launched and successful candidates had been identified following an assessment day.

It was noted that the annual Staff Survey had been carried out and the results are currently being reviewed and discussed.



It was confirmed that the response rate was 66% and a discussion took place regarding ways in which this could be increased going forward.

The board members were advised of the quarterly IPAD Awards (which recognised staff members who excelled at one or more of the organisations values) and were encouraged to put forward their nominations for any staff member who they had worked with and felt were deserving of the award this.

All correspondence relating to this is to be shared with the Board going forward.

**KF**

### **3.4 Governance**

The report was circulated prior to the meeting.

The Board were asked to ratify the appointments of Lesley Hobley INED Finance and Neil Cooper INED Welfare and Safeguarding which they duly ratified . These appointments take effect from 30 September 2023.

The board also approved the Board Recruitment Policy.

It was confirmed that the British Triathlon Board had approved amendments made to the BTF Articles of Association in relation to the composition of the Nominations Committee.

It was noted that this could something that Triathlon England would look to consider and would be on the agenda to discuss in 2024.

It was confirmed that the Triathlon England AGM is due to take place on the 20 November 2023.

A discussion took place around how frequently the Risk Register was reviewed. It was confirmed that this was reviewed at every Audit, Risk and Governance committee meeting and presented to the Board for twice a year. It was identified that any issues would be brought to the Board's attention sooner if appropriate. This was deemed sufficient.

A question was raised regarding Cyber Security and the rationale behind why this was deemed a "Level 3" risk. This will be raised with the Executive team and the Board will be advised accordingly.

### **3.5 Technology**

A report was circulated prior to the meeting.

An update was provided regarding the Digital Transformation.

Some key successes were identified:



- New qualifications launched for coaches.
- Swim Bike Run product launch.
- Cookie Bot introduced– all websites GDPR compliant.
- SharePoint integration was successful.

It was discussed that the next step in the Digital Transformation process was the Discovery Phase 2, this would include streamlining systems, meeting with departments to review and prioritise key areas and a review of the current technology stack to identify solutions which would require minimum spend to sell the products, generate income whilst being GDPR compliant and secure.

It was confirmed that the Race Pass could be launched with the current systems in place but there would need to be additional investment to ensure that the technology can support the launch of the new membership proposition.

It was noted that a business plan for the next phase is currently being worked on and will be brought back to the next board meeting for discussion and approval.

The board thanked the Executive team for the detailed presentation. They found this both helpful and encouraging.

## PORTFOLIO REPORTS

### 4.1 BTF Board

The report was noted.

It was reported that a significant discussion had taken place at the recent BTF board meeting around Paris and the selection process.

It was noted that the World Triathlon Congress had taken place in Pontevedra on Thursday 21 September 2023.

### 4.2 Talent

The report was noted.

A discussion took place regarding the financial challenges faced within the Talent Pathway and there were concerns regarding the flow of talent coming through from the Clubs.

It was identified that the Executive team are aware of these challenges and are in discussions on how these issues can be addressed. It was noted that discussions need to be had regarding the plans to encourage more junior coaches and more juniors to participate in the sport. It was



identified that this should be included as an agenda item at the next board meeting as a topic for discussion.

**4.3 Marketing & Comm's**

The report was noted.

**4.4 Membership**

The report was noted.

**4.5 Welfare and Safeguarding**

The report was noted.

It was confirmed that Technical Officials are undergoing Safeguarding training following a new pilot scheme.

**4.6 ED&I**

The report was noted.

It was confirmed that the new Head of Social Impact, Eve Joseph joined the organisation on the 18 September and her initial focus will be contributing to the launch of the new Sustainability Strategy on the 5 October.

**4.7 Events & Rules & Tech**

The report was noted.

It was confirmed that staff kit for the Technical Officials had arrived, and an email would be circulated to all Technical Officials with an update.

**HM**

A discussion took place regarding board member presence at events. It was agreed that the Event Championships Schedule will be reshared with the board in order that all members are aware of the dates.

**4.8 Development**

The report was noted.

It was also reported that the Active Skills for Life which was launched on 19 June had landed well and is exciting. It was noted that the early feedback was good.

A copy of the Big Active video will be shared with the rest of the board.

**4.9 Commercial**



The report was noted.

**4.10 Triathlon Trust**

The report was noted.

It was confirmed that excellent progress had been made with developing the new Trust website and is due to be launched shortly.

**4.11 TE Council**

The report was noted.

It was confirmed that a strategy session was due to be held on 2 December to discuss key topics, share good practise, challenges, and opportunities across the regions.

The board were asked to think about what their expectations are of the regional committees and what they would like to know from them and bring their thoughts back to the next board meeting.

A discussion took place around the requirement of Councils and whether the current structure is correct. It was confirmed that the Council was the “voice of the membership” and deemed important, but it was agreed that the structure needs to be reviewed.

It was confirmed that TS term on the Council is due to finish at the end of November 2023 and that Council is in the process of appointing someone. Full details will be brought back to the next board meeting.

**4.12 Clean Sport**

The report was noted.

**CLOSE**

**5.1 AOB**

Following success of the SharePoint file migration, Board members were asked to check their personal Dropbox folders for any files saved relating to Triathlon England. Board members were advised to inform Nikki Phillips and she will advise on the way forward.