



**Minutes of the Triathlon England Council Meeting held at MP East, Loughborough, on 27 February 2016 commencing at 09:00 - 12.30**

**Present:** Aimee Stocker(Chair), Lawrence Green (LG), Debbie Clark (DC), Francis Riley (FR), Paul Aubrey (PA), Tom Chant (TC), Derek Biggs (DB), Dave Rigby (DR)

**In Attendance:** Jack Buckner (JB) Dan Salcedo (DS), Chris Volley (CV) Peter Pain (PP), Kay Simnett (KS) - part attendance,

**Minutes:** Sharmila Mandalia (SM)

**Referenced:** Linda Haywood (LH)

Item	Minute	Owner and due date <sup>1</sup>
1	<p><b>Opening remarks &amp; apologies</b></p> <p>The Chair highlighted the Agenda items and apologies were noted from the following members:</p> <p>Howard Vine Tracey Sample Matt Honey Richard Fuller</p>	
2	<p><b>Declarations of Interest</b></p> <p>None</p>	
3	<p><b>Items for discussion from last meeting</b></p> <p><u>KPIs and Portfolio Updates</u></p> <p>There were no pressing issues to be discussed on KPIs / Portfolio updates.</p> <p><u>Issues arising from Board Report</u></p>	

<sup>1</sup> Unless otherwise specified all actions due by next meeting

	<p>There were no issues arising from the Board Report. FR mentioned that approval on the Budget is being sought from TEMB and this should be concluded shortly.</p>	
<p>3.1.</p>	<p><b>Council Matters and Regional Business</b>          LG queried a change in the Triathlon Trust which is working more closely with BTF and whether BTF makes donations to the Trust or whether it is entirely voluntarily funded. LG asked for further clarification around this from JBu.</p> <p>It is acknowledged that issues around appraisals have been resolved and the process is much more robust particularly in relation to portfolio directors. A constructive contribution to the appraisal process has been made and FR stated that KS is currently reviewing the induction process and looking at training for non-executive directors.</p> <p>On the subject of succession planning, FR suggested Regional Chairs are given the opportunity to bring visitors to Council meetings. AS asked if all members had a succession plan within their Regions and it was noted that no members had. DC informed the meeting that she had heard about the opportunity to attend a Council meeting from Bill James. It appears that some Council members are unsure of the role and responsibility of the Regional Committee and its goals. All agreed that further work is required in improving this understanding and the Steering Group is also reviewing the roles. It was also mentioned that there are 10 Regions but not all members are aware of the Constitutions. Members raised concerns around lack of response from the Board in ratifying the Constitutions. An imbalance of profits across Regions was also highlighted and it is felt some Regions are generating more profit than others due to over/under representation. The Yorkshire Regional Constitution has not been ratified although it has been approved by the AGM.</p> <p>The group discussed Constitutions and agreed that further clarification is required in terms of operational functions and distribution of funds.</p> <p><b>Royalty Charges</b>          FR informed the meeting that 3 Council appointed directors have met to consider accepting online registrations and royalties. There has been no feedback on this. £47k in the TE budget is designed to cover administration costs, 50% in first year and 35% in second year. PP stated that the fees increased by £50 last year to cover bank charges for the online enrolment process. A review of how many refunds were given is to be undertaken to ascertain whether bank charge costs are being covered by the £50 increase. The online enrolment system is working well and there have been 120 applicants since December 2015, with minimal refunds given. The online registration process has also allowed Regional Managers to dedicate more of their time to development work.</p>	<p>JBu</p>

<p>3.2</p>	<p><b>Council Matters and Regional Business</b></p> <p>PP explained that a review will be undertaken in relation to unregistered events. PP stated that many events organisations are profit driven and the Events Team are currently in talks with Organisers to discuss the support we can offer. PP explained that John Muddeman heads the Events Team and Natasha Cuthbert works primarily on British events and Neo Ni Artghiale leads on Triathlon England.</p> <p>There was a debate around why people should have membership or permit their events and the benefits of each option. The group feels that fees are high and could potentially deter people from joining. There are also implications around insurance which does not cover races, and may possibly be another factor in putting people off joining. FR highlighted a review in the Operational Plan which will consider unregistered events and memberships. These issues are also being deliberated by the Board. AS suggested a monthly membership may be affordable and DC is of the opinion that negative coverage in Social Media also deters people from participation.</p> <p>A date has been agreed for 21<sup>st</sup> May 2016 for a sub-committee meeting to discuss best practice and information gathering and sharing. Other items for this Agenda will be marketing, promotions, communications and the overall role of the Regional Committee.</p> <p><b>Regional Plan</b></p> <p>TC expressed confusion around lack of communication from TE. Council members are often unaware of many items and issues which should be consistently reported back to the Council. TC stated that course packages should not be under the remit of Council members and should fall under PP's teams. Work Plans are currently being put together in conjunction with the appraisal process. Generic objectives will be devised for regions. All agreed that a more detailed Plan is required which needs to be shared with regions. PP advised that there is an Operational Plan which incorporates objectives for the year specific to regions. PP advised that this will be taken forward at the next Steering Group meeting. All members agreed that communication is poor between Regions, Teams and the Board. PP advised that he will follow this up with Natalie.</p> <p>The Disability Lead will focus on promoting participation for kids, disability and female participation. LG enquired about Sport England funding. PP explained that targets are set according to the Budget plans for the next 4 years and there is a relationship manager who looks at forecasts and targets for future planning. PP did report that Sport England praised the business organisation of Triathlon and LG commented on the impressive consultation planned by JBu in the continuous development of the Sport and securing funding. A consultation team will be exploring lots of initiative in the planning and development of this Project in the Regions in collaboration with other partners. It is hoped the Strategy Report will be published by end of March / April 2016.</p>	<p>MH</p> <p>PP</p> <p>PP</p>
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	<p><b>Ops Review Progress Report</b></p> <p>DB stated that all elements of the Ops Review Progress Report need to be identified and a deadline was set for Regional Reports to be submitted by the end of April 2016. All Regions are required to present their forms to the Council by the end of April.</p> <p>There has been a complete re-organisation within Triathlon England and work has been done to ensure there are consistencies in the operational side as well as maintaining individuality as a Region. The financial processes will be reviewed in due course in the Regions. It was acknowledged that academy payments are processed differently in the regions, and all agreed that the same principles should apply whilst maintaining individuality. A structured Agenda is required and PA stated that the Council is responsible for determining the scope and ratification and delivery of recommendations is usually by the Committee. PP corrected this and informed the group that Sport England and TE are responsible for ratification. It was highlighted that there may be a new position of a Welfare Officer in each Committee, which may be compulsory. Linda Haywood is the TE Welfare /Safeguarding Officer at Head Office. There was a divide on opinion on who should deal with welfare matters. Whilst some felt it should be handled at Head Office, others were confident that Regions should be able to manage this aspect within their staffing capacity. FR added that he receives all welfare enquiries for his Region and has followed them up. The Welfare Officer position is deemed compulsory, however most members were unclear on the key accountabilities of the position and questioned whether this would be introduced into role remits.</p> <p>All agreed that this scope should be outlined as soon as possible and nominated Natalie to set this scope by end of March 2016 prior to the next Council meeting.</p>	<p>ALL Regions</p> <p>Natalie</p>
<p>3.3</p>	<p><b>Skills School Update</b></p> <p><i>Dan Salcedo joined the meeting with Chris Volley to deliver a presentation on Skills School</i></p> <p>CV is developing a curriculum for Skills sport which is aimed at guiding young triathletes to discover a positive learning process.</p> <p>It is hoped that Skills Sports Leads will be appointed by the end of March 2016 and a communication strategy will be drawn up. A brand logo is also being developed for banner.</p>	

CV explained that the Project has had a positive response and consultations and workshops have taken place. The presentation focussed on the delivery of the programme, the benefits to athletes and coaches, creating the right environment for coaching and learning on a countrywide scale. AS enquired whether there will be an entry requirement. CV explained that there will be certain criteria in place to meet health and safety requirements, although it will vary from Region to Region.

CV also highlighted that Sport England will fund the Home Nations talent. The aim is to maximise engagement with the sport amongst children.

The main challenge of the programme is being clear in who it would be suitable for and how it can be best delivered. There will be a consultation in March with regards to finalising the criteria for this.

The programme has also received support from Sport England and has worked closely with BTF in developing the framework.

**CV is currently writing a document on the 3 main areas:**

Main Curriculum Paper  
Athlete Paper  
Coach Paper

These documents will incorporate the following 6 areas of the Framework:

**Framework - 6 areas**

Training as Play  
Informed Choice  
Learning to Lead  
Intelligent Training  
Intelligent Racing  
One Day One Race

CV summarised the overall purpose of this Skills School and stated that it is to offer a positive experience in the development of young athletes and enhance coaching practice. Each Regional Lead will be responsible for setting their Operational models and BTF and TE coaches will have an opportunity to engage with the Programme. There will be guidance on pathways and Chris also mentioned that the Programme will encourage engagement of female athletes and coaches. PA enquired if the Regional Leads will be required to be part of the Committees. Chris stated a high degree of interaction will be required between Skills School and Clubs in ensuring communication and visibility in the Regions as the aim is to maximise opportunities for athletes to access the Skills School. The Project is being operated in a consultative manner and following its launch, it is hoped the programme will be open to the wider general public.

The final document will be published by the end of March.

	DS will email the presentation slides to TE Council members.	DS
3.4	<p><b>Council Contribution to the Sport</b></p> <p>This subject was not discussed in the meeting.</p>	
3.5	<p><b>Membership and Officials</b></p> <p><i>GL and KS joined the meeting.</i></p> <p><b>Officials</b></p> <p>BTF have liaised with external auditors who have offered potential solutions which will be forwarded to the Committee who will make recommendations. LG advised FR to raise concerns with the consultation process in the committee in relation to discrepancies around Officials. The Technical Committee will review information and will be putting forward any changes to the BTF Board for the April Board Meeting, this will outline the risks and alternatives. HMRC are putting together risks around various Sports. KS has liaised with other NGBs and feedback will be given to Neo. AS advised that questionnaires had been sent out to all Officials to obtain their views. JBu has advised BTF personnel that we will continue to analyse risk to avoid fines. Consideration will be given to incentivise officials but also to be mindful of the Governance procedures and regulations around this.</p> <p><b>Membership</b></p> <p>GL delivered a presentation on Membership and updated the group on 2016/2017 Budget, Pack Personalisation and Pack Presentation. GL also discussed the new proposition development schedule.</p> <p>Lisa Hollis has joined the Triathlon membership team from the FA membership team.</p> <p>The budget for 2016/17 membership revenue is 8% higher than the 2015/16 forecast. There has been limited growth in new membership sales in recent years. Exit survey analysis will be done to capture reasons for non renewals and identify repeat patterns.</p> <p>The Membership team is testing different sales channels to establish profitable marketing activity. Memberships will be tracked monthly. Our ambition is to develop a new membership product and changes need to happen well ahead of 2017. GL is outlining now the 2017 membership requirements. There are currently 18000 members and 2000 races. Membership communications are being updated to reflect new branding. GL indicated that approval is due to be signed off in September for the new Membership product and work is being done to launch this by the end of the year. GL will update team members on the progress of the new Membership product.</p>	

	<p>Our Insurance expires in September 2016 and we will start the tender process in May 2016. The Insurance guidelines will be more explicit and specific as to what cover individuals have.</p> <p>GL spoke about Essential membership. It is vital and necessary to have the best insurance in sport.</p> <p>JBu re-iterated the importance of presentation of features and consistent communications links on this new product.</p> <p>LG stated the Council has to satisfy itself that sufficient consultation has taken place around membership categories and all members are aware of changes. The Board will put forward a recommendation and the Council will finalise membership categories.</p>	Board members
3.6	<p><b>Website Update</b></p> <p>The Design phase is nearing completion, targeting a June launch for the new site. Focus groups and surveys have taken place to agree on scope. A decision is to be made whether the new website should be launched pre or post Leeds WTS. Continuous functionality testing will be done to ensure the site is constantly refreshed to reflect up to date information. Consideration has also been given on how to raise profiles of athletes in web content. The new site is optimised to work on tablets, desktop and mobile phones.</p> <p>GL confirmed the content management system will remain the same.</p> <p>JBu gave a brief update on the Regional website background and proposal.</p> <p><b>Background</b></p> <p>The 2011 website redevelopment included the addition of regional sub-sites, these were intrinsically linked to Triathlon England. No consultation took place on the design look and feel or functionality, this enable us to provide 10 websites with a consistent templated design, with customisable navigate for each region, as required.</p> <p><b>Proposal</b></p> <p>It is proposed that British Triathlon continue to provide a free and managed web platform for the 10 English regions, in line with the current provision. This will be in the form of updated regional templates, to include a regional homepage template, section template and content template; all templates will be fully responsive</p>	

	<p>across mobile, tablet and desktop. Templates will reflect the look and feel of the British design, following the revised brand guidelines.</p> <p>Governance websites will be hosted on separate websites for England, Wales and Scotland.</p> <p><b>Branding</b></p> <p>New branding was launched at the last AGM.</p> <p>Regional Branding - the regions can maintain individual identity without a combined logo. PA asked why British Triathlon cannot be displayed on the new branding. JBu explained that sport branding is complicated due to Governance and structures.</p> <p>When a brand is chosen, it must be relevant and allow people to understand that there is a committee structure. In terms of the website it is British based, for sponsorship it needs to be kept distinctive.</p> <p>AS acknowledged that there had been significant amount of queries on branding and added that sponsorship has been lost due to confusion on branding. JBu stated we need to maximise revenue and regional volunteers are required to be involved in promoting new brands. It is apparent there are differing views, and it was suggested that a sub group is set up to discuss strong views and take this forward positively. FR agreed there is much confusion over British and English brand and stated that a Regional identity is also required.</p> <p>It was also highlighted that there has been no official communication from the Board with regards to branding and this has resulted in confusion and negativity amongst TE members.</p> <p>Producing academy kit is priority and this cannot be ordered until branding issues are resolved. The timeline for ordering Academy kit is 2 weeks.</p> <p>JBu advised a decision is reached as soon as possible to avoid further confusion and stated that as an organisation we must strive to generate as much revenue as possible. LG suggested a sub group is formed to take this forward for a swift resolution.</p> <p>All members to agree a deadline for the resolution of branding issues and inform AS of what brands and logos they are currently using.</p>	<p>All Council members</p> <p>All Council Members</p>
<p><b>3.7</b></p>	<p><b>What is the BTF doing to increase sponsorship</b></p> <p><b>The Council were updated by the CEO</b></p>	
<p><b>4.</b></p>	<p><b>Matters arising from minutes not dealt with in the meeting</b></p> <p>No AOB</p>	

5.	<b>Date of next meeting: Saturday 21<sup>st</sup> May - venue TBC</b>	